



**PERSONNEL AND** READINESS

### WASHINGTON, D.C. 20301-4000

4000 DEFENSE PENTAGON

**ACTION MEMO** 

October 8,2004; 4:15 PM

FOR: SECRETARY OF DEFENSE

DepSec Action and I.O. Ohn & ordo4

FROM: David S. C. Chu, USD (P&R)

(Signature and Date)

SUBJECT: Longer Tours—and Longer Tenure—SNOWFLAKE

- You asked for a proposal initiating action on your desire that senior officers serve longer tours (Tab B).
- I believe three steps will accomplish your objective:
  - 1. Announce that you expect most four-star officers to serve at least four years in their posts (Tab C lists four-star posts, and average tenure over the past decade).
  - 2. Confer with the Service Secretaries and Chiefs on the three-star posts that should likewise carry a tenure of three or four years, with the balance assumed to be two-year tours (Tab D lists three-star posts, nominating as four year candidates those that are normally "capstone" posts—i.e., last post of career).
  - 3. Invite the Service Secretaries and Chiefs to provide you with a similar list for one and two-star officers, for your review and approval.
- This is a simple approach, to begin changing our culture. Actual tours may vary somewhat from the new norms—and you may want some to be of intermediate length. As such a system is implemented, it will be critical to encourage prompt retirement of those not advancing, and to assure those staying longer will be properly compensated. (The latter requires statutory change and will require your personal backing. We have already failed twice to persuade Congress.)
- Memoranda to initiate this action are attached for your consideration.

RECOMMENDATION: Sign the memorandum to the Service Secretaries and CJCS at Tab A.

Attachments:

As stated

Prepared by: Lt Col Lernes Hebert, (703) 695-6312





OSD 15889-04

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### THE SECRETARY OF DEFENSE

1000 DEFENSE PENTAGON WASHINGTON. DC 20301-1000

### MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS CHIEFS OF SERVICES

SUBJECT: Expectations for the Tenure of Senior Officers

Senior officers must enjoy sufficient tenure in their posts to be effective. They must have sufficient time to size up what is to be accomplished, to develop the appropriate plans to put those plans into effect, and to see them through to success.

Regrettably, the data I've seen suggest that the average time in post for our flag officers is frequently less than two years. This is too short.

As we plan for the future, we should assume that those confirmed for a four-star post will typically serve at least four years in that position. This should likewise be the expectation for several of our three-star posts, and I will be meeting with you to discuss the posts where longer tenure could be meritorious. A list of three-star billets with recent tour averages is provided to aid in this review.

I invite you to provide me, in advance of our meeting, but no later than November 1,2004, your recommendations on tenure length for the one and two-star posts in your domain. I will ask the Chairman and Combatant Commanders for their recommendations on joint positions.

cc: CJCS





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### SECRETARY OF DEFENSE 1000 DEFENSE PENTAGON WASHINGTON, DC 20301-1000

### MEMORANDUM FOR CHAIRMAN, JOINT CHIEFS OF STAFF

SUBJECT: Tenure of Senior Officers in Joint Assignments

We must give senior officers assigned to joint posts sufficient tenure to be effective. Regrettably, the data I've seen suggest the average is often less than two years. For some operational posts this may be acceptable. But in other cases this will not be enough time to size up the situation, decide what must be accomplished, and see the plans through to success.

In consultation with the Combatant Commanders, I would like your recommendations on the tenure we should expect for those officers occupying joint assignments in the grades of 07 through 09. I look forward to discussing these recommendations with you at your earliest convenience.

cc: Combatant Commanders





Proposed Tour LengthsO-9 Positions		Avg Time in		Tenure
Toposou rosa zongano o o rocanone		Position	Avg Time in	Proposed
Title	Service	(Mos)	Position (Yrs)	(Yrs)
Director, Force Structure. Resources and Assessment. J-8. Joint Staff	Joint/External	. 21	1.8	4
DUSD for Military Personnel Policy	JoinVExternal	22	1.8	3
Principal Deputy Director, Program Analysis and Evaluation, Office of the Secretary of	]	ĺ		4
Defense	JointlExternal			4
Director, Missile Defense Agency Director, Defense Information System Agency and Manager, National Communications	JoinVExternal	14	1.2	4
Systems	JoinVExternal	31	1 2.6	4
Director, Defense Intelligence Agency	Joint/External	32	2.7	4
IDirector. Defense Loaistics Aaency	JoinVExternal	36	3.0	4
Director, Defense Security Cooperation Agency	JoinVExternal	40	3.3	4
Director, National Imagery and Mapping Agency	JoinVExternal	28	2.4	4
Director, National Security Agency/Chief, Central Security Service	JoinVExternal	42	3.5	4
Chief of Staff. United States European Command	Joint/External	29	2.5	4
Director for Logistics, J-4, Joint Staff	<u> </u>			3
Director of Command, Control, Communications, and Computer (C4) Systems, J-6, Joint	JoinVExternal	29	2.4	3
Staff	JoinVExternal	23	1.9	3
United States Military Representative to the North Atlantic Treaty Organization Military Committee	Joint/External	33	2.8	3
Deputy Chairman, NATO Military Committee	JoinVExternal	33	2.8	3
	<b>+</b>	1		
President, National Defense University	JoinVExternal	1 34	2.8	3
(AssociateDirector of Central Intellioencefor MilitarvSupport, Central IntelligenceAaencv	JoinVExternal			3
(Assistantto the Chairman of the Joint Chiefs of Staff	JoinVExternal	19	1.6	2
Director, Joint Staff	Joint/External	16	1.3	2
Director for Operations, J-3, Joint Staff	JoinVExternal	22	1.8	2
Director. Strateaic Plans and Policv. J-5, Joint Staff	JoinVExternal	20	1.7	2
Deputy Commander/Chief of Staff. United States Central Command	JoinVExternal	18	1.5	2
Deputy Commander, United States Joint Forces Command	JoinVExternal	20	1.7	2
Deputy Commander United States Northern Command/Vice Commander United States	JOHN EXICITIAL	20	1.7	
Element. North American Aerospace Defense Command	JoinVExternal			2
Deouty Commander. United States Pacific Command	Joint/External	14	1.2	2
Deputy Commander, United States Special Operations Command	JoinVExternal	15	1.3	2
Deputy Commander, United States Strategic Command	JoinVExternal	19	1.6	2
Deputy Commander, United States Transportation Command	JoinVExternal	27	2.2	2
Cdr, JSRC Center [Cdr, Land North]	JoinVExternal	18	1.5	2
Deputy Commander, Joint Sub Regional Command Center, Allied Command Europe	CONTY External		1.0	
[Dep Cdr, Land North]	Joint/External	37	3.1	2
Senior Military Assistant to the Secretary of Defense	JointfExternal			2
Deputy Assistant to the President for National Security Affairs and Deputy National Security Advisor	Joint/External			2
Deputy Under Secretary of Defense for Intelliaence. Intelliaence and Warfiohtina Support	laint/C.damal			2
Superintendent, United States Air Force Academy	Air Force	40	22	5
Deputy Chief of Staff, Personnel, Headquarters United States Air Force		40	3.3	4
Deputy Chief of Staff, Personner, Headquartersonited States All Force	Air Force	31	2.6	4
Deputy Chief of Staff. Installations and Loaistii. Headauarters United States Air Force	Air Force	21	1.8	4
Surgeon General of the Air Force	Air Force	<u> </u>	1.0	4
Chief of Air Force Reserve and Commander, Air Force Reserve Command	Air Force			4
Principal Deputy Assistant Secretary of the Air Force for Acquisition, Department of the		<u> </u>	<del>(</del>	-
Air Force	Air Force	<u>                                     </u>	<u> </u>	4
IDirector. Air National Guard	'Air Force	63	5.3	4
Commander, Air University	Air Force	33	2.8	4
The Inspector General of the Air Force, Office of the Secretary of the Air Force	Air Force	26	2.2	3
Vice Commander, Air Education and Training Command	Air Force	36	3.0	3
Vice Commander, Air Force Materiel Command	Air Force	20	1.7	3
Commander, Aeronautical Systems Center. Air Force Materiel Command				3
Commander. Electronic Systems Center. Air Force Materiel Command	Air Force	26	2.2	3
Vice Commend	Air Force	48	2.0	3
Commander Spreadand Missile Systems Center, Air Force Materiel Command	Air Force	24	3.9	3
Commander, Eighteenth Air Force, Air Mobility Command	Air Force	47		3
Commander Air Force Special Ocerations Command	i	ł	0.5	3
Assistant Vice Chief of Staff. United States Air Force	Air Force Air Force	30	2.5	<u>3</u>
(Deputy Chief of Staff, Warfighting Integration, Headquarters United States Air Force	, with Olde	1		
Copacy Silion of Stain, Training integration, Floadquarters Office States All 10106	<u> </u>		10	

Proposed Tour LengthsO-9 Positions		Avg Time in Position	Avg Time in	Tenure Proposed
Title	Service	(Mos)	Position (Yrs)	(Yrs)
Deputy Chief of Staff, Air and Space Operations, HeadquartersUnited States Air Force	Air Force	16	1.4	2
Deputy Chief of Staff, Plans and Programs, Headquarters United States Air Force	Air Force	15	1.3	2
Vice Commander, Air Combat Command	Air Force	16	1.3	2
Commander, Eighth Air Force, Air Combat Command	Air Force	29	2.4	2
Commander, Ninth Air Force, Air Combat Command and Commander, United States				
Central Command Air Forces	Air Force	29	2.4	2
Commander, Twelfth Air Force, Air Combat Command and Commander, United States Southern Command Air Forces	Air Force	18	1.5	2
Vice Commander. Air Mobility Command	Air Force	18	1.5	2
Vice Commander, Pacific Air Forces	Air Force	21	1.8	2
Commander, United States Forces Japan and Commander, Fifth Air Force, Pacific Air	All Force	21	1.0	
Forces	Air Force	28	2.3	2
Deputy Commander In Chief, United Nations Command Korea; Deputy Commander,				
United States Forces Korea; Commander, Air Component Command, Republic of Korea/United States Combined Forces Command; and Commander, Seventh Air Force, Pacific Air Forces	Air Force	27	2.3	2
Commander, Alaskan Command, United States Pacific Command; Commander Eleventh	l .		[ [	_
Air Force, Pacific Air Forces; and Commander, Alaskan North American Defense Reaion		24	2.0	2
Vice Commander, United States Air Forces in Europe	Air Force	25	2.1	2
Commander, Allied Air Forces South and Commander, Sixteenth Air Force, United States Air Forces in Europe	Air Force	23	1.9	2
Superintendent, United States Military Academy	Amv	60	5.0	5
Chief of Engineers/Commanding General, United States Army Corps of Engineers	Army	<del> </del>	3.0	4
Commanding General, Third United States Army/Commander, United States Army	,,		1 1	
Forces Central Command	Army	34	2.8	4
Commanding General, First United States Army	Army	27	2.2	4
Cornmanding General, Fiflh United States Armv	Armv	26	2.2	4
kommandina General. United States Army Space and Missile Defense Command	Armv	47	3.9	4
Commanding General, United States Army Combined Arms Center	Army	27	2.3	4
Deputy Commanding General, for Initial Entry Training/Commanding General, United States Army Accessions Command, United States Army Training and Doctrine Command Commanding General, United States Army Medical Command/The Surgeon General, United States Army	Army			4
Commanding General, United States Army Pacific	Army	28	2.4	4
Deputy Chief of Staff, G-1, United States Army	Army	25	2.1	4
Deputy Chief of Staff for Logistics, United States Army	Armv			4
Deputy Chief of Staff, G-8, United States Army	Army			4
Military Deputy/Director, Army Acquisition Corps, Office of the Assistant Secretary of the	<u> </u>			
Army (Acquisition, Logistics and Technology)	Army			4
Chief InformationOfficer/Deputy Chief of Staff, G6, United States Army	Army			4
Military Deputy for Budget, Office of the Assistant Secretary of the Army (Financial Manaaement and Comptroller)	Armv	24	2.0	4
Chief. Armv Reserve	Armv		I	4*
Director, Army National Guard	Army			4
Commanding General, Eighth United States Army and Chief of Staff, United Nations Command/Combined Forces Command/United States Forces Korea	Army			3
CommandingGeneral, I Corps and Fort Lewis	Armv	30	2.5	3
Deputy Chief of Staff. G-2. United States Armv	Amv			3
Inspector General, Office of the Secretaryof the Army	Army	31	2.6	3
Deputy Commanding General, United States Army Materiel Command	Army	9	0.8	2
Commanding General, XVIII Airborne Corps and Fort Bragg	Armv	28	2.4	3
Commanding General. III Corps and Fort Hood	Armv	31	2.6	2
Deputy Commanding GeneraVChief of Staff, United States Army Forces Command Deputy Commanding GeneraVChief of Staff, United States Army Training and Doctrine	Army			2
Command	Army	22	1.8	2
Commanding General, V Corps, United States Army Europe and Seventh Army	Army	24	2.0	2
Deputy Commanding General Chief of Staff, United States Army Europe and Seventh	_	<del></del>		<del></del>
Army	Armv	23	1.9	2
Commanding Serieral. United States Army Special Operations Command	<del> </del>			
	Armv	27	2.3	2
Director of the Army Staff	Armv Army	27	2.3	2
Director of the Army Staff Director, Futures Center, United States Army Training and Doctrine Command Deputy Chief of Staff, G-3. United States Army	Armv	27	2.3	

Proposed Tour LengthsO-9 Positions	Service	Avg Time in Position (Mos)	Avg Time in Position (Yrs)	Tenure Proposed (Yrs)
Title Chief, National Guard Bureau				
Commander, Marine Forces Reserve	Army/AF	04	4.7	<u>4</u> 4
Commander, Marine Forces Reserve Deputy Commandant, for Programs and Resources, Headquarters, United States Marine	Marine Corps	21	1.7	4
corps	Marine Corps	27	2.2	4
Deputy Commandant for Installations and Logistics, Headquarters, United States Marine			t	
corps	Marine Corps	24	2.0	4
Commander, United States Marine Corps Forces Pacific: commanding General, Fleet Marine Force Pacific; and Commander, Marine Corps Bases Pacific	Marina Carra	04	4.7	2
Commander, United States Marine Corps Forces Atlantic; Commanding General, Fleet	Marine Corps	21	1.7	3
Marine Force Atlantic; Commander, United States Marine Corps Bases Atlantic;				
Commander, United States Marine Corps Forces Europe; and Commander, United States	5			
Marine Corps Forces, Southern Command	Marine Corps	26	2.1	3
Deputy Commandant, for Manpower and Reserve Affairs, Headquarters, United States Marine Corps	Marina Cama	20	27	2
Commanding General, Marine Corps Combat Development Command	Marine Corps	32	2.7	3
Deputy Commandant for Plans, Policies, and Operations, Headquarters, United States	Marine Corps	21	1.8	3
Marine Corps	Marine Corps	19	1.6	2
Deputy Commandant for Aviation, Headquarters, United States Marine Corps	Marine Corns	27	2.3	2
Commanding General, I Marine Expeditionary Force	Marine Corps	21	1.7	2
Commanding General, II Marine Expeditionary Force/Commanding General, Striking				
Force Atlantic	Marine Corps	19	1.6	2
Commanding General, III Marine Expeditionary Force; Commander, Marine Corps Bases,		40	4.5	0
Japan; and Commander, Marine Forces Japan	Marine Corns	18	1.5	2
Superintendent, United States Naval Academy	Naw	39	3.3	5
Commander, Naval Air Systems Command	Navy	40	3.3	4
Commander, Naval Network Warfare Command	Navy Navy	44	0.4	4
Commander, Naval Sea Systems Command  Chief of the Bureau of Medicine and Suraerv and Surgeon General	-	41	3.4	4
Chief of Naval Reserve	Naw	40	0.5	4 4*
	Navy	43	3.5	
Commander, Military Sealift Command  Commander, Naval Air Force, United States Atlantic Fleet	Navy	25	2.1	3
Commander, Navar Air Force, United States Pacific Fleet	Navy	29	2.4	3
	Naw	31	2.6	3
Commander, Naval Education and Training Command Inspector General, Department of the Navy	Navy Navy	00	0.7	3
, , ,	Navy	32	2.7	3
Commander, Naval Surface Force, United States Atlantic Fleet		38	3.2	3
Commander, Naval Surface Force, United States Pacific Fleet	Naw	30	2.5	3
President, Naval War College	Navy	43	3.6	3
Director for Material Readiness and Logistisc, N4, Office of the Chief of Naval Operations	Navy	32	2.7	3
Deputy Chief of Naval Operations for Manpower and Personnel, N1, Office of the Chief of				
Naval Operations and Chief, Naval Personnel	Navy	32	2.7	3
Director of Naval Intelligence, N2	Navy			3
Commander Submarine Force, United States Atlantic Fleet and Commander, Submarine Allied Command, Atlantic	Navy	24	26	2
Commander, Naval Surface Force, United States Pacific Fleet	<del>                                     </del>	31	2.6	3
Deputy Chief of Naval Operations for Plans, Policy and Operations, N3/N5, Office of the	Navy	28	2.3	3
Chief of Naval Operations	Navy	17	1.4	2
Deputy Chief of Naval Operations for Resources, Requirements and Assessments, N8,				
Office of the Chief of Naval Operations	Navy	23	1.9	2
Deputy Chief of Naval Operations for Warfare Requirements and Programs, N6/N7,	Na.			0
Office of the Chief of Naval Operations (pending)	Navy	23	1.9	2
Director, Navy Staff, N09B, Office of the Chief of Naval Operations	Navy	19	1.6	2
Commander, SECOND Fleet	Navy	22	1.8	2
Commander, SEVENTH Fleet Commander, SIXTH Fleet and Commander, Naval Striking and Support Forces Southern	Navy	23	1.9	2
Commander, SIX En Fleetand Commander, NavarStrikingand Support Forces 500them. Europe	Navy	20	1.6	2
Commander. THIRD Fleet	Navy	28	2.4	2
Deputy Commander and Chief of Staff, United States Atlantic Fleet/Fleet Forces	,			<u> </u>
Command	Navy	15	1.3	2

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TO:

David Chu

FROM:

Donald Rumsfeld

SUBJECT:

Two Major Initiatives

I plan to put forth a major initiative with respect to longer tours for people and, for those that are successful, somewhat longer service.

I am also going to put forth a major initiative for Standing Joint Headquarters, so that when we have to fight a next war, we will have the headquarters set up, and won't end up with the headquarters half-filled when the war is over. I have been pushing this for three years, but the resistance is powerful.

We need to get both of them done. Please get back to me with proposals.

Thanks.

Attach.

CJTF-7 Joint Manning Timeline (2 pages)

DHR:ss 091304-25

Please respond by 10/29/04



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Commander, US European Command	Proposed Tour LengthsO-10 Positions Title	Service	Avg Time in Position (Mos)	Avg Time in Position (Yrs)	Tenure Proposed (Yrs)
Commander, US European Command	Commander, US Central Command	JoinVExternal	36	3.0	4 1
Commander, US Joint Forces Command	(Commander. US European Command	JoinVExternal	37	3.1	4 1
Commander, US Northern Command	Commander, US European Command	JoinVExternal	32	2.7	4
Commander, US Pacific Command	Commander, US Joint Forces Command	Joint/External	29	2.4	4
Commander, United NationsCommand/Combined ForcesCommand/Commander, United States Forces Korea   Joint/External   36   30   4   4   4   4   4   4   4   4   4	Commander, US Northern Command	Joint/External			4
Sates Forces Korea   Joint/External   36   3.0   4	Commander, US Pacific Command	JoinVExternal	33	2.8	4
Commander, US Southern Command					
Commander, US Special Operations Command   JoinVExternal   34   28   4		Joint/External	36	3.0	-
Commander, US Strategic Command	· ·	JoinVExternal	20	1.7	4
Chairman of the JCS	Commander, US Special Operations Command	JoinVExternal	34	28	4
Vice Chairman of the JCS         Joint/External         35         2.9         2*           Chief of Staff. USAF         Air Force         36         3.0         4*           Commander, Air Combat Command         Air Force         25         2.1         4           Commander, Air Educationand Training Command         Air Force         27         2.2         4           Commander, Air Force Materiel Command         Air Force         34         2.8         4           Commander, Pacific Air Forces Materiel Command         Air Force         26         2.2         4           Commander, Pacific Air Forces         Air Force         24         2.0         4           Commander, Unlited States Air Forces in Europe         Air Force         24         2.0         4           Commanding General, USAF         Air Force         25         2.1         3           Commanding General, US Amy Materiel Command         Armv         30         2.5         4           Commanding General, US Amy Forces Command         Army         18         1.5         4           Commanding General, US Amy Training and Doctrine Command         Armv         36         3.0         4           Chief of Staff, USA         Army         49         4,1         4 <td>Commander, US Strategic Command</td> <td>JoinVExternal</td> <td>28</td> <td>2.4</td> <td>4</td>	Commander, US Strategic Command	JoinVExternal	28	2.4	4
Vice Chairman of the JCS         Joint/External         35         2.9         2*           Chief of Staff. USAF         Air Force         36         3.0         4*           Commander, Air Combat Command         Air Force         25         2.1         4           Commander, Air Educationand Training Command         Air Force         27         2.2         4           Commander, Air Force Materiel Command         Air Force         34         2.8         4           Commander, Pacific Air Forces Materiel Command         Air Force         26         2.2         4           Commander, Pacific Air Forces         Air Force         24         2.0         4           Commander, Unlited States Air Forces in Europe         Air Force         24         2.0         4           Commanding General, USAF         Air Force         25         2.1         3           Commanding General, US Amy Materiel Command         Armv         30         2.5         4           Commanding General, US Amy Forces Command         Army         18         1.5         4           Commanding General, US Amy Training and Doctrine Command         Armv         36         3.0         4           Chief of Staff, USA         Army         49         4,1         4 <td></td> <td></td> <td></td> <td></td> <td></td>					
Chief of Staff, USAF		Joint/External	48	4.0	
Commander, Air Combat Command	Vice Chairman of the JCS	Joint/External	35	2.9	2*
Commander, Air Educationand Training Command         Air Force         27         2.2         4           Commander, Air Force Materiel Command         Air Force         34         2.8         4           Commander, Pacific Air Forces         Air Force         26         2.2         4           Commander, Pacific Air Forces         Air Force         24         20         4           Commander, United States Air Forces in Europe         Air Force         24         20         4           Vice Chief of Staff, USAF         Air Force         25         2.1         3           Commanding General, US Army Materiel Command         Armv         30         2.5         4           Commanding General, US Army Forces Command         Armv         18         1.5         4           Commanding General, US Army Fraining and Doctrine Command         Armv         36         3.0         4           Chief of Staff, USA         Army         49         4.1         4           Commanding General, US A Europe and Seventh Armv         Armv         31         2.6         3           Vice Chief of Staff, USA         Armv         20         1.7         3           Commandant of the Marine Corps         Marine Corps         48         4.0         4 <td>Chief of Staff. USAF</td> <td>Air Force</td> <td>36</td> <td>3.0</td> <td><u> </u></td>	Chief of Staff. USAF	Air Force	36	3.0	<u> </u>
Commander, Air Force Materiel Command		Air Force	25	2.1	4
Air Force   26   22   4	Commander, Air Education and Training Command	Air Force	27	2.2	4
Commander, Pacific Air Forces         Air Force         24         20         4           Commander, United States Air Forces in Europe         Air Force         24         20         4           Vice Chief of Staff, USAF         Air Force         25         2.1         3           Commanding General, US Amy Materiel Command         Armv         30         2.5         4           Commanding General, US Amy Forces Command         Army         18         1.5         4           Commanding General, US Amy Training and Doctrine Command         Armv         36         3.0         4           Chief of Staff, USA         Army         49         4.1         4           Commanding General, USA Europe and Seventh Armv         Armv         31         2.6         3           Vice Chief of Staff, USA         Armv         20         1.7         3           Commandant of the Marine Corps         Marine Corps         48         4.0         4           Assistant, Commandant of the Marine Corps         Marine Corps         25         20         3           Director, Naval Nuclear Propulsion Program (SEA-08)         Navy         72         6.0         8*           Chief of Naval Operations         Navy         42         3.5         4*	Commander, Air Force Materiel Command	Air Force	. 34	2.8	Ą
Commander, United States Air Forces in Europe         Air Force         24         20         4           Vice Chief of Staff, USAF         Air Force         25         2.1         3           Commanding General, US Amy Materiel Command         Amw         30         25         4           Commanding General, US Amy Forces Command         Amy         18         1.5         4           Commanding General, US Army Training and Doctrine Command         Amw         36         30         4           Chief of Staff, USA         Amy         49         4.1         4           Commanding General, USA Europe and Seventh Amv         Amv         31         2.6         3           Vice Chief of Staff, USA         Amv         20         1.7         3           Commandant of the Marine Corps         Marine Corps         48         4.0         4           Assistant, Commandant of the Marine Corps         Marine Corps         25         20         3           Director, Naval Nuclear PropulsionProgram (SEA-08)         Navy         72         6.0         8*           Chief of Naval Operations         Navy         42         3.5         4*           Commander, US Naval Forces, Europe         Navy         30         2.5         4		Air Force	26	2.2	4
Vice Chief of Staff, USAF       Air Force       25       2.1       3         Commanding General, US Amy Materiel Command       Amv       30       2.5       4         Commanding General, US Amy Forces Command       Amy       18       1.5       4         Commanding General, US Amy Training and Doctrine Command       Amv       36       3.0       4         Chief of Staff, USA       Amy       49       4.1       4         Commanding General, USA Europe and Seventh Amv       Amv       31       2.6       3         Vice Chief of Staff, USA       Amv       20       1.7       3         Vice Chief of Staff, USA       Marine Corps       48       4.0       4         Assistant, Commandant of the Marine Corps       Marine Corps       25       20       3         Director, Naval Nuclear Propulsion Program (SEA-08)       Navy       72       6.0       8*         Chief of Naval Operations       Navy       42       3.5       4*         Commander, US Atlantic Fleet       Navy       30       2.5       4         Commander, US Pacific Fleet       Navy       30       2.5       4	Commander, Pacific Air Forces	Air Force	24	2.0	4
Commanding General, US Amy Materiel Command         Amv         30         25         4           Commanding General, US Amy Forces Command         Amy         18         1.5         4           Commanding General, US Amy Training and Doctrine Command         Amw         36         3.0         4           Chief of Staff, USA         Army         49         4.1         4           Commanding General, USA Europe and Seventh Amv         Amv         31         2.6         3           Vice Chief of Staff, USA         Amv         20         1.7         3           Vice Chief of Staff, USA         Amv         20         1.7         3           Commandant of the Marine Corps         Marine Corps         48         4.0         4           Assistant, Commandant of the Marine Corps         Marine Corps         25         20         3           Director, Naval Nuclear Propulsion Program (SEA-08)         Navy         72         6.0         8*           Chief of Naval Operations         Navy         42         3.5         4*           Commander, US Atlantic Fleet         Navy         30         2.5         4           Commander, US Pacific Fleet         Navy         30         2.5         4	Commander, United States Air Forces in Europe	Air Force	24	2.0	4
Commanding General, US Army Forces Command         Army         18         1.5         4           Commanding General, US Army Training and Doctrine Command         Armv         36         3.0         4           Chief of Staff, USA         Army         49         4.1         4           Commanding General, USA Europe and Seventh Armv         Armv         31         2.6         3           Vice Chief of Staff, USA         Armv         20         1.7         3           Commandant of the Marine Corps         Marine Corps         48         4.0         4           Assistant, Commandant of the Marine Corps         Marine Corps         25         20         3           Director, Naval Nuclear Propulsion Program (SEA-08)         Navy         72         6.0         8*           Chief of Naval Operations         Navy         42         3.5         4*           Commander, US Atlantic Fleet         Navy         25         2.1         4           Commander, US Naval Forces, Europe         Navy         30         2.5         4           Commander, US Pacific Fleet         Navy         30         2.5         4	Vice Chief of Staff, USAF	Air Force	25	2.1	3
Commanding General, US Army Training and Doctrine Command         Army         36         3.0         4           Chief of Staff, USA         Army         49         4.1         4           Commanding General, USA Europe and Seventh Army         Armv         31         2.6         3           Vice Chief of Staff, USA         Armv         20         1.7         3           Commandant of the Marine Corps         Marine Corps         48         4.0         4           Assistant, Commandant of the Marine Corps         Marine Corps         25         20         3           Director, Naval Nuclear Propulsion Program (SEA-08)         Navy         72         6.0         8*           Chief of Naval Operations         Navy         42         3.5         4*           Commander, US Atlantic Fleet         Navy         25         2.1         4           Commander, US Naval Forces, Europe         Navy         30         2.5         4           Commander, US Pacific Fleet         Navy         30         2.5         4	Commanding General, US Amy Materiel Command	Armv	30	2.5	4
Chief of Staff, USA         Army         49         4.1         4           Commanding General, USA Europe and Seventh Armv         Armv         31         2.6         3           Vice Chief of Staff, USA         Armv         20         1.7         3           Commandant of the Marine Corps         Marine Corps         48         4.0         4           Assistant, Commandant of the Marine Corps         Marine Corps         25         2.0         3           Director, Naval Nuclear Propulsion Program (SEA-08)         Navy         72         6.0         8*           Chief of Naval Operations         Navy         42         3.5         4*           Commander, US Atlantic Fleet         Navy         25         2.1         4           Commander, US Naval Forces, Europe         Navy         30         2.5         4           Commander, US Pacific Fleet         Navy         30         2.5         4	Commanding General, US Army Forces Command	Army	18	1.5	4
Commanding General, USA Europe and Seventh Armv         Armv         31         2.6         3           Vice Chief of Staff, USA         Armv         20         1.7         3           Commandant of the Marine Corps         Marine Corps         48         4.0         4           Assistant, Commandant of the Marine Corps         Marine Corps         25         2.0         3           Director, Naval Nuclear Propulsion Program (SEA-08)         Navy         72         6.0         8*           Chief of Naval Operations         Navy         42         3.5         4*           Commander, US Atlantic Fleet         Navy         25         2.1         4           Commander, US Naval Forces, Europe         Navy         30         2.5         4           Commander, US Pacific Fleet         Navy         30         2.5         4		Armv	36	3.0	4
Vice Chief of Staff, USA         Armv         20         1.7         3           Commandant of the Marine Corps         Marine Corps         48         4.0         4           Assistant, Commandant of the Marine Corps         Marine Corps         25         2.0         3           Director, Naval Nuclear Propulsion Program (SEA-08)         Navy         72         6.0         8*           Chief of Naval Operations         Navy         42         3.5         4*           Commander, US Atlantic Fleet         Navy         25         2.1         4           Commander, US Naval Forces, Europe         Navy         30         2.5         4           Commander, US Pacific Fleet         Navy         30         2.5         4	Chief of Staff, USA	Army	49	4.1	4
Commandant of the Marine Corps         Marine Corps         48         4.0         4           Assistant, Commandant of the Marine Corps         Marine Corps         25         2.0         3           Director, Naval Nuclear Propulsion Program (SEA-08)         Navy         72         6.0         8*           Chief of Naval Operations         Navy         42         3.5         4*           Commander, US Atlantic Fleet         Navy         25         2.1         4           Commander, US Naval Forces, Europe         Navy         30         2.5         4           Commander, US Pacific Fleet         Navy         30         2.5         4	Commanding General, USA Europe and Seventh Armv	Armv	31	2.6	3
Assistant, Commandant of the Marine Corps         Marine Corps         25         2.0         3           Director, Naval Nuclear Propulsion Program (SEA-08)         Navy         72         6.0         8*           Chief of Naval Operations         Navy         42         3.5         4*           Commander, US Atlantic Fleet         Navy         25         2.1         4           Commander, US Naval Forces, Europe         Navy         30         2.5         4           Commander, US Pacific Fleet         Navy         30         2.5         4	Vice Chief of Staff, USA	Armv	20	1.7	3
Director, Naval Nuclear Propulsion Program (SEA-08)         Navy         72         6.0         8*           Chief of Naval Operations         Navy         42         3.5         4*           Commander, US Atlantic Fleet         Navy         25         2.1         4           Commander, US Naval Forces, Europe         Navy         30         2.5         4           Commander, US Pacific Fleet         Navy         30         2.5         4	Commandant of the Marine Corps	Marine Corps	48	4.0	4
Chief of Naval Operations         Navy         42         3.5         4*           Commander, US Atlantic Fleet         Navy         25         2.1         4           Commander, US Naval Forces, Europe         Navy         30         2.5         4           Commander, US Pacific Fleet         Navy         30         2.5         4	Assistant, Commandant of the Marine Corps	Marine Corps	25	2.0	3
Commander, US Atlantic Fleet         Navy         25         2.1         4           Commander, US Naval Forces, Europe         Navy         30         2.5         4           Commander, US Pacific Fleet         Navy         30         2.5         4	Director, Naval Nuclear PropulsionProgram (SEA-08)	<del> </del>	72	6.0	8*
Commander, US Atlantic Fleet         Navy         25         2.1         4           Commander, US Naval Forces, Europe         Navy         30         2.5         4           Commander, US Pacific Fleet         Navy         30         2.5         4	Chief of Naval Operations	Navy	42	3.5	4*
Commander, US Naval Forces, Europe         Navy         30         2.5         4           Commander, US Pacific Fleet         Navy         30         2.5         4	Commander, US Atlantic Fleet				4
Commander, US Pacific Fleet Navy 30 2.5 4	Commander, US Naval Forces, Europe				
110.1)					
	Vice Chief of Naval Operations				





Proposed Tour LengthsO-9 Positions	_	Avg Time in		Tenure
		Position	Avg Time in	Proposed
Title	Service	(Mos)	Position (Yrs)	(Yrs)
Director, Force Structure, Resources and Assessment, J-8, Joint Staff	Joint/External	21	1.8	4
DUSD for Military Personnel Policy	Joint/External	22	1.8	3
Principal Deputy Director, Program Analysis and Evaluation, Office of the Secretary of				_
Defense	JointlExternal			4
Director, Missile Defense Agency Director, Defense Information System Agency and Manager, National Communications	Joint/External	14	1.2	4
Systems	Joint/External	31	2.6	4
Director, Defense Intelligence Agency	Joint/External	32	2.7	4
Director, Defense Loaistics Aaency	Joint/External	36	3.0	4
IDirector, Defense Security Cooperation Agency	Joint/External	40	3.3	4
Director, National Imagery and Mapping Agency	JointlExternal	28	2.4	4
Director, National Security Agency/Chief, Central Security Service	Joint/External	42	3.5	4
Chief of Staff, United States European Command	JointlExternal	29	2.5	4
Director for Logistics, J-4, Joint Staff	Joint/External	29	2.4	3
- Substantial Edgestics, Controlled				
Staff	Joint/External	23	1.9	3
United States Military Representative to the North Atlantic Treaty Organization Military	1 : 45			
Committee  Described Chairman NATO Military Constraints	JointlExternal	33	2.8	3
Deputy Chairman, NATO Military Committee	Joint/External	33	2.8	3
President, National Defense University	Joint/External	34	2.8	3
Associate Director of Central Intelligence for Military Support, Central Intelligence Agency	Joint/External			3
Assistant to the Chairman of the Joint Chiefs of Staff	Joint/External	19	1.6	2
Director, Joint Staff	JointlExternal	16	1.3	2
Director for Operations, J-3, Joint Staff	Joint/External	22	1.8	2
Director, Strateaic Plans and Policy, J-5. Joint Staff	JointlExternal	20	1.7	2
Deputy Commander/Chief of Staff. United States Central Command	Joint/External	18	1.5	2
Deputy Commander, United States Joint Forces Command	Joint/External	20	1.7	2
Deputy Commander, United States NorthernCommand/Vice Commander, United States	Confe External			_
Element, North American Aerospace Defense Command	Joint/External			2
Deputy Commander. United States Pacific Command	Joint/External	14	l 1.2 I	2
Deputy Commander, United States Special Operations Command	Joint/External	15	1.3	2
Deputy Commander, United States Strategic Command	Joint/External	19	1.6	2
Deputy Commander, United States Transportation Command	Joint/External	27	2.2	2
Cdr, JSRC Center [Cdr, Land North]	Joint/External	18	1.5	2
Deputy Commander, Joint Sub Regional Command Center, Allied Command Europe				
[Dep Cdr, Land North]	Joint/External	37	3.1	2
Senior Military Assistant to the Secretary of Defense Deputy Assistant to the President for National Security Affairs and Deputy National	Joint/External			2
Security Advisor	Joint/External	j '	1	2
Deputy Under Secretary of Defense for Intelligence, Intelligence and Warfighting Support		40		5
Superintendent, United States Air Force Academy	Air Force	40	3.3	
Deputy Chief of Staff, Personnel, Headquarters United States Air Force	Air Force	31	2.6	4
Deputy Chief of Staff. Installations and Loaistics. Headauarters United States Air Force	Air Force	21	1.8	4
Surgeon General of the Air Force	Air Force			4
Chief of Air Force Reserve and Commander, Air Force Reserve Command	Air Force			4
Principal Deputy Assistant Secretary of the Air Force for Acquisition, Department of the Air Force	Air Force			4
Director, Air National Guard	Air Force	63	5.3	4
Commander, Air University	Air Force	33	2.8	4
The Inspector General of the Air Force, Office of the Secretary of the Air Force	Air Force	26	2.2	3
Vice Commander, Air Education and Training Command	Air Force	36	3.0	3
Vice Commander, Air Education and Training Command	Air Force	20	1.7	3
Commander, Aeronautical Systems Center, Air Force Materiel Command	Air Force	26	2.2	3
Commander, Flankronic Systems Center, Air Force Materiel Command	Air Force	48	4.0	3
Vice Compander, Air Force Space Command	Air Force	24	2.0	3
Commander, Ale And Missile Systems Center. Air Force Materiel Command	Air Force	47	3.9	3
Commande, Eighteenth Air Force, Air Mobility Command	Air Force	· -,	. 5.5	3
Commander, Air Force Special Operations Command	Air Force Air Force	30	2.5	3
Assistant Vice Chief of Staff, United States Air Force	Air Force	30	2.0	2
Deputy Chief of Staff, Warfighting Integration, Headquarters United States Air Force	Air Force			2
Bopas, Cition of Otali, Frantighting Integration, Floadquarters Office Otalics All 1 Ofce	All I OICE			4

Proposed Tour LengthsO-9 Positions		Avg Time in		Tenure
3		Position	Avg Time in	Proposed
Title	Service	(Mos)	Position (Yrs)	(Yrs)
Deputy Chief of Staff, Air and Space Operations, Headquarters United States Air Force	Air Force	16	1.4	2
Deputy Chief of Staff, Plans and Programs, Headquarters United States Air Force	Air Force	15	1.3	2
Vice Commander, Air Combat Command	Air Force	16	1.3	2
Commander, Eighth Air Force, Air Combat Command	Air Force	29	2.4	2
Commander, Ninth Air Force, Air Combat Command and Commander, United States				
Central Command Air Forces	Air Force	29	2.4	2
Commander, Twelfth Air Force, Air Combat Command and Commander, United States Southern Command Air Forces	Air Force	18	1.5	2
Vice Commander. Air Mobility Command	Air Force	18	1.5	2
Vice Commander, Pacific Air Forces	Air Force	21	1.8	2
Commander, United States Forces Japan and Commander, Fifth Air Force, Pacific Air	All Force	21	1.8	
Forces	Air Force	28	2.3	2
Deputy Commander In Chief, United Nations Command Korea; Deputy Commander, United States Forces Korea; Commander, Air Component Command, Republic of			-	
Korea/United States Combined Forces Command; and Commander, Seventh Air Force, Pacific Air Forces	Λ: <sub>1</sub> , Γ <sub>2,12,2</sub>	07		2
Facilic All Forces	Air Force	27	2.3	
Commander, Alaskan Command, United States Pacific Command; Commander Eleventh Air Force. Pacific Air Forces: and Commander, Alaskan North American Defense Region	Air Force	24	2.0	2
Vice Commander, United States Air Forces in Europe	Air Force	25	2.1	2
Commander, Allied Air Forces South and Commander, Sixteenth Air Force, United States Air Forces in Europe	Air Force	23	1.9	2
Superintendent, United States Military Academy	Amv	60	5.0	5
Chief of Engineers/Commanding General, United States Army Corps of Engineers	Army			4
Commanding General, Third United States Army/Commander, United States Army Forces Central Command	Army	34	2.8	4
Commanding General, First United States Army	Armv	27	2.2	4
Commanding General, Fifth United States Army	Armv	26	2.2	4
kommandina General. United States Army Space and Missile Defense Command	Amv	47	I e.e I	l
Commanding General, United States Army Combined Arms Center	Army	27	2.3	4
Deputy Commanding General, for Initial Entry Training/Commanding General, United States Army Accessions Command, United States Army Training and Doctrine Command	Army			4
Commanding General, United States Army Medical Command/The Surgeon General, United States Army	Army			4
Commanding General, United States Army Pacific	Armv	28	2.4	4
		25	<u>  2.1  </u>	
	Armv		<u> </u>	4
Deputy Chief of Staff, G-8, United States Army	Army			4
Military Deputy/Director, Army Acquisition Corps, Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology)	Army			4
3 ( ) ( )	Army			4
Military Deputy for Budget, Office of the Assistant Secretary of the Army (Financial	, <b>,</b>			
Management and Comptroller)	Army	24	2. <b>0</b>	4
Chief, Army Reserve	Army			4*
Director, Army National Guard	Army			4
Commanding General, Eighth United States Army and Chief of Staff, United Nations Command/Combined Forces Command/United States Forces Korea	Armv			3
	Army	30	2.5	3
Deputy Chief of Staff, G-2, United States Army	Army			3
Inspector General, Office of the Secretary of the Army	Army	31	2.6	3
Deputy Commanding General, United States Army Materiel Command	Army	9	0.8	2
Commanding General, XVIII Airborne Corps and Fort Bragg	Army	28	2.4	3
Commanding General, III Corps and Fort Hood	Army	31	2.6	2
	Army		<u> </u>	2
Deputy Commanding GeneraVChief of Staff, United States Army Training and Doctrine Command	Armv	22	40	2
Commanding Company V Corps, United States Army Europe and Seventh Army			1.8	2
Deputy Commanding General Chief of Staff, United States Army Europe and Seventh	Army	24	2.0	
Army ((((((((((((((((((((((((((((((((((((	Army	23	1.9	2
Commanding General, United States Army Special Operations Command	Army	27	2.3	2
Director of the Army Staff	Armv			2
Director, Futures Center, United States Army Training and Doctrine Command	Army	-	İ	2
Descrits Object of Oleff O. O. Heiter I Otata a America	Army 1	18	1.5	2

Proposed Tour LengthsO-9 Positions		Avg Time in Position	Avg Time in	Tenure Proposed
Title	Service	(Mos)	Position (Yrs)	(Yrs)
Chief, National Guard Bureau	Army/AF		<u> </u>	4
Commander, Marine Forces Reserve Deputy Commandant, for Programs and Resources, Headquarters, United States Marine	î :	21	1.7	4
Corps Deputy Commandant for Installations and Logistics, Headquarters, United States Marine	Marine Corps	<u>27</u>	2.2	4
Commander, United States Marine Corps Forces Pacific; Commanding General, Fleet				<del></del>
Marine Force Pacific; and Commander, Marine Corps Bases Pacific	Marine Corps	21	1.7	3
Commander, United States Marine Corps Forces Atlantic; Commanding General, Fleet Marine Force Atlantic; Commander, United States Marine Corps Bases Atlantic; Commander, United States Marine Corps Forces Europe; and Commander, United States	S			
Marine Corps Forces, Southern Command	Marine Corps	26	2.1	3
Deputy Commandant, for Manpower and Reserve Affairs, Headquarters, United States				2
Marine Corps	Marine Corps	32	2.7	3
Commanding General, Marine Corps Combat Development Command Deputy Commandant for Plans, Policies, and Operations, Headquarters, United States	Marine Corps	21	1.8	3
Marine Corps	Marine Corps	19	1.6	2
Deputy Commandant for Aviation, Headquarters, United States Marine Corps	Marine Corps	27	2.3	2
Commanding General, I Marine Expeditionary Force	Marine Corps	21	1.7	2
Commanding General, I Marine Expeditionary Force/Commanding General, Striking	Manife Corps	21	1.7	
Force Atlantic Commanding General, III Marine Expeditionary Force; Commander, Marine Corps Bases,	Marine Corps	19	1.6	2
Japan; and Commander, Marine Forces Japan	Marine Corps	18	1.5	2
Superintendent, United States Naval Academy	Naw	39	3.3	5
Commander, Naval Air Systems Command	Naw	<b>l</b> 40	l 3.3 l	4
kommander. Naval Network Warfare Command	Navv			4
Commander, Naval Sea Systems Command	Navy	41	3.4	4
Chief of the Bureau of Medicine and Surgery and Surgeon General	Naw			4
Chief of Naval Reserve	Navv	<b>l</b> 43	l 3.5 I	<b>4</b> * I
Commander, Military Sealift Command	Navy	25	2.1	3
Commander, Naval Air Force, United States Atlantic Fleet	Navy	29	2.4	3
Commander Naval Air Force, United States Pacific Fleet	Naw	31	2.6	3
(Commander. Naval Education and Trainino Command	Navv	I	i i	3
Inspector General, Department of the Navy	Navy	32	2.7	3
Commander, Naval Surface Force, United States Atlantic Fleet	Navy	38	3.2	3
Commander, Naval Surface Force, United States Pacific Fleet	Navy	30	2.5	3
President. Naval War Colleae	Naw	43	3.6	3
Director for Material Readiness and Logistisc, N4, Office of the Chief of Naval Operations	Navy	. 32	2.7	3
Deputy Chief of Naval Operations for Manpower and Personnel, N1, Office of the Chief of Naval Operations and Chief, Naval Personnel	Naw	32	2.7	3
Director of Naval Intelligence, N2	Navy			3
Commander Submarine Force, United States Atlantic Fleet and Commander, Submarine Allied Command, Atlantic	Navy	31	2.6	3
Commander, Naval Surface Force, United States Pacific Fleet	Navy	28	2.3	3
Deputy Chief of Naval Operations for Plans, Policy and Operations, N3/N5, Office of the Chief of Naval Operations	Navy	17	1.4	2
Deputy Chief of Naval Operations for Resources, Requirements and Assessments, N8, Office of the Chief of Naval Operations	Navy	23	1.9	2
Deputy Chief of Naval Operations for Warfare Requirements and Programs, N6/N7, Office of the Chief of Naval Operations (pending)	Navy	23	1.9	2
Director, Navy Staff, N09B, Office of the Chief of Naval Operations	Naw	19	1.6	2
Commander, SECOND Fleet	Navv	22	1.8	2
Commander, SEVENTH Fleet	Navy	23	1.9	2
Commander, SIXTH Fleet and Commander, Naval Striking and Support Forces Southern Europe	Navy	20	1.6	2
Commander, THIRD Fleet	Navy	28	2.4	2
Deputy Commander and Chief of Staff, United States Atlantic Fleet/Fleet Forces Command	Navy	15	1.3	2
Commander, United States Naval Forces, Central Command and Commander, FIFTH Fleet	Navy			2

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210 (344)

TO:

David Chu

FROM:

Donald Rumsfeld

SUBJECT: Two Major Initiatives

I plan to put forth a major initiative with respect to longer tours for people and, for those that are successful, somewhat longer service.

I am also going to put forth a major initiative for Standing Joint Headquarters, so that when we have to fight a next war, we will have the headquarters set up, and won't end **up** with the headquarters half-filled when the war is over. I have been pushing this for three years, but the resistance is powerful.

We need to get both of them done. Please get back to me with proposals.

Thanks.

Attach.

CJTF-7 Joint Manning Timeline (2 pages)

DHR:ss 091304-25

Please respond by 10/29/04



**FOUO** 

Proposed Tour LengthsO-10 Positions	Service	Avg Time in Position (Mos)	Avg Time in Position (Yrs)	Tenure Proposed (Yrs)
Commander, US Central Command	Joint/External	36	3.0	4
Commander, US European Command	Joint/External	37	3.1	4
Commander, US European Command	Joint/External	32	2.7	4
Commander, US Joint Forces Command	Joint/External	29	2.4	4
Commander, US Northern Command	Joint/External			4
Commander, US Pacific Command	Joint/External	33	2.8	4
Commander, United Nations Command/Combined Forces Command/Commander, United	DOINGERICA		2.0	
States Forces Korea	Joint/External	36	3.0	4
Commander, US Southern Command	Joint/External	20	1.7	4
Commander, US Special Operations Command	Joint/External	34	2.8	4
Commander, US Strategic Command	Joint/External	28	2.4	4
Commander, US Transportation Command	Joint/External	33	2.7	4
Chairman of the JCS	Joint/External	48	4.0	2*
Vice Chairman of the JCS	Joint/External	35	2.9	2*
Chief of Staff, USAF	Air Force	36	3.0	4*
Commander, Air Combat Command	Air Force	25	2.1	4
Commander, Air Education and Training Command	Air Force	27	2.2	4
Commander, Air Force Materiel Command	Air Force	. 34	2.8	4
Commander, Air Force Space Command	Air Force	26	2.2	4
Commander, Pacific Air Forces	Air Force	24	2.0	4
Commander, United States Air Forces in Europe	Air Force	24	2.0	4
Vice Chief of Staff, USAF	Air Force	25	2.1	3
Commanding General, US Army Materiel Command	Army	30	2.5	4
Commanding General, US Army Forces Command	Army	18	1.5	4
Commanding General, US Army Training and Doctrine Command	Army	36	3.0	4
Chief of Staff, USA	Army	49	4.1	4
Commanding General, USA Europe and Seventh Army	Army	31	2.6	3
Vice Chief of Staff, USA	Army	20	1.7	3
Commandant of the Marine Corps	Marine Corps	48	4.0	4
Assistant. Commandant of the Marine Corps	Marine Corps	25	2.0	3
Director, Naval Nuclear Propulsion Program (SEA-08)	Navy	72	6.0	8*
Chief of Naval Operations	Navy	42	3.5	4*
Commander, US Atlantic Fleet	Navy	25	2.1	4
Commander, US Naval Forces, Europe	Navy	30	2.5	4
Commander, US Pacific Fleet	Navy	30	2.5	4
Vice Chief of Naval Operations	Navy	22	1.8	3



Proposed Tour LengthsO-9 Positions		Avg Time in Position	Avg Time in	Tenure Proposed
Title	Service	(Mos)	Position (Yrs)	(Yrs)
Chief, National Guard Bureau	Army/AF			4
Commander, Marine Forces Reserve	Marine Corps	21	1.7	4
Deputy Commandant, for Programs and Resources, Headquarters, United States Marine Corps	Marine Corps	27	2.2	4
Deputy Commandant for Installations and Logistics, Headquarters, United States Marine Corps	Marine Corps	24	2.0	4
Commander, United States Marine Corps Forces Pacific; Commanding General, Fleet			l	
Marine Force Pacific: and Commander, Marine Corps Bases Pacific Commander, United States Marine Corps Forces Atlantic: Commandina General, Fleet Marine Force Atlantic: Commander, United States Marine Corps Bases Atlantic	Marine Corps	21 I	1.7	3
Marine Force Atlantic: Commander, United States Marine Corps Bases-Atlantic: Commander, United States Marine Corps Forces Europe: and Commander, United States Marine Corps Forces, Southern Command	Marine Corps	26	2.1	3
Deputy Commandant, for Manpower and Reserve Affairs, Headquarters, United States	Maria - Carra	22	0.7	,
Marine Corps Commanding Coneral, Marine Corps Compat Development Command	Marine Corps	32	2.7	3
Commanding General, Marine Corps Combat Development Command Deputy Commandant for Plans, Policies, and Operations, Headquarters, United States	Marine Corps	21	1.8	3
Marine Corps	Marine Corps	19	1.6	2
Deputy Commandant for Aviation, Headquarters, United States Marine Corps	Marine Corps	27	2.3	2
Commanding General, I Marine Expeditionary Force	Marine Corps	21	1.7	2
Commanding General, II Marine ExpeditionaryForce/Commanding General, Striking Force Atlantic	Marine Corps	19	1.6	2
Commanding General, III Marine Expeditionary Force: Commander, Marine Corps Bases, Japan: and Commander, Marine Forces Japan	Marine Corps	18	1.5	2
Superintendent, United States Naval Academy	Navy	39	3.3	5
Commander, Naval Air Systems Command	Naw	40	3.3	4
Commander, Naval Network Warfare Command	Navy			4
Commander, Naval Sea Systems Command	Navy	41	3.4	4
Chief of the Bureau of Medicine and Surgery and Surgeon General	Navy			4
Chief of Naval Reserve	Naw	43	3.5	4*
Commander, Military Sealift Command	Navy	25	2.1	3
Commander, Naval Air Force, United States Atlantic Fleet	Navy	29	2.4	3
Commander Naval Air Force, United States Pacific Fleet	Navy	31	2.6	3
Commander, Naval Education and Trainina Command	Naw			3
Inspector General, Department of the Navy	Navy	32	2.7	3
Commander, Naval Surface Force, United States Atlantic Fleet	Navy	38	3.2	3
Commander, Naval Surface Force, United States Pacific Fleet	Naw	30	2.5	3
President, Naval War Colleae	Navv	43	l 3.6	3
Director for Material Readiness and Logistisc, N4, Office of the Chief of Naval Operations Deputy Chief of Naval Operations for Manpower and Personnel, N1, Office of the Chief of	Navy	32	2.7	3
Naval Operations and Chief, Naval Personnel	Navy	32	2.7	3
Director of Naval Intelligence, N2	Navy			3
Commander Submarine Force, United States Atlantic Fleet and Commander, Submarine Allied Command, Atlantic	Navy	31	2.6	3
Commander, Naval Surface Force, United States Pacific Fleet	Navy	28	2.3	3
Deputy Chief of Naval Operations for Plans, Policy and Operations, N3/N5, Office of the Chief of Naval Operations	Navy	17	1.4	2
Deputy Chief of Naval Operations for Resources, Requirements and Assessments, N8, Office of the Chief of Naval Operations	Navy	23	1.9	2
Deputy Chief of Naval Operations for Warfare Requirements and Programs, N6/N7, Office of the Chief of Naval Operations (pending)	Navy	23	1.9	2
Director, Navy Staff, N09B, Office of the Chief of Naval Operations	Navy	19	1.6	2
Commander, SECOND Fleet	Navy	22	1.8	2
Commander, SEVENTH Fleet	Navy	23	1.9	2
•	Navy	20	1.6	2
Commander, THIRD Fleet	Navy	28	2.4	2
Deputy Commander and Chief of Staff, United States Atlantic Fleet/Fleet Forces Command	Navy	15	1.3	2
Command and Commander, FIFTH Fleet	Navy			

Proposed Tour LengthsO-9 Positions  Title	Service	Avg Time in Position (Mos)	Avg Time in Position (Yrs)	Tenure Proposed (Yrs)
Director, Force Structure, Resources and Assessment, J-8, Joint Staff	Joint/External	21	1.8	4
DUSD for Military Personnel Policy	JoinVExternal	22	1.8	3
Principal Deputy Director, Program Analysis and Evaluation, Office of the Secretary of	John V External			
Defense	JoinVExternal			4
Director, Missile Defense Agency	Joint/External	14	1.2	4
Director, Defense Information System Agency and Manager, National Communications	,	]		4
Systems	Joint/External	31	2.6	4
Director, Defense Intelligence Agency	Joint/External	32	2.7	4
Director, Defense Logistics Agency	Joint/External	36	3.0	4
Director, Defense Security Cooperation Agency	Joint/External	40	3.3	4
Director, National Imagery and Mapping Agency	Joint/External	28	2.4	4
Director, National Security Agency/Chief, Central Security Service	Joint/External	42	3.5	44
Chief of Staff, United States European Command	Joint/External	29	2.5	4
Director for Logistics, J-4, Joint Staff	Joint/External	29	2.4	3
Director of Command, Control, Communications, and Computer (C4) Systems, J-6, Joint Staff	JoinVExternal	23	1.9	3
United States Military Representative to the North Atlantic Treaty Organization Military committee	JoinVExternal	33	2.8	3
Deputy Chairman, NATO Military Committee	JoinVExternal	33	2.8	3
President, National Defense University	JoinVExternal	34	2.8	3
Associate Director of Central Intelligence for Military Support, Central Intelligence Agency		34	2.0	3
Assistant to the Chairman of the Joint Chiefs of Staff	JoinVExternal	19	1.6	2
Director, Joint Staff	JoinVExternal	16	1.3	2
Directorfor Operations, J-3, Joint Staff	JoinVExternal	22	1.8	2
IDirector. Strateaic Plans and Policy. J-5. Joint Staff	Joint/External	20	1.7	2
Deputy Commander/Chief of Staff, United States Central Command	JoinVExternal	18	1.5	2
Deputy Commander, United States Joint Forces Command	JoinVExternal	20	1.7	2
Deputy Commander, United States Northern Command/Vice Commander, United States	JOHN EXICITIAL	20	1.7	
Element. North American Aerosoace Defense Command	JointlExternal			2
Deputy Commander, United States Pacific Command	JoinVExternal	14	1.2	2
Deputy Commander, United States Special Operations Command	JoinVExternal	15	1.3	2
Deputy Commander, United States Strategic Command	JoinVExternal	19	1.6	2
Deputy Commander. United States Transcortation Command	JoinVExternal	27	2.2	2
Cdr, JSRC Center [Cdr, Land North]	Joint/External	18	1.5	2
Deputy Commander, Joint Sub Regional Command Center, Allied Command Europe [Dep Cdr, Land North]	Joint/External	37	3.1	2
Senior Military Assistant to the Secretary of Defense	Joint/External			2
Deputy Assistant to the President for National Security Affairs and Deputy National Security Advisor	Joint/External			2
Deputy Under Secretary of Defense for Intelligence, Intelligence and Warfighting Support	Joint/External			2
Superintendent, United States Air Force Academy	Air Force	40	3.3	5
Deputy Chief of Staff, Personnel, Headquarters United States Air Force	Air Force	31	2.6	4
Deputy Chief of Staff, Installations and Logistics, Headquarters United States Air Force	Air Force	21	1.8	4
Surgeon General of the Air Force	Air Force			4
Chief of Air Force Reserve and Commander, Air Force Reserve Command  Principal Deputy Assistant Secretary of the Air Force for Acquisition, Department of the	Air Force			4
Air Force	Air Force		ļ	4
Director, Air National Guard	Air Force	63	5.3	4
Commander, Air University	Air Force	33	2.8	4
The Inspector General of the Air Force, Office of the Secretary of the Air Force	Air Force	26	2.2	3
Vice Commander, Air Education and Training Command	Air Force	36	3.0	3
Vice Commander, Air Force Materiel Command	Air Force	20	1.7	3
Commander, Aeronautical Systems Center, Air Force Materiel Command	Air Force	26	2.2	3
Commander, Electronic Systems Center, Air Force Materiel Command	Air Force	48	4.0	3
Vice Commender, Air Force Space Command	Air Force	24	2.0	3
Commander, Space and Missile Systems Center, Air Force Materiel Command	Air Force	47	3.9	3
Commander Sighteenth Air Force, Air Mobility Command	Air Force			3
Commander Air Force Special Operations Command	Air Force	30	2.5	3
Assistant Vice Chief of Staff, United States Air Force	Air Force			2
Deputy Chief of Staff, Warfighting Integration, Headquarters United States Air Force	Air Force		1	2

Proposed Tour LengthsO-9 Positions	Avg Time in		Tenure	
Title	Service	Position (Mos)	Avg Time in Position (Yrs)	Proposed (Yrs)
Title	Jervice	I I	1 I	
Deputy Chief of Staff, Air and Space Operations, Headquarters United States Air Force	Air Force	16	1.4	2
Deputy Chief of Staff, Plans and Programs, Headquarters United States Air Force	Air Force	15	1.3	2
Vice Commander, Air Combat Command	Air Force	16	1.3	2
Commander, Eighth Air Force, Air Combat Command	Air Force	29	2.4	2
Commander, Ninth Air Force, Air Combat Command and Commander, United States	I			
Southern Command Air Forces	Air Force	18	1.5	2
Vice Commander, Air Mobility Command	Air Force	18	1.5	2
Vice Commander, Pacific Air Forces	Air Force	21	1.8	2
Commander, United States Forces Japan and Commander, Fifth Air Force, Pacific Air	1		110	<del>-</del>
Forces	Air Force	28	2.3	2
Deputy Commander In Chief, United Nations Command Korea; Deputy Commander, United States Forces Korea; Commander, Air Component Command, Republic of Korea/United States Combined Forces Command; and Commander, Seventh Air Force, Pacific Air Forces	Air Force	27	2.3	2
Commander. Alaskan Command, United States Pacific Command: Commander Eleventh				
Air Force, Pacific Air Forces; and Commander, Alaskan North American Defense Region		24	2.0	2
Vice Commander, United States Air Forces in Europe	Air Force	25	2.1	2
Commander. Allied Air Forces South and Commander, Sixteenth Air Force, United States Air Forces in Europe	Air Force	23	1.9	2
Superintendent, United States Military Academy	Army	60	5.0	5
Chief of Engineers/Commanding General, United States Army Corps of Engineers	Army			4
Commanding General, Third United States Army/Commander, United States Army Forces Central Command	Δ 2200 /	24	,,	4
Commanding General, First United States Army	Army	27	2.8	<u>4</u> 4
Commanding General, First United States Army  Commanding General, Fifth United States Army	Army	+	2.2	4
Commanding General, United States Army  Commanding General, United States Army Space and Missile Defense Command	Army	26	2.2	
	Army	47	3.9	4
Commanding General, United States Army Combined Arms Center	Army	27	2.3	4
Deputy Commanding General, for Initial Entry Training/Commanding General, United	4 .			4
States Army Accessions Command, United States Army Training and Doctrine Command Commanding General, United States Army Medical Command/The Surgeon General,	Army			4
United States Army	Army	ľ		4
Commanding General, United States Army Pacific	Army	28	2.4	4
Deputy Chief of Staff, G-1, United States Army	Army	25	2.1	4
Deputy Chief of Staff for Logistics, United States Army	Army			4
Deputy Chief of Staff, G-8, United States Army	Army	<u> </u>		4
Military Deputy/Director, Army Acquisition Corps, Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology)	Army			4
Chief Information Officer/Deputy Chief of Staff, G6, United States Army	Army			4
Military Deputy for Budget, Office of the Assistant Secretary of the Army (Financial Management and Comptroller)	Army	24	2.0	4
Chief, Army Reserve	Army		2.0	4*
Director, Army National Guard	Army			4
Commanding General, Eighth United States Army and Chief of Staff, United Nations Command/Combined Forces Command/United States Forces Korea		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		3
Commanding General, I Corps and Fort Lewis	Army	30	2.5	3
	Army	30	2.0	3
Deputy Chief of Staff, G-2, United States Army	Army	21	2.6	3
Inspector General, Office of the Secretary of the Army  Deputy Commanding General, United States Army Materiel Command	Army	31 9	0.8	2
Commanding General, XVIII Airborne Corps and Fort Bragg	Army	28	2.4	3
Commanding General, III Corps and Fort Hood	<del></del>	31	2.4	2
Deputy Commanding General/Chief of Staff, United States Army Forces Command	Army	31	2.0	2
Deputy Commanding General/Chief of Staff, United States Army Training and Doctrine	Army	20	10	2
Command  Commanding Consert V Corne United States Army Furance and Seventh Army	Army	22	1.8	
Commanding General, V Corps, United States Army Europe and Seventh Army Deputy Commanding General/Chief of Staff, United States Army Europe and Seventh	Army	24	2.0	2
IArmy (%)	IArmv	23	1.9	2
Command Command States Army Special Operations Command	Army	27	2.3	2
Director of the Army Staff	Army			2
Director, Futures Center, United States Army Training and Doctrine Command	Army			2
Deputy Chief of Staff. G-3. United States Army	Armv	18	1.5	2