**Listing of Addressees and Addressing DoD Memorandums**

as of January 23, 2025

This listing is updated per the Director, Administration and Management, memorandum dated June 18, 2024, “Listing of Addressees and Addressing DoD Memorandums.”

When addressing memorandums, if included as a group, Senior Pentagon Leadership will be listed first. When using the Senior Pentagon Leadership group, if appropriate, the Commanders of the Combatant Commands will come next, followed by the Defense Agency and DoD Field Activity Directors.

Per the Manual for Written Material, 5110.04-M-V1 and V2, the maximum number of addressees to be shown on the “MEMORANDUM FOR” format is 16; however, if the memorandum is short and will fit on one page, then it is ok to list more than 16 addressees. For more than 16 addressees where the memorandum will be on two or more pages, use the “MEMORANDUM FOR: SEE DISTRIBUTION” format.

# “Standard” Multi-Memo Listing

# SENIOR PENTAGON LEADERSHIP

# DEFENSE AGENCY AND DOD FIELD ACTIVITY DIRECTORS

Senior Pentagon Leadership consists of the following:

Secretaries of the Military Departments

Chairman of the Joint Chiefs of Staff

Under Secretaries of Defense

Chief of the National Guard Bureau

General Counsel of the Department of Defense

Director of Cost Assessment and Program Evaluation

Inspector General of the Department of Defense

Director of Operational Test and Evaluation

Chief Information Officer of the Department of Defense

Assistant Secretary of Defense for Legislative Affairs

Assistant Secretary of Defense for Special Operations and Low Intensity Conflict

Assistant to the Secretary of Defense for Privacy, Civil Liberties, and Transparency

Assistant to the Secretary of Defense for Public Affairs

Chief Digital and Artificial Intelligence Officer

Director of the Defense Innovation Unit

Director of Net Assessment

Director of the Strategic Capabilities Office

Performance Improvement Officer and Director of Administration and Management

**Multi-Memo with Specific Addressees (use the order below)**

When not addressing all **SENIOR PENTAGON LEADERSHIP**, list them separately, by category/title, in the following order:

# SECRETARIES OF THE MILITARY DEPARTMENTS

CHAIRMAN OF THE JOINT CHIEFS OF STAFF

UNDER SECRETARIES OF DEFENSE

CHIEF OF THE NATIONAL GUARD BUREAU

GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE

DIRECTOR OF COST ASSESSMENT AND PROGRAM EVALUATION

INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE

DIRECTOR OF OPERATIONAL TEST AND EVALUATION

CHIEF INFORMATION OFFICER OF THE DEPARTMENT OF DEFENSE

ASSISTANT SECRETARY OF DEFENSE FOR LEGISLATIVE AFFAIRS

Assistant Secretary of Defense for Special Operations and Low Intensity Conflict

ASSISTANT TO THE SECRETARY OF DEFENSE FOR PRIVACY, CIVIL LIBERTIES, AND TRANSPARENCY

ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC AFFAIRS

CHIEF DIGITAL AND ARTIFICIAL INTELLIGENCE OFFICER

Director of THE Defense Innovation UNIT

DIRECTOR OF NET ASSESSMENT

DIRECTOR OF THE STRATEGIC CAPABILITIES OFFICE

Performance Improvement Officer and DIRECTOR OF ADMINISTRATION AND MANAGEMENT

# DIRECTORS OF DEFENSE AGENCIES

# DIRECTORS OF DOD FIELD ACTIVITIES

# Secretaries of the Military Departments When addressing memorandums to only two of the Secretaries of the Military Departments, list them separately, by title, in the following order:

Secretary of the Army

Secretary of the Navy

Secretary of the Air Force

# Under Secretaries of Defense When addressing memorandums to two or more but not all of the Under Secretaries of Defense, list them separately, by title, in the following order:

Under Secretary of Defense for rESEARCH and ENGINEERING

Under Secretary of Defense for Acquisition and SUSTAINMENT

Under Secretary of Defense for Policy

Under Secretary of Defense (Comptroller)/Chief Financial Officer OF THE DEPARTMENT OF DEFENSE

Under Secretary of Defense for Personnel and Readiness

Under Secretary of Defense for Intelligence AND SECURITY

# Chiefs of the Military Services When appropriate, the Chiefs of the Military Services will be listed after the Under Secretaries of Defense and before the Chief of the National Guard Bureau. Do not list the Chiefs of the Military Services if the Senior Pentagon Leadership group is listed. When not all Chiefs of the Military Services are used list them separately, by title, in the following order:

CHIEF OF STAFF OF THE ARMY

COMMANDANT OF THE MARINE CORPS

CHIEF OF NAVAL OPERATIONS

CHIEF OF STAFF OF THE AIR FORCE

CHIEF OF SPACE OPERATIONS

**Commandant of the Coast Guard** When appropriate, the Commandant of the Coast Guard will be listed after the Chief, National Guard Bureau, and before the Commanders of the Combatant Commands.

**Commanders of the Combatant Commands** If the Senior Pentagon Leadership group is used, the Commanders of the Combatant Commands will come next after the Senior Pentagon Leadership as follows:

SENIOR PENTAGON LEADERSHIP

COMMANDERS OF THE COMBATANT COMMANDS

DEFENSE AGENCY AND DOD FIELD ACTIVITY DIRECTORS

If the Senior Pentagon Leadership are listed separately, the Commanders of the Combatant Commands will be listed in the position immediately after the Chief of the National Guard Bureau and before the General Counsel of the Department of Defense, as appropriate.

When addressing memorandums to two or more but not all Commanders of the Combatant Commands, list them separately, by title, in alphabetical order.

COMMANDER, U.S. AFRICA COMMAND

COMMANDER, U.S. CENTRAL COMMAND

COMMANDER, U.S. CYBERCOM/DIRECTOR, NATIONAL SECURITY AGENCY/CHIEF, CENTRAL SECURITY SERVICE

COMMANDER, U.S. EUROPEAN COMMAND

COMMANDER, U.S. INDOPACIFIC COMMAND

COMMANDER, U.S. NORTHERN COMMAND

COMMANDER, U.S. SOUTHERN COMMAND

COMMANDER, U.S. SPACE COMMAND

COMMANDER, U.S. SPECIAL OPERATIONS COMMAND

COMMANDER, U.S. STRATEGIC COMMAND

COMMANDER, U.S. TRANSPORTATION COMMAND

# Assistant Secretaries of Defense When addressing memorandums to two or more but not all Assistant Secretaries of Defense, list them separately, by title, after the Assistant Secretary of Defense for Legislative Affairs and the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict, in alphabetical order.

Assistant Secretary of Defense for Legislative Affairs

Assistant Secretary Of Defense for Special Operations and Low Intensity Conflict

Assistant Secretary of Defense for Acquisition

ASSISTANT SECRETARY OF DEFENSE FOR CRITICAL TECHNOLOGIES

ASSISTANT SECRETARY OF DEFENSE FOR CYBER POLICY

Assistant Secretary of Defense for Energy, Installations, and Environment

Assistant Secretary of Defense for Health Affairs

Assistant Secretary of Defense for Homeland Defense and HEMISPHERIC AFFAIRS

Assistant Secretary of Defense for Indo-Pacific Security Affairs

Assistant Secretary of Defense for Industrial Base Policy

Assistant Secretary of Defense for International Security Affairs

Assistant Secretary of Defense for Manpower and Reserve Affairs

ASSISTANT SECRETARY OF DEFENSE FOR MISSION CAPABILITIES

Assistant Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs

Assistant Secretary of Defense for Readiness

ASSISTANT SECRETARY OF DEFENSE FOR SCIENCE AND TECHNOLOGY

Assistant Secretary of Defense for SPACE POLICY

Assistant Secretary of Defense for Strategy, Plans and Capabilities

Assistant Secretary of Defense for SUSTAINMENT

**DEFENSE AGENCY AND DOD FIELD ACTIVITY DIRECTORS** When addressing memorandums to the Directors of Defense Agencies or the Directors of DoD Field Activities, but not both, list them separately as follows:

DIRECTORS OF DEFENSE AGENCIES

DIRECTORS OF DOD FIELD ACTIVITIES

If the Senior Pentagon Leadership are listed separately, the Directors of the Defense Agencies and Directors of DoD Field Activities will be placed in the position immediately after the Performance Improvement Officer and Director of Administration and Management.

If the Senior Pentagon Leadership group is used, the titles are combined to Defense Agency and DoD Field Activity Directors (to fit on one line) and will be listed after the Senior Pentagon Leadership and the Commanders of the Combatant Commands.

# Directors of Defense Agencies When addressing memorandums to two or more but not all Directors of Defense Agencies, list them separately in the position after the Senior Pentagon Officials and Commanders of the Combatant Commands or in the position immediately after the Performance Improvement Officer and Director of Administration and Management if the Senior Pentagon Leadership are listed separately, by title, in alphabetical order.

Director, Defense Advanced Research Projects Agency

Director and chief executive officer, Defense Commissary Agency

Director, Defense Contract Audit Agency

Director, Defense Contract Management Agency

director, dEFENSE COUNTERINTELLIGENCE AND SECURITY

 AGENCY

Director, Defense Finance and Accounting Service

Director, Defense Health Agency

Director, Defense Information Systems Agency

Director, Defense Intelligence Agency

Director, Defense Legal Services Agency

Director, Defense Logistics Agency

director, defense pow/mia accounting agency

Director, Defense Security Cooperation Agency

Director, Defense Threat Reduction Agency

Director, Missile Defense Agency

Director, National Geospatial-Intelligence Agency

Director, National Reconnaissance Office

Director, National Security Agency/chief Central

 Security Service

Director, Pentagon Force Protection Agency

# Directors of DoD Field Activities When addressing memorandums to two or more but not all Directors of DoD Field Activities, list them separately in the position after the Senior Pentagon Leadership, Commanders of the Combatant Commands, and Directors of the Defense Agencies or in the position immediately after the Performance Improvement Officer and Director of Administration and Management and the Directors of the Defense Agencies if the Senior Pentagon Officials are listed separately, by title, in alphabetical order.

Director, Defense Media Activity

ADMINISTRATOR, Defense Technical Information Center

Director, Defense Technology Security Administration

Director, dod Education Activity

Director, dod Human Resources Activity

Director, dod Test Resource Management Center

Director, Office of Local Defense Community Cooperation

Director, Washington Headquarters Services

**Multi-Memo with Mixed DoD and Outside the DoD Addressees**

MEMORANDUM FOR SECRETARY OF STATE

ATTORNEY GENERAL OF THE UNITED STATES

SECRETARY OF HOMELAND SECURITY

DIRECTOR OF NATIONAL INTELLIGENCE

SECRETARIES OF THE MILITARY DEPARTMENTS

CHAIRMAN OF THE JOINT CHIEFS OF STAFF

**Miscellaneous Notes**

* When addressing memorandums that also include other DoD officials, refer to the most recent DoD Order of Precedence Memorandum to determine the appropriate placement order.
* When appropriate, the Assistant Secretaries of the Services will be listed before Deputy Under Secretaries of Defense.
* When appropriate, the Deputy Under Secretaries of Defense will be listed before the Directors of the Defense Agencies and the Directors of the DoD Field Activities.
* When appropriate, the Deputy Assistant Secretaries of Defense will be listed after the Directors of the Defense Agencies and the Directors of the DoD Field Activities.

**References**

* Department of Defense Manual for Written Material: Correspondence Management (Volume 1), 5110.04-M-V1, dated June 16, 2020
* Department of Defense Manual for Written Material: Examples and Reference Material

 (Volume 2), 5110.04-M-V2, dated June 16, 2020

* “2022 DoD Order of Precedence,” dated August 24, 2022
* “Listing of Addressees and Addressing DoD Memorandums,” dated January 23, 2025