

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