Listing of Addressees and Addressing DoD Memorandums
as of October 14, 2021

This listing is updated per the Interim Director, Administration and Management, memorandum dated October 14, 2021, “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 15; however, if the memorandum is short and will fit on one page, then it is ok to list more than 15 addressees. For more than 15 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 Principal Staff Assistants:
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
Director of Administration and Management
Director of Net Assessment

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
DIRECTOR OF ADMINISTRATION AND MANAGEMENT
DIRECTOR OF NET ASSESSMENT
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.
COMMANDEERS 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

COMMANDEERS 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 ENERGY, INSTALLATIONS, AND ENVIRONMENT
ASSISTANT SECRETARY OF DEFENSE FOR HEALTH AFFAIRS
ASSISTANT SECRETARY OF DEFENSE FOR HOMELAND DEFENSE AND GLOBAL SECURITY
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 NUCLEAR, CHEMICAL, AND BIOLOGICAL DEFENSE PROGRAMS
ASSISTANT SECRETARY OF DEFENSE FOR READINESS
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 Director of Net Assessment.

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 Director of Net Assessment if the Senior Pentagon Leadership are listed separately, by title, in alphabetical order:

DIRECTOR, DEFENSE ADVANCED RESEARCH PROJECTS AGENCY  
DIRECTOR, 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 GEOGRAPHICAL-INTELLIGENCE AGENCY  
DIRECTOR, NATIONAL RECONNAISSANCE OFFICE  
DIRECTOR, NATIONAL SECURITY AGENCY/CENTRAL SECURITY SERVICE  
DIRECTOR, PENTAGON FORCE PROTECTION AGENCY  
DIRECTOR, SPACE DEVELOPMENT 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 Director of Net Assessment and the Directors of the Defense Agencies if the Senior Pentagon Officials are listed separately, by title, in alphabetical order:
DIRECTOR, DEFENSE MEDIA ACTIVITY
DIRECTOR, 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
- “2019 Department of Defense Order of Precedence,” dated May 10, 2019
- “Listing of Addressees and Addressing DoD Memorandums,” dated October 14, 2021