

# THE WASHINGTON BATTLEFIELD



**MajGen Arnold Punaro, USMC (Ret.)  
Chairman, National Defense Industrial Association  
April 6, 2021**

# The External Dynamic



- The really hard facts;
  - Diminished US leadership and respect
  - Crossing economic destinies of US and China
  - Challenged US financial and technological leadership
  - Lost leadership in global forums from standards to diplomacy
- Continued expansion of China:
  - Massively investing in breakthrough technologies
  - Rapidly closing on the US militarily in the Pacific
  - Belt and Road un-counteracted
  - No longer “without friends”
- Russia:
  - Punching way above its wealth
  - Master of cost imposition
  - Solar Winds
  - Ever expanding gray zone activities
  - Election interference around its borders
- Decline of globalization:
  - Slow erosion of international organizations: NATO, WTO, WHO
- Rising nationalism and protectionism, especially in wake of COVID
- The decline of oil power:
  - Stability of the major oil States
- Transnational threats:
  - Climate change, pandemics, water shortages, and mass migration

The really hard task: Shifting the DoD and its strategies, structure and programs from counter terror to global rivalry

# The Internal Dynamics



- Closely unified government: Democrat's House and Senate margins are razor thin
  - A minority of that majority can decide – power goes to the moderates
- Neither Speaker Pelosi, Majority Leader Schumer, or Minority Leader McConnell have total control of their caucuses.
- Coronavirus, economy, and healthcare were voters' top issues
  - These are Biden's top priorities
- Federal budget pressures:
  - An old favorite - debt ceiling in late summer/early fall
  - Republican amnesia on deficits gone
  - Biden emphasizing social safety net, domestic discretionary, and state & local
- Looming over everything is the historic midterm loss of congressional power
  - 19 months away
  - Both sides are already in election mode
- While Biden won big popular vote margins
  - There is no national security mandate
  - Progressives want deep cuts in defense topline

# Political Party Control

Divided government is the norm, not the exception



Congress #	Year	Admin.	POTUS	Senate	House
89	1965	Johnson	D	D*	D*
89	1966	Johnson	D	D*	D*
90	1967	Johnson	D	D	D
90	1968	Johnson	D	D	D
91	1969	Nixon	R	D	D
91	1970	Nixon	R	D	D
92	1971	Nixon	R	D	D
92	1972	Nixon	R	D	D
93	1973	Nixon	R	D	D
93	1974	Nixon	R	D	D
94	1975	Ford	R	D*	D*
94	1976	Ford	R	D*	D*
95	1977	Carter	D	D*	D*
95	1978	Carter	D	D*	D*
96	1979	Carter	D	D	D
96	1980	Carter	D	D	D
97	1981	Reagan	R	R	D
97	1982	Reagan	R	R	D
98	1983	Reagan	R	R	D
98	1984	Reagan	R	R	D
99	1985	Reagan	R	R	D
99	1986	Reagan	R	R	D
100	1987	Reagan	R	D	D
100	1988	Reagan	R	D	D
101	1989	Bush I	R	D	D
101	1990	Bush I	R	D	D
102	1991	Bush I	R	D	D
102	1992	Bush I	R	D	D
103	1993	Clinton	D	D	D
103	1994	Clinton	D	D	D

Congress #	Year	Admin.	POTUS	Senate	House
104	1995	Clinton	D	R	R
104	1996	Clinton	D	R	R
105	1997	Clinton	D	R	R
105	1998	Clinton	D	R	R
106	1999	Clinton	D	R	R
106	2000	Clinton	D	R	R
107	2001	Bush II	R	D/R	R
107	2002	Bush II	R	R	R
108	2003	Bush II	R	R	R
108	2004	Bush II	R	R	R
109	2005	Bush II	R	R	R
109	2006	Bush II	R	R	R
110	2007	Bush II	R	D	D
110	2008	Bush II	R	D	D
111	2009	Obama	D	D	D
111	2010	Obama	D	D	D
112	2011	Obama	D	D	R
112	2012	Obama	D	D	R
113	2013	Obama	D	D	R
113	2014	Obama	D	D	R
114	2015	Obama	D	R	R
114	2016	Obama	D	R	R
115	2017	Trump	R	R	R
115	2018	Trump	R	R	R
116	2019	Trump	R	R	D
116	2020	Trump	R	R	D
117	2021	Biden	D	D/R	D
117	2022	Biden	D	D/R	D

Last 56 years (1965-2020)

Republican President: 32 years

Democratic President: 24 years

Republican Rule: 8 years

Democratic Rule: 12 years

Divided Government: 36 years

- National Security has done well in these periods
- Democrats tend to prioritize nuclear reductions, personnel policies, environmental issues, and oversight
- Dem House tends to cut defense spending, but Senate pushes back and their position usually prevails

\* Controlling party has 2/3 of the seats in that house, a supermajority.

# Will Things Change?



- The prospect of cooperation between the executive and Congress will depend on the issue. Just like under the Obama administration, Republicans in the Senate are not cooperating on certain Democratic priorities
- The Dems are trying to show they can govern responsibly; address the major fires of the Trump administration
  - But even within the Democratic Party, tensions are already emerging on issues such as appointing industry executives to government positions, and how big to go on certain legislative priorities like the Green New Deal. A number of moderate Dems lost their seats in the House and 50% of the country voted against Democrats
- The key issue going forward is Biden’s new infrastructure initiative
- Congress won’t repeal all the legal emergency powers and “loopholes” that allowed Trump to bypass Congress’s power of the purse
  - However, Biden can take advantage of the Trump precedents and use emergency powers for his own priorities – pandemic relief, immigration, etc. Dems complained under Trump but might be fine with Biden using these powers as GOP unlikely to cooperate

# Practical Realities for a Gridlocked Congress



- What the Congress Can Do:
  - Set internal spending, revenue, and reconciliation targets in a budget resolution (not a law)
  - Pass spending and policy bills that conform to those targets
  - Repeal legislation from the previous administration with a President that agrees
  - Avoid the 60-vote Senate hurdle using the “reconciliation” process to bypass the Senate filibuster, but both House and Senate have to agree. Or they could get rid of the filibuster in the Senate to make passing major legislation easier
  - Conduct oversight and investigations
- What the Congress Can’t Do
  - Send legislation to the President that does not pass both bodies in identical form
  - Override Presidential vetoes on major policy changes including those passed by reconciliation (veto overrides are rare: only 8 successful overrides in last 30 years)
  - Deploy troops or force the President to deploy troops
  - Negotiate with foreign governments
  - Issue Executive Orders or regulations; rescind Executive Orders or regulations unless through bills the President signs

# Practical Realities for the President



- What a President Can Do
  - Deploy or remove troops without Congressional approval
  - Issue Executive Orders and regulations and rescind Executive Orders of the previous administration
  - Submit budgets with his priorities
  - Nominate civilian and military personnel to key positions
  - Veto legislation and list objectionable provisions in his veto message
- What a President Can't Do
  - Spend money not appropriated by Congress
    - Trump anomaly with the border wall or will this become a new precedent?
  - Veto his priorities into legislation
  - Bypass the Senate confirmation process except in very limited circumstances
    - Can use the Vacancy Act
  - Avoid subpoenas and other investigation from Congress
    - Trump anomaly or precedent?

# Nov. 2020 Predicted Biden Policy Changes vs. Actuals



- Rescind executive order reducing civil service protections ✓
- Lifting the transgender ban ✓
- Blocking DOD funds for border wall construction/support ✓
- Compliance restrictions (sensitivity trainings reinstated) ✓
- Renewed focus on environmental issues (PFAS/PFOA, renewable energy, climate) ✓
- Ensure personnel decisions reflect diversity ✓
- More restrictions around revolving door ✓ (Austin volunteered for stricter recusal)
- Health security will be defined as national security ✓ (Biden and Austin's #1 priority)
- Keep or remove troops in Afghanistan/Middle East (under review, but move out of Middle East is already occurring)
- Rebuild relationships and negotiate troop arrangements with allies (e.g. South Korea, Germany) ✓
- Conduct strategy reviews and update or create new strategies (National Defense Strategy, Nuclear Posture Review, Missile Defense Review, cyber, space, etc.) (in the review process)
- Rejoin treaties or negotiate new treaties (e.g. JCPOA, Open Skies, Paris Climate Accords, New START extension) ✓
- Reverse Trump's Air Force One red, white, and blue color scheme (not a Biden priority)

# Emerging Biden Administration Trends



- State Department taking the lead on global and regional issues, with DOD in a supporting role
- Very strong, experienced NSC the center of decision making
- More whole-of-government responses, soft power actions, strengthening and expanding alliances
- Expanding definition of national security investment: climate change, bio and cyber defenses (distinct from offense), national economic and technological impacts
- Strong policy-based leadership at DOD, shifting center of influence from the Joint Staff
- Flat or decreasing defense budgets, alternative uses of funds under topline
- Larger role for USD Policy and CAPE in DOD resource decisions

# Ongoing Reviews



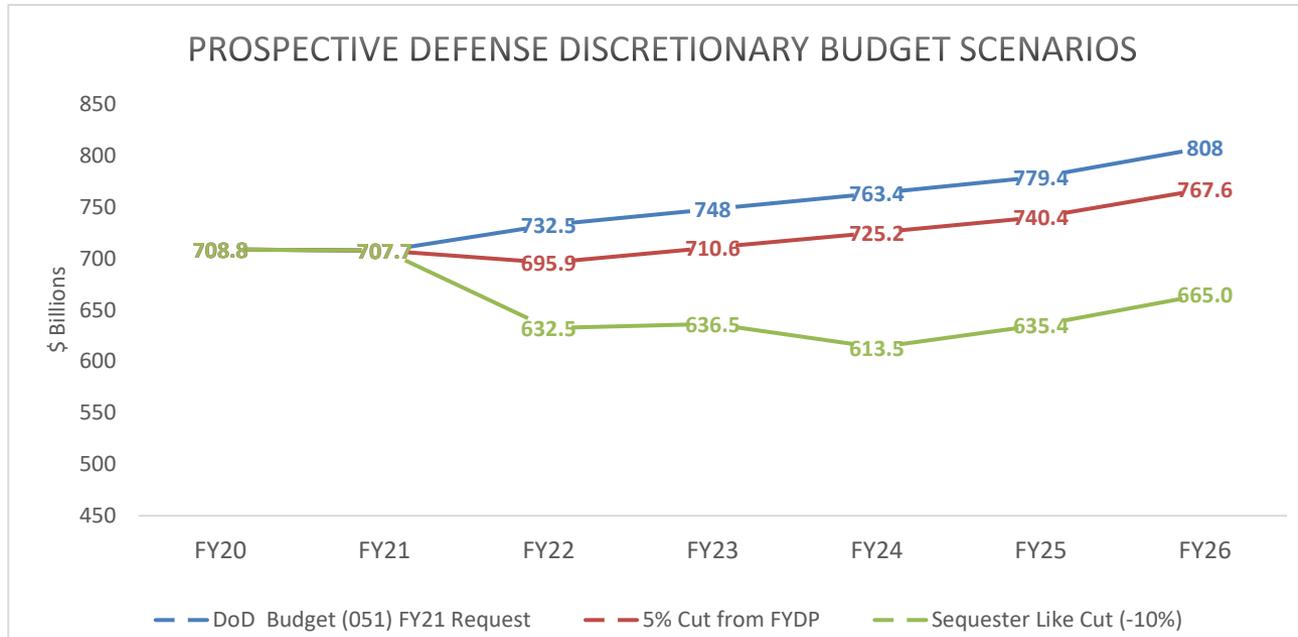
- National Security Strategy
- National Defense Strategy
- National Military Strategy
- Nuclear Posture Review
- Missile Defense Review
- Global Force Posture Review
- Joint Warfighting Concept
- Zero-Based Review on FACA Boards
- Climate Risk Analysis
- Stand-down order to review extremism in the military
- Review to redirect emergency DOD funds for border wall
- New Task Force to review China/Indo-Pacific strategy
- Review of Navy's 30-year Shipbuilding Plan
- Review of Test and Evaluation capabilities and workforce
- Review of guidance on allocation of CMO responsibilities
- Sexual Assault Commission
- Review of CMMC (30 day)
- Buy America/Industrial Base reviews

# Program Reviews



- Deputy Secretary Hicks is conducting DMAG reviews focused on three main aspects:
  - Increasing Pacific deterrence against China
  - Accelerating unmanned/autonomous platforms
  - Freeing up savings for modernization by divesting from low-value legacy fleets
- Programs under review for near-term FY22:
  - Navy shipbuilding
  - Nuclear triad recapitalization – B-21, GBSD, LRSO, NC3, and tactical nuclear weapons
  - Long range strike – Army Long Range Hypersonic Weapon, Navy Conventional Prompt Strike, Air Force Air-Launched Rapid Response Weapon
  - Tactical Aircraft – F-35, KC-46, MQ-9
  - Climate change
  - Build Back Better

# Defense Budget – The Future



- The FY21 requested “flat” FYDP is the baseline from which to estimate potential changes in future budgets. With the new administration’s delay in releasing the FY22 budget request, we don’t have authoritative numbers on either FY22 or the FYDP
- With rapidly escalating national debt and increased spending in response to COVID-19, there is downward pressure on the defense budget. Three scenarios are emerging as potential outcomes: (1) the flat budget, (2) a 3-5% reduction, and (3) a sequester like reduction of -10%

# Some Predictions for Defense



- Funding priority will be for pandemic, resilience, climate, and technology
- NDS strategy/force mismatch with flat/declining budgets requires adjustments
- Downward pressure on force structure, and some legacy systems
  - Army: no longer projecting 540K active Army – should level at current 485K
    - Some key modernization priorities will be challenged
  - Navy: no realistic plan to reach latest 355 ship fleet; this goal and the mix will change
  - USAF: no realistic plan to reach 386 squadrons; this goal will change
    - Space Force in Department of the Air Force funded within existing USAF budgets
  - USMC: new Commandant making USMC smaller to modernize; refocusing on China
- Topline outlook for (FY22-FY26) given the FY21 FYDP – cuts could begin FY22
  - Best case: current FYDP (0% annual real growth, no change to “the plan”, FY26 level is \$100B higher than FY21 and cumulative increase of \$293B from FY21)
  - Middle case: Declines -5% less than FYDP annually (FY26 level is \$60B higher than FY21 level, has a cumulative increase of \$101B from FY21, but is -\$192B less than planned FYDP)
  - Worst case: Sequester-like cuts of –10% with multi-year impact (FY26 level ends up being down -\$43B from FY21, a cumulative decrease of -\$355B from FY21, and -\$648B less than FYDP)
- Unobligated balances are large so outlays will still rise in FY22 but at a slower rate



# NDIA and Industry

# Our Industry Priorities

## NDIA will work with Transition



- The need for budget stability (topline, stability, priorities, debt pressures, consequence of 10-12% cut)
- Defense Industrial and Manufacturing Base Workforce
- Acquisition Reform: Flipping the cost curve (procurement vice sustainment), Digital Engineering and 2nd/3rd order effects on IP, sustainment, Contract vehicles and signaling (OTAs vs PORs), Contract financing, Software
- The Future of the Space Domain (USSF and Space Force)
- COVID Relief and Post-Pandemic Recovery
- Securing Intellectual Property: CMMC, 889
- Foreign Military Sales: NPOR/DCS/NTIB
- Emerging Technology Institute

# Efforts in Support of COVID-19 Response



- **NDIA aggressively engaged on behalf of the DIB to help shape the COVID-19 response to include:**
  - Engaged with Congress and the Pentagon daily throughout the crisis
  - Continuously updating HASC, SASC, HSGAC, and others relevant congressional offices on the impact of COVID-19 on the DIB, especially small businesses and workforce
  - Developed 2x small business surveys of COVID-19 impacts and an all-member PPE Survey.
    - Over 750+ respondents, data sent to DoD leadership and congress to drive future relief efforts
    - Data summaries available on the NDIA website
  - Advocating for specifics to include:
    - Equitable adjustment for schedule **and cost**,
    - Accelerated payments,
    - Increased progress payments,
    - Plus-up of DLA WCF
  - Continuing to engage on:
    - CARES Act Sec 3610 (appropriations to cover costs and a permanent 3610-like authority for future national emergencies)

# Strategy and Policy – Strategy Actions



- Executing USD A&S Working group on Spectrum sharing
  - Built integrated working group with DIB companies and telecoms companies
  - Working group now broken into technical sub-groups to work detailed proposals
- Establishing NDIA Business Institute to diversify revenues and provide members with courses and certifications to do business with DoD
  - Finalizing agreement with CMU SEI, working on agreements to expand partnership with University of Dayton School of Law and DAU, and updating current course offerings (DSAM & CDM)
- Established the NDIA Emerging Technologies Institute (ETI)
  - Hired Executive Director Dr Mark Lewis (Former acting Deputy R&E, Chief Scientist of the Air Force)
  - Developing program priorities and further personnel moves
- At the request of OUSD A&S and DSCA, served as lead association on normalizing Non-Program of Record (NPOR) overseas sales of military and dual-use equipment and services.
  - Working with other industry associations and International Division on FMS/DCS and international cooperation priorities (NTIB, Offsets, and NPOR)
- Kicked off the Defense Workforce Project focused on developing the next generation of the DIB workforce

# Strategy and Policy – Legislative & Regulatory Actions



- Produced and released Vital Signs 2021 (“C” grade, 74, one less than last year)
- Engaged Presidential Transition Team and provided Policy Papers focused on DIB issues
- The regulatory team engaged on multiple rule-making efforts through presentations, comments, and interviews to include:
  - CMMC
  - Sec 889 Part b
  - A OFPP request for input on changes to Procurement Administrative Lead Time
  - A change by DCMA to the contract corrective action notification process
- Kicked off FY22 NDAA efforts with Acquisition Reform Working Group (ARWG)
  - Co-leading with ITI
  - Gathering inputs for proactive submission prior to initial markups
- Coordinated multi-association letters to Congress to include:
  - COVID relief to defense sector to include declaration of “essentiality”
  - FCC’s decision on Ligado use of spectrum adjacent to GPS signal
  - Restricted trade/transfer of “Foundational Technologies”
  - Sharing of SCIFs across government department
- Helped a House DIB Caucus (Defense Workforce, Innovation, and Industrial Caucus)
  - First caucus event will be congressional roll-out of Vital Signs 2021 in January



# Personnel Update



# Cabinet Tracker

- All Biden's Cabinet confirmed

## Biden Administration Cabinet Confirmations

Position	Name	Date Nominated	Hearing Date	Voted out of Committee	Days in Committee	Date Confirmed	Days on EC	Yeas	Nays
DNI	Avril Haines	1/20/21	1/19/21	1/20/21	0	1/20/21	0	84	10
Defense	Lloyd Austin	1/20/21	1/19/21	1/21/21	1	1/22/21	1	93	2
Treasury	Janet Yellen	1/20/21	1/19/21	1/22/21	2	1/25/21	3	84	15
State	Antony Blinken	1/20/21	1/19/21	1/25/21	5	1/26/21	1	78	22
Agriculture	Thomas Vilsack	1/20/21	2/2/21	2/2/21	13	2/23/21	21	92	7
HUD	Marcia Fudge	1/20/21	1/28/21	2/4/21	15	3/10/21	34	66	34
OMB	Neera Tanden	1/20/21	2/9/21	Withdrawn					
Commerce	Gina Raimondo	1/20/21	1/26/21	2/3/21	14	3/2/21	27	84	15
Transportation	Pete Buttigieg	1/20/21	1/21/21	1/27/21	7	2/2/21	6	86	13
Interior	Debra Haaland	1/20/21	2/23/21	3/4/21	43	3/15/21	11	51	40
Energy	Jennifer Granholm	1/20/21	1/27/21	2/3/21	14	2/25/21	22	64	35
EPA	Michael Regan	1/20/21	2/3/21	2/9/21	20	3/10/21	29	66	34
HHS	Xavier Becerra	1/20/21	2/23/21	3/11/21	50	3/18/21	7	50	49
Homeland Security	Alejandro Mayorkas	1/20/21	1/19/21	1/26/21	6	2/2/21	7	56	43
Labor	Martin Walsh	1/20/21	2/4/21	2/11/21	22	3/22/21	39	68	29
Education	Miguel Cardona	1/20/21	2/3/21	2/11/21	22	3/1/21	18	64	33
Attorney General	Merrick Garland	1/20/21	2/22/21	3/1/21	40	3/10/21	9	70	30
SBA	Isabella Guzman	1/20/21	2/3/21	2/24/21	35	3/16/21	20	81	17
Veterans Affairs	Denis McDonough	1/20/21	1/27/21	2/2/21	13	2/8/21	6	87	7
CIA	William Burns	2/3/21	2/24/21	3/2/21	27	3/18/21	16	VV	
Trade Representative	Katherine Tai	1/20/21	2/25/21	3/3/21	42	3/17/21	14	98	0
Ambassador to the UN	Linda Thomas-Greenfield	1/20/21	1/27/21	2/4/21	15	2/23/21	19	78	20



**Lloyd Austin**  
Secretary of Defense\*  
SD



**Kathleen Hicks**  
Deputy Secretary of Defense  
DSD

# OSD Senior Leadership

\* Pursuant to section 131 of title 10, U.S.C., the composition of the Office of the Secretary of Defense (OSD) does not include the Secretary of Defense. The Secretary of Defense is depicted as part of OSD for this graphic.

USD – Under Secretary of Defense  
DUSD – Deputy USD  
ASD – Assistant Secretary of Defense  
ATSD – Assistant to the Secretary of Defense  
PTDO – Performing the Duties of

## Research & Engineering



Under Secretary  
USD(R&E)

**Barbara McQuiston** (PTDO)



Deputy USD  
DUSD(R&E)

**Terence Emmert** (PTDO)

## Acquisition & Sustainment



Under Secretary  
USD(A&S)

**Stacy Cummings** (PTDO)



Deputy USD  
DUSD(A&S)

**Gregory Kausner** (PTDO)

## Policy (P)



Under Secretary  
USD(P)

**Amanda Dory** (Acting)



Deputy USD  
DUSD(P)

**Jennifer Walsh** (PTDO)

## Comptroller (C)



Under Secretary  
USD(C)

**Douglas Glenn** (PTDO)



Deputy USD  
DUSD(C)

**Vacant**

## Personnel & Readiness



Under Secretary  
USD(P&R)

**Virginia Penrod** (Acting)



Deputy USD  
DUSD(P&R)

**Julie Blanks** (PTDO)

## Intelligence & Security



Under Secretary  
USD(I&S)

**David Taylor** (PTDO)



Deputy USD  
DUSD(I&S)

**David Taylor** (PTDO)



General Counsel  
(GC DoD)

**Beth George** (Acting)



Director of Cost Assessment & Program Evaluation (DCAPE)

**Susanna Blume** (PTDO)



Inspector General  
(IG DoD)

**Sean O'Donnell** (Acting)



Director of Operational Test & Evaluation (DOT&E)

**Raymond O'Toole** (Acting)



Chief Information Officer (CIO DoD)

**John Sherman** (Acting)



ASD for Legislative Affairs (ASD/LA)

**Louis Lauter** (Acting)



ASD for Special Operations & Low Intensity Conflict (ASD/SOLIC)

**Christopher Maier** (Acting)

\*\* Positions designated as Principal Staff Assistants (PSA) but are NOT positions requiring Presidential appointment with Senate-confirmation (i.e., not Presidentially Appointed, Senate-confirmed (PAS) positions).

\*\*\* This chart does not include the position of Director for Strategic Competition; established as a PSA by Acting SD Miller on Jan. 19, 2021



ATSD for Public Affairs (ATSD(PA))\*\*

**John Kirby**



Director of Net Assessment (DNA)\*\*

**Jim Baker**



ATSD for Intelligence Oversight (ATSD(IO))\*\*

**Mark Dupont** (Interim)



Director of Administration & Management (DA&M)\*\*

**Thomas Muir** (Interim)



# Assistant Secretaries of Defense (ASDs)\*

## Principal Staff Assistants



**Louis Lauter**  
ASD  
Legislative Affairs  
ASD(LA)\*\*  
(Acting)  
**(REQUIRED FUNCTION)**



**Christopher Maier**  
ASD  
Special Operations & Low Intensity Conflict  
ASD(SO/LIC)\*\*  
(Acting)  
**(REQUIRED FUNCTION)**

## Policy (OUSD(P))



**Robert Salesses**  
ASD  
Homeland Defense & Global Security  
ASD(HD&GS)  
(PTDO)



**David Helvey**  
ASD  
Indo-Pacific Security Affairs  
ASD(IPSA)  
(Acting)



**Mara Karlin**  
ASD  
International Security Affairs  
ASD(ISA)  
(Acting)



**Melissa Dalton**  
ASD  
Strategy, Plans & Capabilities  
ASD(SPC)  
(Acting)



**John Hill**  
ASD  
Space Policy  
ASD(SP)\*\*  
(PTDO)  
**(REQUIRED FUNCTION)**

## Acquisition & Sustainment (OUSD(A&S))



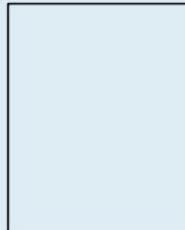
**Dyke Weatherington**  
ASD  
Acquisition  
ASD(A)  
(PTDO)



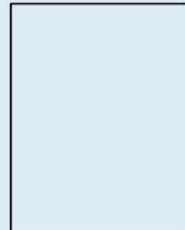
**Paul Cramer**  
ASD  
Sustainment  
ASD(S)  
(PTDO)



**Brandi Vann**  
ASD  
Nuclear, Chemical, & Biological Defense Programs  
ASD(NCB)\*\*  
(Acting)  
**(REQUIRED FUNCTION)**



**Vacant**  
ASD  
Energy, Installations, & Environment  
ASD(EI&E)\*\*  
**(REQUIRED FUNCTION)**



**Vacant**  
ASD  
Industrial Base Policy  
ASD(IBP)\*\*  
**(REQUIRED FUNCTION)**

## Personnel & Readiness (OUSD(P&R))



**Terry Adirim**  
ASD  
Health Affairs  
ASD(HA)  
(Acting)



**Virginia Penrod**  
ASD  
Manpower & Reserve Affairs  
ASD(M&RA)  
(Acting)



**Thomas Constable**  
ASD  
Readiness  
ASD(R)  
(Acting)

\* The Department is authorized 15 ASD positions.

\*\* The designated (i.e., "required") ASDs are: ASD(EI&E), ASD(IBP), ASD(LA), ASD(NCB), ASD(SO/LIC), and ASD(SP).

# Military Departments Senior Leadership



**John Whitley**  
Secretary of the Army (Acting)



**GEN James McConville**  
Chief of Staff of the Army (CSA)



**Christopher Lowman**  
Under Secretary of the Army (PTDO)



**GEN Joseph Martin**  
Vice Chief of Staff of the Army (VCSA)



**Thomas Harker**  
Secretary of the Navy (Acting)



**ADM Michael Gilday**  
Chief of Naval Operations (CNO)



**Gen David Berger**  
Commandant of the Marine Corps (CMC)



**James Geurts**  
Under Secretary of the Navy (PTDO)



**ADM William Lescher**  
Vice Chief of Naval Operations (VCNO)



**Gen Gary Thomas**  
Assistant Commandant of the Marine Corps (ACMC)



**John Roth**  
Secretary of the Air Force (Acting)



**Gen Charles Brown**  
Chief of Staff of the Air Force (CSAF)



**Gen John Raymond**  
Chief of Space Operations (CSO)



**Anthony Reardon**  
Under Secretary of the Air Force (PTDO)



**Gen David Allvin**  
Vice Chief of Staff of the Air Force (VCSAF)



**Gen David Thompson**  
Vice Chief of Space Operations (VCSO)



**Mark Lewis**  
Assistant Secretary Manpower & Reserve Affairs  
ASA(M&RA)(PTDO)



**Douglas Bush**  
Assistant Secretary Acquisition, Technology, & Logistics  
ASA(ATL)(Acting)



**Wesley Miller**  
Assistant Secretary Financial Management  
ASA(FM&C)(PTDO)



**Catherine Kessmeier**  
Assistant Secretary Manpower & Reserve Affairs  
ASN(M&RA)(Acting)



**Frederick Stefany**  
Assistant Secretary Research, Development, & Acquisition  
ASN(RD&A)(Acting)



**Alaleh Jenkins**  
Assistant Secretary Financial Management  
ASN(FM&C)(PTDO)



**John Fedrigo**  
Assistant Secretary Manpower & Reserve Affairs  
ASAF(M&RA)(Acting)



**Darlene Costello**  
Assistant Secretary Acquisition, Technology, & Logistics  
ASAF(A)(Acting)



**Stephen Herrera**  
Assistant Secretary Financial Management  
ASAF(FM&C)(PTDO)



**Taylor Ferrell**  
Assistant Secretary Civil Works  
ASA(CW)(PTDO)



**Jack Surash**  
Assistant Secretary Installations, Energy, & Environment  
ASA(IE&E)(PTDO)



**Craig Schmauder**  
General Counsel GC (Army)  
(PTDO)



**Todd Schafer**  
Assistant Secretary Energy, Installations, & Environment  
ASN(EI&E)(Acting)



**Garrett Rensing**  
General Counsel GC (Navy)(Acting)



**Jennifer Miller**  
Assistant Secretary Installations, Environment, & Energy  
ASAF(IE&E)(Acting)



**Craig Smith**  
General Counsel GC (Air Force)(Acting)



**Shawn Barnes**  
Assistant Secretary Space Acquisition & Integration  
ASAF(SA&I)(PTDO)

# Defense Agencies & DoD Field Activities

## Defense Agencies



<b>Stefanie Tompkins</b> Director Defense Advanced Research Projects Agency DARPA	<b>William Moore</b> Director/CEO Defense Commissary Agency DeCA	<b>Anita Bales</b> Director Defense Contract Audit Agency DCAA	<b>LTG David Bassett</b> Director Defense Contract Management Agency DCMA	<b>William Lietzau</b> Director Defense Counter-intelligence and Security Agency DCSA	<b>Audrey Davis</b> Director Defense Finance & Accounting Service DFAS	<b>LTG Ronald Place</b> Director Defense Health Agency DHA	<b>Lt Gen Robert Skinner</b> Director Defense Information Systems Agency DISA	<b>LTG Scott Berrier</b> Director Defense Intelligence Agency DIA	<b>Beth George</b> Director Defense Legal Services Agency DLSA (Acting)
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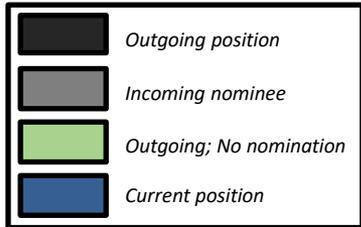
<b>VADM Michelle Skubic</b> Director Defense Logistics Agency DLA	<b>Kelly McKeague</b> Director Defense POW/MIA Accounting Agency DPAA	<b>Heidi Grant</b> Director Defense Security Cooperation Agency DSCA	<b>Rhys Williams</b> Director Defense Threat Reduction Agency DTRA (Acting)	<b>VADM Jon Hill</b> Director Missile Defense Agency MDA	<b>VADM Robert Sharp</b> Director National Geospatial-Intelligence Agency NGA	<b>Christopher Scolese</b> Director National Reconnaissance Office NRO	<b>GEN Paul Nakasone</b> Director National Security Agency/ Central Security Service NSA/CSS	<b>Daniel Walsh</b> Director Pentagon Force Protection Agency PFPA (Acting)	<b>Derek Tournear</b> Director Space Development Agency SDA
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## DoD Field Activities

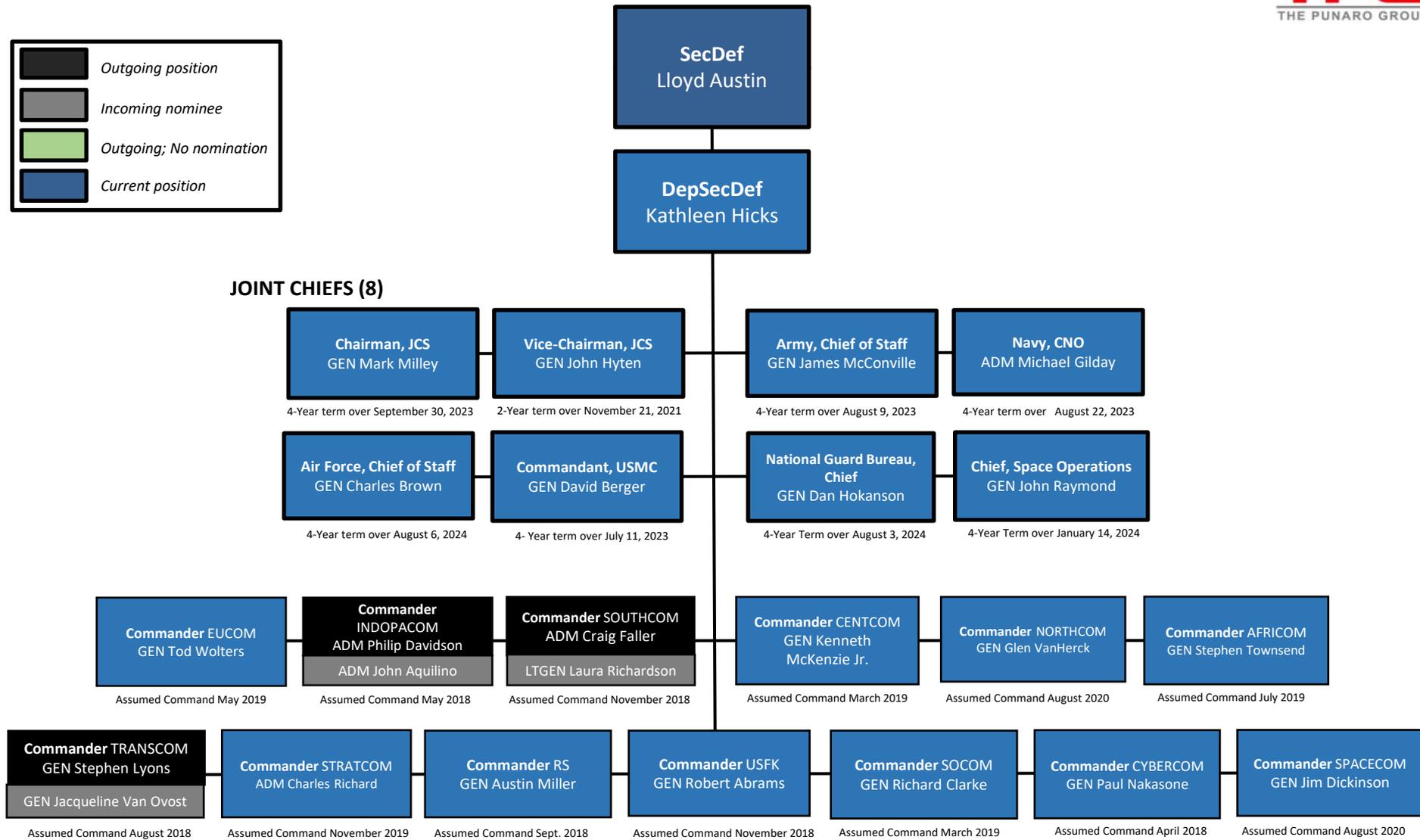


<b>Harold Pittman</b> Director Defense Media Activity DMA (Acting)	<b>Christopher Thomas</b> Administrator Defense Technical Information Center DTIC	<b>Michael Laychak</b> Director Defense Technology Security Administration DTSA (Acting)	<b>Thomas Brady</b> Director DoD Education Activity DoDEA	<b>William Booth</b> Director DoD Human Resources Activity DoDHRA	<b>George Rumford</b> Director DoD Test Resource Management Center TRMC (Acting)	<b>Patrick O'Brien</b> Director Office of Economic Adjustment OEA	<b>Thomas Muir</b> Director Washington Headquarters Services WHS (Acting)
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# DoD Military Leaders



## JOINT CHIEFS (8)



# DOD Civilian Nominations



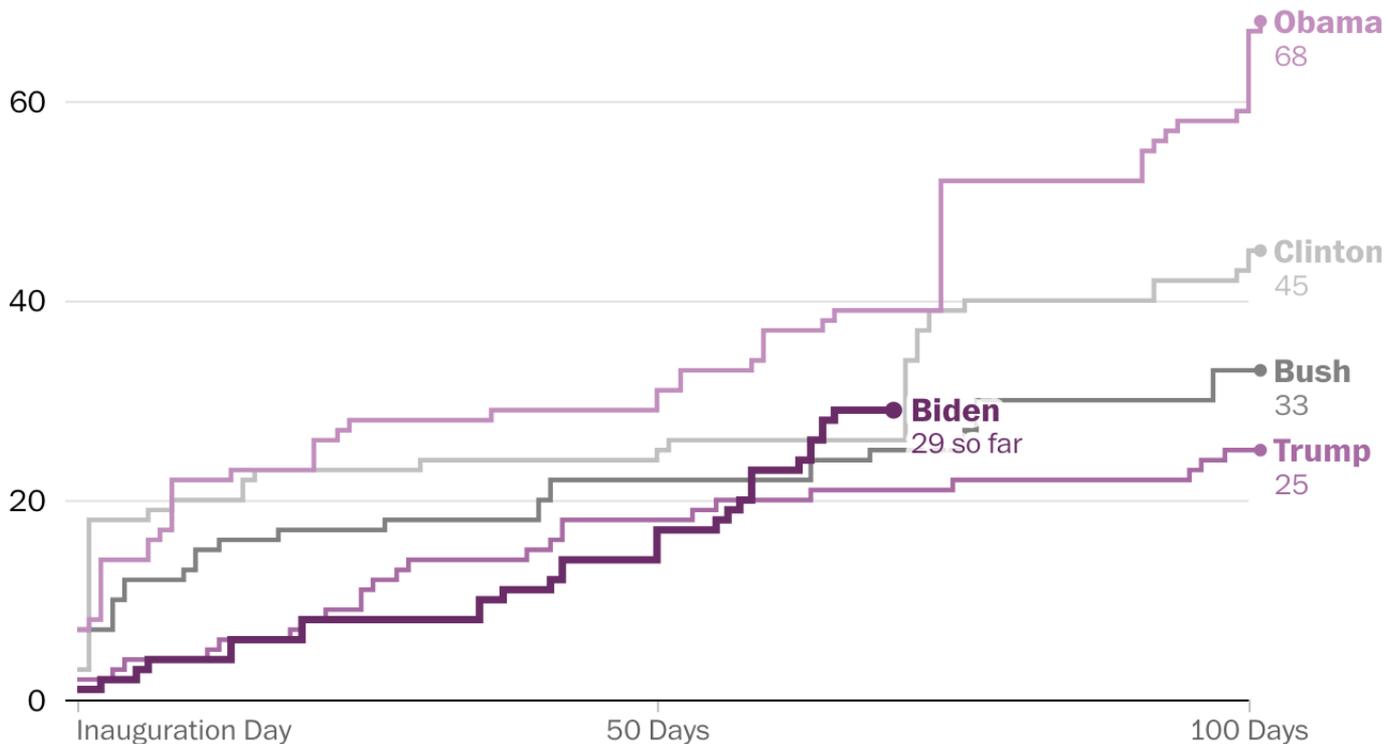
- DOD currently has one pending civilian nomination before the Senate:
  - Colin Kahl, USD Policy
- Kahl received a 13-13 vote in the SASC
  - Senate Majority Leader Schumer will have to file a motion to discharge and the full Senate will need to vote on it
  - Then he will be placed on the Senate Executive Calendar
  - He will then likely require two votes – one for cloture to stop debate on the nomination, and one on the actual nomination
    - Vice President Harris will need to be present to break a likely 50-50 tie
- Administration has appointed 90+ political appointees below the Senate confirmed level

# Biden Confirmation Rate

## All PAS Positions



How Biden's confirmations compare with recent presidents



Note: Includes confirmations to positions in this tracker during Biden's first 100 days compared with confirmations to similar positions in previous administrations.

# Inauguration to Confirmation for Initial Appointees



- Delays in “staffing” of Administration continue to climb

