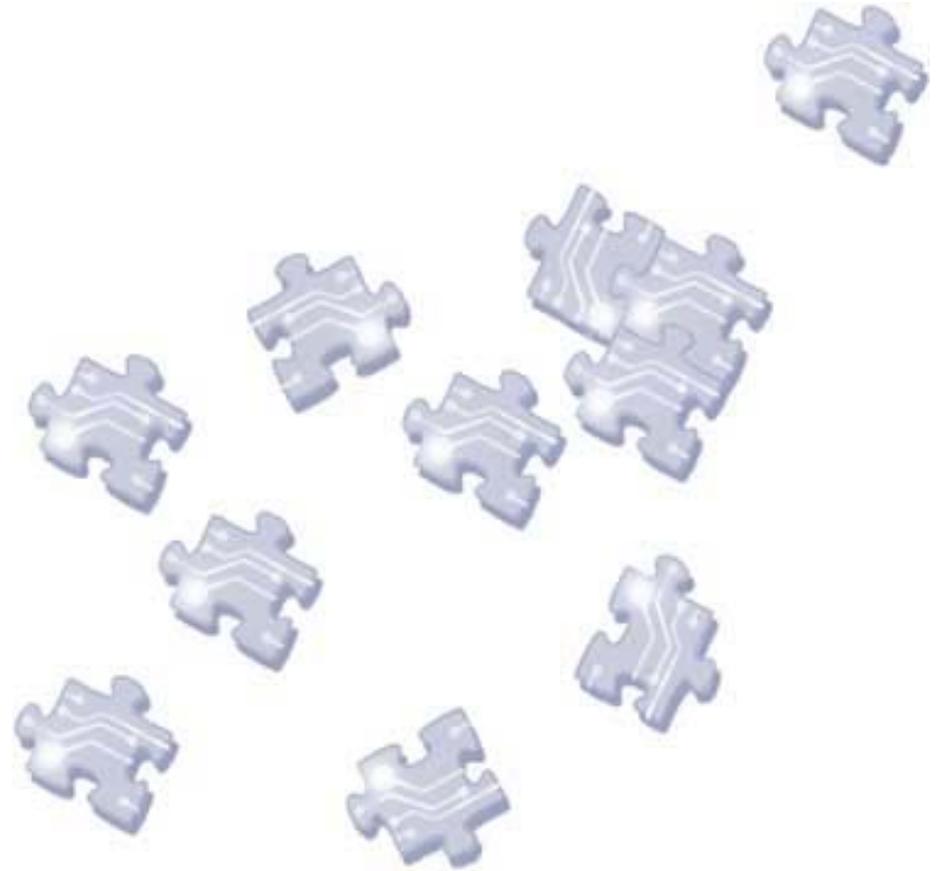


CIVILIAN LEADERSHIP





Overview

- Senior Civilian Structure
- DV Code
- Honors
- Saluting
- Titles
- Flags and Pins
- Public Service and Civil Service Awards

There are several levels of Civilian leadership, some set forth by the United States Congress in United States Code Title 10, which include the specific rank, structure and sphere of influence for each leadership position in the Department of Defense (DoD).



Common Terms

Constrained:

A position **limited** by Title 10 to a specific number

Unconstrained:

A position **not limited** by Title 10 to a specific number

Common Terms

Designated:

A position **specifically named** by Title 10 as one that must be filled.

Undesignated:

A position **not specifically** named by Title 10, but that holds a spot for one to be named by the Secretary of Defense.

Common Terms

Statutory:

A position **established** by Title 10

Non-statutory:

Any position **not established** by
Title 10

DoD Political Appointed Senate (PAS) Confirmed Positions

Secretary of Defense

Deputy Secretary of Defense

Service Secretaries

Under Secretaries of Defense: 5 (AT&L, Policy, Comptroller, P&R and Intel)

Deputy Under Secretaries of Defense: 4 (AT&L, Policy, Comptroller, P&R)

Director, Defense Research & Engineering

Assistant Secretaries of Defense

General Counsel of the Department of Defense

Inspector General of the Department of Defense

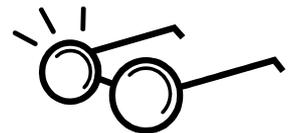
Director, Operational Test & Evaluation

Under Secretary of the Army, Navy, Air Force

Assistant Service Secretaries and General Counsels of the Army, Navy, Air Force

Assistant to the Secretary: Nuclear and Chemical and Biological Defense Programs

PAS = "The Honorable"



OSD Constrained Positions

- **Secretary**
- **Deputy Secretary**
- **Under Secretaries:**
 - Acquisition, Technology & Logistics (USD/AT&L)
 - Policy (USD/P)
 - Comptroller (USD/C)
 - Personnel & Readiness (USD/P&R)
- **Deputy Under Secretaries of Defense:**
 - Acquisition & Technology
 - Logistics & Materiel Readiness
 - Policy
 - Personnel & Readiness
- **Assistant Secretaries:**
 - Legislative Affairs
 - Reserve Affairs
 - Special Operations/Low Intensity Conflict
 - Undesignated (5)
- **Director, Defense Research & Engineering**
- **General Counsel**
- **Director, Operational Test & Evaluation**
- **Inspector General**
- **Assistant to the Secretary:**
 - Nuclear and Chemical and Biological Defense Programs

CONSTRAINED

DESIGNATED

STATUTORY

Service Constrained Positions

- Secretary
- Deputy Secretary
- **Secretary of the Army**
- **Secretary of the Navy**
- **Secretary of the Air Force**
- Under Secretaries of Defense
- Director, Defense Research & Engineering
- General Counsel
- Director, Operational Test & Evaluation
- Inspector General
- Assistant to the Secretary:
 - Nuclear and Chemical and Biological Defense Programs
- **Under Secretary of the Army, Navy, Air Force**



CONSTRAINED

DESIGNATED

STATUTORY

OSD UNCONSTRAINED

- Secretary
- Deputy Secretary
- Under Secretaries:
 - Acquisition, Technology & Logistics (USD/AT&L)
 - Policy (USD/P)
 - Comptroller (USD/C)
 - Personnel & Readiness (USD/P&R)

- Deputy Under Secretaries:**

- Acquisition & Technology
 - Logistics & Materiel Readiness
 - Policy
 - Personnel & Readiness

- Assistant Secretaries:
 - Legislative Affairs
 - Reserve Affairs
 - Special Operations/Low Intensity Conflict
 - Undesignated (5)
- Director, Defense Research & Engineering
- General Counsel
- Director, Operational Test & Evaluation
- Inspector General
- Assistant to the Secretary:**
 - Nuclear and Chemical and Biological Defense Programs

UNCONSTRAINED

DESIGNATED

STATUTORY

OSD UNDESIGNATED

- Assistant Secretaries:

Legislative Affairs

Reserve Affairs

Special Operations/Low Intensity Conflict

Undesignated (5)

Public Affairs

Health Affairs

International Security Policy

International Security Affairs

NI2

CONSTRAINED

UNDESIGNATED

STATUTORY

These five **undesignated** positions serve as placeholders to be filled by the Secretary of Defense

SERVICE UNDESIGNATED

- **Assistant Secretaries of the Army:**

Acquisition, Logistics, Technology
Civil Works
Financial Management/Comptroller
Installations and Environment
Manpower and Reserve Affairs

- **Assistant Secretaries of the Navy:**

Manpower and Reserve Affairs
Installations and Environment
Research, Development, Acquisition
Financial Management/Comptroller

- **Assistant Secretaries of the Air Force:**

Financial Management
Acquisition
Manpower & Reserve Affairs
Installations, Environment & Logistics

CONSTRAINED

UNDESIGNATED

STATUTORY

OSD NON-STATUTORY

Any position not established by Title 10

Current Non-statutory Deputy Under Secretaries:

Principal Deputy Under Secretary for Comptroller (PDUSD/C)
Installations & Environment (DUSD/AT&L)
Industrial Policy (DUSD/AT&L)
International Technology Security (DUSD/AT&L)
Science and Technology (DUSD/AT&L)
Advanced Systems and Concepts (DUSD/AT&L)
Laboratory & Basic Sciences (DUSD/AT&L)
Plans and Resources (DUSD/Policy)
Technology Security Policy and Counter Proliferation (DUSD/Policy)
Policy Support (DUSD/Policy)
Financial Management (DUSD/C)
Resource Planning/Management (DUSD/C)
Readiness (DUSD/P&R)
Program Integration (DUSD/P&R)

UNCONSTRAINED

UNDESIGNATED

NON-STATUTORY

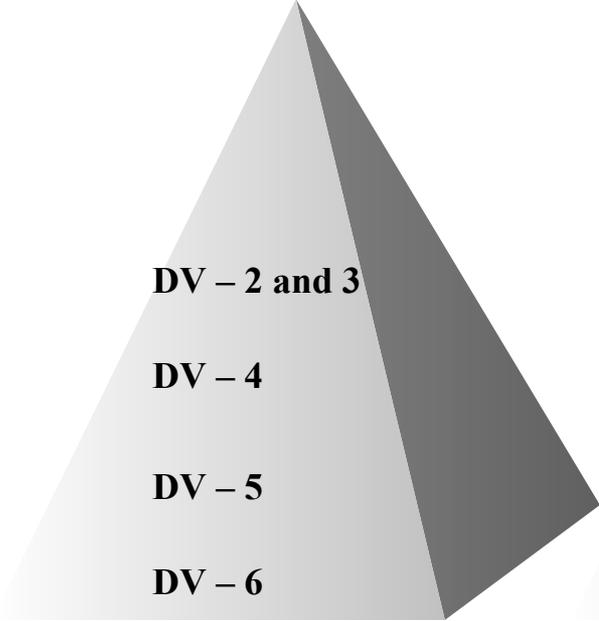
Current Non-statutory Special Assistants to the Secretary:

Intel Oversight
Legislative Matters
White House Liaison
Homeland Security
Executive Secretary to the Senior Executive Counsel

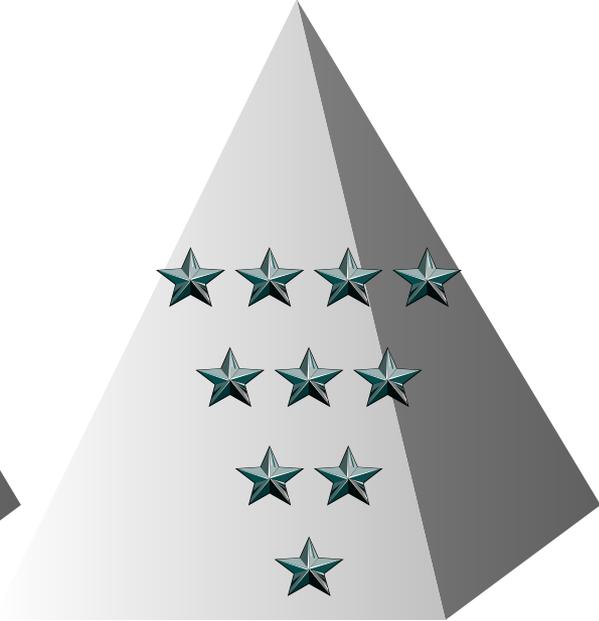
These positions do not hold the title “The Honorable” unless the member previously held a Senate-confirmed position.

Leadership Triangles

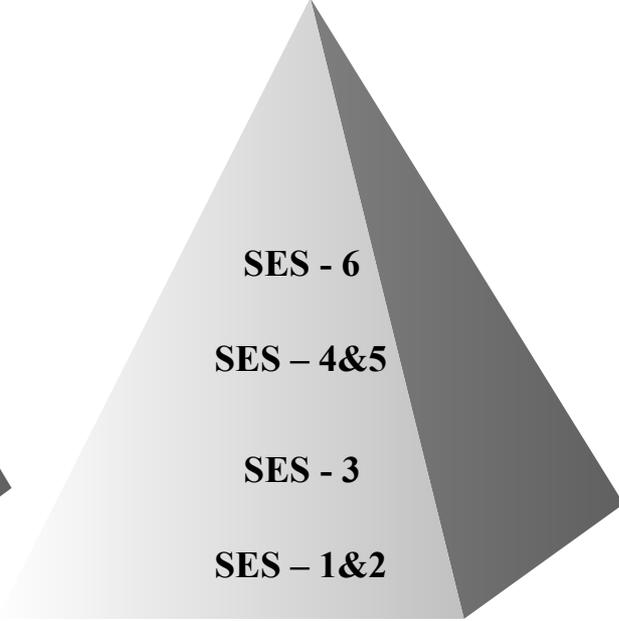
DV Code



GO



SES Pay Code



PAY

does *not* equal

PRECEDENCE

Distinguished Visitor (DV) Code Equivalency

DV Code

- DV - 2 and 3
- DV - 4
- DV - 5
- DV - 6

=

SES

- PPC - 4
- PPC - 5
- PPC - 6

~~=~~

PAY Codes

- SES - 6
- SES - 4&5
- SES - 3
- SES - 1&2

Precedence

Military: Primarily established by **Rank**

Civilian: Precedence established by **Position**



HONORS FOR DoD CIVILIANS

(Honors are rendered to specific positions and is not related to a DV code)

<u>Distinguished Person</u>	<u>Honor Cordon</u>	<u>Ruffles & Flourishes</u>
Secretary of Defense	19	4
Deputy Secretary of Defense	19	4
Service Secretaries	19	4
Director of Research & Engineering	19	4
Under Secretaries of Defense	17	4
Assistant Secretaries of Defense	17	4
General Counsel of DoD	17	4
Under Service Secretaries	17	4
Assistant Service Secretaries	17	4



Music: “Stars and Stripes Forever”

Saluting

What civilians should military personnel salute?

- **President of the U.S.**
- **Equivalent members of friendly governments**
- ***Vice President of the United States***
- ***State Governors***
- ***Secretary of Defense***
- ***Deputy Secretary of Defense***
- ***Service Secretaries***

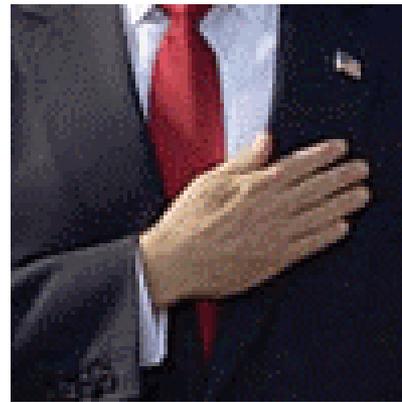




Saluting

It is appropriate for civilian leadership to place hand over the heart during the:

- **National Anthem**
- **Taps**
- **US Flag passing**
- **Pledge of Allegiance**
- **Friendly Foreign National Anthems**
- **Movement of a casket**
- **Retreat and Reveille**



TITLES AND FORMS OF ADDRESS

Position	Salutation	Place Card	Conversation
The President of the United States	Dear Mr. President	The President or The President of the United States <i>or, if abroad</i> The President of the United States of America	Mr. President <i>or, in prolonged conversation:</i> Sir
Cabinet Member Man, Head of Federal Department	Dear Mr. Secretary	The Secretary of State	Mr. Secretary <i>or Mr. Doe or Sir</i>
Cabinet Member Woman, Head of Federal Department	Dear Madam Secretary	The Secretary of Defense	Madam Secretary <i>or Mrs. (Miss, Ms.) Doe</i>
Deputy Secretary	Dear Mr. Doe	The Deputy Secretary of Treasury	Mr. Doe
Under Secretary	Dear Mr. Doe	The Under Secretary of Labor Mr. Doe	Mr. Doe
Secretary of the Armed Services	Dear Mr. Secretary	The Secretary of the Army (<i>or Navy or Air Force</i>)	Mr. Secretary Mr. Doe

Reference: *Protocol, The Complete Handbook of Diplomatic, Official and Social Usage*; McCafree, Innis, Sand

TITLES AND FORMS OF ADDRESS

Position	Salutation	Place Card	Conversation
Senator (Man)	Dear Senator Doe	Senator Doe	Senator Doe, Senator, Mr. Doe
Senator (Woman)	Dear Senator Doe	Senator Doe	Senator Doe, Senator, Mrs. Doe
Governor of a State	Dear Governor (and Mrs.) Doe	The Governor of (State)	Governor Doe <i>or</i> Governor <i>or</i> Sir
Lieutenant Governor of a State	Dear Mr. (and Mrs.) Doe	Mr. Doe	Mr. Doe
Mayor (Man)	Dear Mayor Doe	Mayor Doe	Mayor Doe <i>or</i> Mr. Mayor <i>or</i> Sir
Mayor (Woman)	Dear Mayor (Mrs., Miss, Ms.) Doe	Mayor Doe	Mayor Doe <i>or</i> Madam Mayor <i>or</i> Mrs. (Miss, Ms. Doe)

Department of the Army Senior Executive Service Flag



DESCRIPTION: Centered on a white flag with a 3' hoist and 4' fly with yellow fringe, the Senior Executive Service emblem in gold, encircled by the words "DEPARTMENT OF THE ARMY SENIOR EXECUTIVE SERVICE" on a blue designation band.

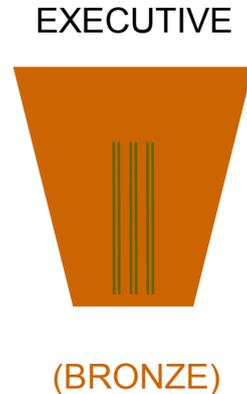
BACKGROUND: The flag design was approved by the Acting Secretary of the Army on 1 May 1988.

Department of the Air Force Senior Executive Service Flag



DESCRIPTION: Centered on an ultramarine blue flag with a 3' hoist and 4' fly with yellow fringe, a representation of the Air Force Senior Executive Service pin with the Air Force crest in proper colors and the keystone in white, all within an arc of 13 white stars.

Senior Executive Service OPM Insignia



All SES members receive a bronze

The SES logo or emblem represents a keystone — the center stone that holds all the stones of an arch in place. This represents the critical role of the SES as a central coordinating point between Government's political leadership which sets the political agenda and the line workers who implement it. Members of the SES translate that political agenda into reality.

The upright lines in the center of the keystone represent a column in which individual SES members are united into a single leadership corps. There is no particular symbolism to the number of lines, which has varied over the years with different iterations of the logo.

Senior Executive Service OPM Insignia

MERITORIOUS EXECUTIVE



(SILVER)

This pin in silver designates a recipient of the **Meritorious Executive** rank. Awarded for sustained accomplishment, only 5 percent of SES career members may receive this award, which includes a lump-sum payment of 20 percent of the executive's base salary, a silver pin, and a framed certificate signed by the President.

Senior Executive Service OPM Insignia

DISTINGUISHED EXECUTIVE



(GOLD)

This pin in gold designates a recipient of the **Distinguished Executive** rank. Awarded for extraordinary results, only 1 percent of the career SES may earn this award, which includes a lump-sum payment of 35 percent of base salary, a gold pin, and a framed certificate signed by the President.

Department of the Air Force Senior Executive Service Lapel Button



Description: A keystone 11/16 inch in height overall, consisting of seven vertical stripes with the Department of the Air Force crest on top.

Symbolism: The keystone is the shape of the Senior Executive Service logo. The eagle and glory are taken from the Department of the Air Force seal.

Department of the Navy Senior Executive Service Lapel Button



Description: A keystone 3/4 inches (1.91 cm) in height overall consisting of seven vertical stripes with the Department of the Navy Seal in center, all gold.

Symbolism: The keystone is the shape of the Senior Executive Service logo. The center is taken from the Department of the Navy Seal. Gold denotes high ideals and commitment to excellence.



Motor Vehicle Insignia: Display of the insignias affords executives the same parking privileges as general officers.

Stationery. Stationery is available bearing the SES keystone.

National Colors. National colors are available to SES members. Each set includes a flag, staff, and stand. When an SES position is vacated, the staff and stand remain with the position. The executive retains the flag.

Department of Defense (DOD) Civilian Identification (ID) Card. A DOD ID Card is issued to Presidential appointees, Career and Noncareer SES, and SES-level equivalent personnel. The card assists executives as they travel to DOD activities.

Certificate of Appointment. To commemorate appointment to the SES, each SES member receives a Certificate of Appointment signed by the Service Secretary.

Official Color Portrait. SES members may obtain an official color portrait through their local visual information services.

DEPARTMENT OF DEFENSE

HONORARY AWARDS FOR DEPARTMENT OF DEFENSE EMPLOYEES

(in order of precedence)

The following medals may be awarded to Department of Defense civilian employees to recognize high levels of performance and service.

Distinguished Public Service Medal



Outstanding Public Service Medal



Exceptional Public Service Medal



Distinguished Civilian Service Medal



Meritorious Civilian Service Medal



Exceptional Civilian Service Medal



**OFFICE OF
THE CHAIRMAN OF THE JOINT CHIEFS OF STAFF
HONORARY AWARDS FOR JOINT STAFF EMPLOYEES
(in order of precedence)**

**The following medals may be awarded to Joint Staff civilian employees
to recognize high levels of performance and service.**

Distinguished Civilian Service



Meritorious Civilian Service



DEPARTMENT OF THE ARMY

HONORARY AWARDS FOR DEPARTMENT OF THE ARMY EMPLOYEES

(in order of precedence)

The following medals may be awarded to Department of the Army civilian employees to recognize high levels of performance and service.

Decoration for
Exceptional Civilian Service



Superior Civilian Service



Meritorious Civilian Service Award



Commanders Award for Civilian Service



Achievement Medal for Civilian Service



DEPARTMENT OF THE NAVY

HONORARY AWARDS FOR DEPARTMENT OF THE NAVY EMPLOYEES

(in order of precedence)

The following medals may be awarded to Department of the Navy civilian employees to recognize high levels of performance and service.

Navy Distinguished Civilian Service Medal



Navy Distinguished Public Service Medal



DEPARTMENT OF THE AIR FORCE

HONORARY AWARDS FOR DEPARTMENT OF THE AIR FORCE EMPLOYEES

(in order of precedence)

The following medals may be awarded to Department of the Air Force civilian employees to recognize high levels of performance and service.

Decoration for Exceptional Civilian Service



Air Force Meritorious Civilian Service Medal



Air Force Outstanding Civilian Medal





Questions?