# POSITION DESCRIPTION

**Deputy Secretary, Department of defense**

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| **OVERVIEW** | |
| Senate Committee | Armed Services |
| Agency Mission | The mission of the Department of Defense is to provide the military forces needed to deter war and to protect the security of our country. |
| Position Overview | The deputy secretary is delegated full power and authority to act for the secretary if the secretary prescribes such powers or if the secretary is unable to perform the functions and duties of the office. (10 U.S.C. § 132). The Deputy also serves as the chief management officer and chief operating officer of the Department of Defense. |
| Compensation | Level II $179,700 (5 U.S.C. § 5313)[[1]](#endnote-1) |
| Position Reports to | Secretary of Defense |
| **RESPONSIBILITIES** | |
| Management Scope | The DOD budget was approximately $576 billion for fiscal 2016. The DOD has more than 2.1 million active and reserve service members and 742,000 civilian personnel. As COO, the deputy secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Executes the president’s and secretary’s strategic plan for the agency by dealing with the overall operations, managing the individual departments and integrating mission-support functions with program and policy objectives. * Works with peers in other agencies, OMB, stakeholders (like local or state governments) and Congress. * Resolves interagency conflict. * Serves as a key advisor to the secretary on all matters pertaining to the agency. * Ensures that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity. * Develops and manages complementary internal management processes that coordinate across programs. * Represents the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversees internal government processes. * Works closely with the secretary, chief of staff and CXOs. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Proven ability and experience leading and managing a large and complex enterprise * Previous experience with federal government enterprise operations * Understanding of core services, programs and initiatives delivered by the agency’s key departments * Experience dealing with high-profile stakeholders * Experience leading through unexpected crisis situations preferred * Familiarity with the federal budget process preferred |
| Competencies | * Demonstrated ability to resolve conflicts within a large organization * Comfortable leading and managing in ambiguity, as deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with coworkers and external stakeholders * Ability to forge strong Congressional relationships preferred * Exceptional public relations skills * Exceptional communications and negotiation skills * Strong understanding of and ability to work with leaders in private industry |
| **PAST APPOINTEES** | |
| Robert O Work (2014 to 2017) – Undersecretary of the Navy; part of President Obama’s department of defense transition team; an adjunct professor at George Washington University teaching defense analysis and roles and missions of the armed forces; directed and analyzed war games for the Office of Net Assessment and for the Office of the Secretary of Defense; served in the Marine Corps for 27 years | |
| Ashton Carter (2011 to 2013) – Undersecretary of Defense for Acquisition, Technology and Logistics (AT&L); Chair of International Global Affairs at Harvard University’s John F. Kennedy School of Government and Co-Director of the Preventive Defense Project; Assistant Secretary of Defense for Global Strategic Affairs; legislative counsel for defense and arms control matters for Senator Edward Kennedy | |
| William Lynn (2009 to 2011) – Senior Vice president of Government Operations and Strategy Director at Raytheon; Undersecretary of Defense | |
| Gordon England (2005 to 2009) – Secretary of the Navy; Executive Vice President of General Dynamics; Deputy Secretary for the Department of Homeland Security | |
| Paul Wolfowitz (2001 to 2005) – Undersecretary of Defense for Policy; Ambassador to Indonesia; Assistant Secretary of State for East Asian and Pacific Affairs | |

1. The Consolidated Appropriations Act, 2017 (Public Law 115-31, May 5, 2017), contains a provision that continues the freeze on the payable pay rates for certain senior political officials at 2013 levels during calendar year 2017. [↑](#endnote-ref-1)