Key Takeaways

**Gender:** Across all but one level (Assistant Secretaries) of the Department of Defense's Senior Leadership, female representation remains under parity.

**Race/Ethnicity:** White Americans occupy the majority of these positions, with People of Color (POC) representation exceeding at most 20%.

**Call to Action:** If Secretary of Defense Lloyd Austin seeks to increase diversity, equity, and inclusion, it will require more representation in his leadership team.

For media/press inquiries, contact us at info@inclusiveamerica.org.
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.
### Assistant Secretaries of Defense (ASDs)*

<table>
<thead>
<tr>
<th>Principal Staff Assistants</th>
<th>Policy (OUSD(P))</th>
<th>Personnel &amp; Readiness (OUSD(P&amp;R))</th>
<th>Acquisition &amp; Sustainment (OUSD(A&amp;S))</th>
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<td>Louis Lauter</td>
<td>Jennifer Walsh</td>
<td>Melissa Dalton</td>
<td>Christopher Maier</td>
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### Gender Composition

- Female: 54%  
- Male: 46%

### Racial Composition

- White: 100%
- People of Color: 39.9%

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*The Department is authorized 15 ASD positions.
**The designated (i.e., "required") ASDs are: ASD(EI&EM), ASD(IPB), ASD(LA), ASD(NCB), ASD(SO/LIC), and ASD(SP).
***ASD(SO/LIC) is designated as a PSA, but is administratively under the USD(P).
****ASD(SPC) Karnil is currently PTDO DUSD(P).

As of 11/05/2021 – Slide #3
JCS, CCDRs, and Joint Staff Directors

Gender Composition

- Male: 90%
- Female: 10%

Racial Composition

- White: 96.6%

- People of Color: 39.9%
Service/Subordinate/International 4-star Commands

**Army Commands**
- GEN Michael Garrett
  CG, U.S. Army Forces Command (FORSCOM)
- GEN Paul Funk
  CG, U.S. Army Training and Doctrine Command (TRAODOC)
- GEN John Murray
  CG, U.S. Army Futures Command (AFC)
- GEN Edward Daly
  CG, U.S. Army Material Command (AMC)
- GEN Charles Flynn
  CG, U.S. Army Pacific (USARPAC)
- GEN Chris Cavoli
  CG, U.S. Army Europe & Africa (USAREUR/AF)
- ADM James Caldwell
  Director, Naval Nuclear Propulsion Program (KNPP)

**Navy Commands**
- ADM Christopher Grady
  CDR, U.S. Fleet Forces Command (USFFORCOM/CFYC)
- ADM Samuel Paparo
  CDR, U.S. Pacific Fleet (USPACFLT/CPF)
- ADM Robert Burke
  CDR, U.S. Naval Forces Europe-Africa (NAVEUR/NAVAF/CNE-CNA)

**Air Force Commands**
- Gen Mark Kelly
  CDR, Air Combat Command (ACC)
- Gen Anthony Cotton
  CDR, Air Force Global Strike Command (AFGSC)
- Gen Kenneth Wilsbach
  CDR, Pacific Air Forces (PACAF)
- Gen Arnold Bunch
  CDR, Air Force Materiel Command (AFMC)

**Subordinate Unified Commands**
- GEN Paul LaCamera
  CDR, U.S. Forces Korea (USFK)

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**Gender Composition**
- Male: 100%
- Female: 0%

**Racial Composition**
- White: 89%
- People of Color: 11%
- Black: 39.9%

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As of 11/05/2021 – Slide #6
OSD Oversight of Defense Agencies/DoD Field Activities*

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**Agency Directors**

**US Population**

- 75%
- 50%
- 25%
- 0%

**Female**

- 5%

**Male**

- 75%

**Gender Composition**

- Female: 50.8%
- Male: 48.6%

**People of Color**

- 10.7%

**Racial Composition**

- White: 89.3%
- People of Color: 60.1%

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* The OSD PSAs exercise ADC over the Directors of the DAFAs, as shown. In some cases, this relationship is exercised through a subordinate official.

** Eight Defense Agencies are designated as Combat Support Agencies (CSAs) with joint oversight by the Chairman of the Joint Chiefs of Staff.

*** GC DoD serves as the Director of DLSA.

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As of 11/05/2021 — Slide #9