



Department of Defense **DIRECTIVE**

NUMBER 5124.02

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Incorporating Change 1, December 11, 2024

PIO/DA&M

SUBJECT: Under Secretary of Defense for Personnel and Readiness (USD(P&R))

- References:**
- (a) Title 10, United States Code
 - (b) DoD Directive 5124.02, "Under Secretary of Defense for Personnel and Readiness (USD(P&R))," October 17, 2006 (hereby canceled)
 - (c) Deputy Secretary of Defense Memorandum, "Policy Guidance for Provision of Medical Care to Department of Defense Civilian Employees Injured or Wounded While Forward Deployed in Support of Hostilities," September 24, 2007
 - (d) Deputy Secretary of Defense Memorandum, "DoD Drug Demand Reduction Program Policy," January 24, 2007
 - (e) through (aa), see Enclosure 1

1. PURPOSE

Under the authority vested in the Secretary of Defense by Sections 113 and 136 of Reference (a), this Directive:

1.1. Reissues Reference (b) to update the responsibilities, functions, relationships, and authorities of the USD(P&R); incorporates References (c) and (d) and Deputy Secretary of Defense Memorandums, "Authority Delegation - National Security Personnel System (NSPS) Rate Range and Local Market Supplement Adjustments," "Guidelines for Implementation and Administration of Joint Officer Management Program Joint Qualification System," and "Transfer of Uniformed Services University of the Health Sciences to TRICARE Management Activity and Rescission of the Department of Navy as Department of Defense Executive Agent" (References (e) through (g)); and cancels References (e) and (g).

1.2. Authorizes the USD(P&R) to:

1.2.1. As a Principal Staff Assistant (PSA) reporting directly to the Secretary of Defense, promulgate DoD policy in DoD Instructions within the responsibilities, functions, and authorities assigned herein in accordance with DoD Instruction 5025.01 (Reference (h)).

1.2.2. Reissue, as necessary, the chartering DoD Directives for the Deputy Under

Secretary of Defense for Personnel and Readiness (DUSD(P&R)), the Assistant Secretary of Defense for Health Affairs (ASD(HA)), the Assistant Secretary of Defense for Readiness (ASD(R)), and the Assistant Secretary of Defense for Manpower and Reserve Affairs (ASD(M&RA)) in accordance with Reference (h).

2. APPLICABILITY

This Directive applies to the Office of the Secretary of Defense (OSD), the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities in the Department of Defense (hereafter referred to collectively as the “DoD Components”).

3. DEFINITIONS

The following definitions are for the purposes of this Directive only:

3.1. Armed Forces. Refers to the Army, Navy, Air Force, Marine Corps, Space Force, and Coast Guard.

3.2. Reserve Components. Refers collectively to the Army National Guard of the United States, the Army Reserve, the Navy Reserve, the Marine Corps Reserve, the Air National Guard of the United States, the Air Force Reserve, and the Coast Guard Reserve, when the Coast Guard is operating as a Service of the Department of the Navy.

3.3. Total Force. The organizations, units, and individuals that comprise the DoD resources for implementing the National Security Strategy. It includes DoD Active and Reserve Component military personnel, military retired members, DoD civilian personnel (including foreign national direct- and indirect-hire, as well as nonappropriated fund employees), contractors, and host-nation support personnel.

4. RESPONSIBILITIES AND FUNCTIONS

The USD(P&R) is the PSA and advisor to the Secretary of Defense for Total Force management; National Guard and Reserve Component affairs; health affairs; readiness and training; military and civilian personnel requirements; language; dependents’ education; equal opportunity; morale, welfare, recreation; and quality-of-life matters. In this capacity, the USD(P&R) shall:

4.1. Develop policies, plans, and programs for:

4.1.1. The Total Force and its allocation among the DoD Components, and between the Active and Reserve Components, to ensure efficient and effective support of wartime and peacetime operations, contingency planning, and preparedness. Within the Defense intelligence

and security Components, the Under Secretary of Defense for Intelligence and Security (USD(I&S)) exercises overall supervision and policy oversight of human capital and the USD(I&S) develops policies associated with the Defense Civilian Intelligence Personnel System (DCIPS) in conjunction with the USD(P&R).

4.1.2. Reserve Component affairs to promote the effective integration of Reserve Component capabilities into a cohesive Total Force.

4.1.3. Health and medical affairs to:

4.1.3.1. Provide and maintain readiness.

4.1.3.2. Provide health services and support to members of the Armed Forces during military operations.

4.1.3.3. Provide health services and support to members of the Armed Forces, their dependents, and others entitled to or determined eligible for DoD medical care in accordance with Reference (c).

4.1.3.4. Provide oversight for the Drug Demand Reduction Program in accordance with Reference (d).

4.1.4. Recruitment, education, training, equal opportunity, compensation (including bonuses, special pay, and incentives), recognition, discipline, and separation of all DoD personnel, both military personnel (Active and Reserve Component, and retired) and civilian employees (consistent with Paragraph 4.1.1., the USD(I&S) exercises oversight and policy responsibilities for Defense intelligence and security Components). Perform oversight of the Defense Civilian Personnel Data System to ensure accuracy, completeness, and timeliness of its information and data; its responsiveness; as well as its effective and efficient use of modern practices and technologies.

4.1.5. Interagency and intergovernmental activities, special projects, or external requests that create a demand for DoD personnel resources. With respect to such matters affecting personnel in intelligence positions, the USD(P&R) shall coordinate with USD(I&S).

4.1.6. Readiness to ensure forces can execute the National Military Strategy; oversight of military training and its enablers under DoD Directive 1322.18 and DoD Directive 3200.15 (References (i) and (j)); and oversight of Total Force personnel and medical readiness. Coordinate with other PSAs and cognizant officers in the Office of the Chairman of the Joint Chiefs of Staff and the Armed Forces on other aspects of readiness.

4.1.6.1. Perform oversight of the DoD Readiness Reporting System under DoD Directive 7730.65 (Reference (k)), to ensure accuracy, completeness, and timeliness of its information and data, its responsiveness, as well as its effective and efficient use of modern practices and technologies.

4.1.6.2. Establish safety and accident-reduction activities to prevent accidents and injuries to military and civilian personnel, as well as to contractors and visitors on DoD installations and facilities worldwide, in accordance with the guidelines of the Defense Safety Oversight Council.

4.1.7. Quality of life for U.S. military personnel (Active and Reserve Components) and their families. Areas of importance are family support, counseling services, financial planning, housing, child care, military spouse employment and career opportunities, dependents' education, schools, children's educational transitions, commissary and military exchange systems, support for victims of domestic violence, support during the deployment cycle, recreational opportunities, tuition assistance, and partnerships with states in furtherance of these areas.

4.2. Analyze the Total Force structure as related to quantitative and qualitative military and civilian personnel requirements, utilization, readiness, and support. Administer and implement controls over military and civilian personnel strengths and compositions for all DoD Components. Establish and issue guidance to be used by all DoD Components regarding manpower management, including manpower mix criteria and DoD function codes to determine workforce mix and annual commercial activities inventories.

4.3. Serve as the DoD Chief Human Capital Officer in carrying out authorities and functions under Section 1402 of Title 5, United States Code (U.S.C.) (Reference (l)).

4.4. Oversee the DoD Joint Officer Management Program and carry out the functions and responsibilities under Chapter 38 of Reference (a) and establish and issue policy pertaining to this program in accordance with Reference (e).

4.5. Review and evaluate the requirements of the Defense Acquisition Board's major defense acquisition programs and proposed weapons systems for personnel, training, and readiness implications, and the implications of weapons systems maintainability for qualitative and quantitative personnel requirements and for readiness.

4.6. Formulate policy for and ensure coordination of DoD Noncombatant Evacuation Operations.

4.7. Appoint and supervise the DoD Senior Language Authority in support of the foreign language capability in accordance with DoD Directive 5160.41E (Reference (m)).

4.7.1. Establish and oversee policy regarding the development, maintenance, and utilization of foreign language capabilities.

4.7.2. Monitor trends in the promotion, accession, and retention of individuals with critical foreign language skills.

4.7.3. Explore innovative concepts to expand foreign language capabilities.

4.8. Develop and provide overall policy guidance for the National Security Education Program and, pursuant to Sections 801 through 812 of the David L. Boren National Security Education Act of 1991 (50 U.S.C. 1901 et seq.) (Reference (n)), perform the duties to execute the program, including coordination as needed.

4.9. Participate in those planning, programming, and budgeting activities that relate to assigned areas of responsibility.

4.10. Chair the Defense Human Resources Board consistent with the authorities under Section 1402 of Reference (l).

4.11. Serve on boards, committees, and other groups pertaining to assigned functional areas and represent the Secretary of Defense on personnel, readiness, Reserve Component, health, compensation, and other matters related to USD(P&R) responsibilities and functions outside of the Department of Defense.

4.12. Periodically assess the DoD Executive Agent assignments under the cognizance of the USD(P&R) for continued need, currency, and effectiveness and efficiency in satisfying end user requirements, consistent with DoD Directive 5101.01 (Reference (o)).

4.13. Ensure that policies and programs are designed and managed to improve standards of performance, economy, and efficiency, and that all Defense Agencies and DoD Field Activities under the authority, direction, and control of the USD(P&R) are attentive and responsive to the requirements of their organizational customers, both internal and external to the Department of Defense.

4.14. Ensure information is shared as broadly as possible, except where limited by law, policy, or security classification, and that data assets produced as a result of the assigned responsibilities are visible, accessible, and understandable to the rest of the Department, as appropriate, and in accordance with DoD Instruction 8320.02 (Reference (p)).

4.15. Establish policy for, and oversee the operations of, the DoD Medical Examination Review Board (DODMERB). The DODMERB shall continue as a joint agency of the Military Departments, attached to the Air Force for administration and logistics support and operate under the policy direction of the ASD(HA). The designation of the Secretary of the Air Force as the DoD Executive Agent for administrative and logistic support to the DODMERB shall remain in effect until revoked or superseded by the Secretary of Defense.

4.16. Establish policy for the Deputy's Workforce Council (DWC). The DWC shall continue to advise the Secretary of Defense on matters pertaining to DoD readiness, oversee readiness-related activities, provide recommendations to the Secretary of Defense on readiness policy matters, and provide reports on current and projected readiness issues. The Deputy Secretary of Defense shall continue as the Chair, DWC.

4.17. Establish policy for, and oversee the operations of, the Reserve Forces Policy Board (RFPB). The mission, functions, membership, relationships, and administration of the RFPB

shall be consistent with Section 10301 of Reference (a).

4.18. Establish policy for participation in armed forces, national, and international sports activities. A Senior Military Sports Advisor may continue to be assigned for a 4-year term (terminating at the completion of each Summer Olympiad) to a Military Service Personnel Chief (or their designated flag/general officer representative) on a rotation basis among the Military Services in the following order: Marine Corps, Army, Air Force, and Navy. An Armed Forces Sports Committee (AFSC) may continue to be comprised of the Morale, Welfare, and Recreation Directors of each of the Military Services, or their designated representatives, and to act for the Department of Defense on matters pertaining to sports involving more than one Military Service. The Secretary of the Army may continue to provide administrative support to the AFSC Secretariat.

4.19. Serve on the Defense Business Council and perform the necessary reviews, certifications, approvals, and other required actions in accordance with Section 2222 of Reference (a).

4.20. Serve as the co-chair of the Department of Veterans Affairs-Department of Defense Joint Executive Committee pursuant to Sections 320 and 8111 of Title 38, U.S.C. (Reference (q)).

4.21. Perform such other duties as the Secretary of Defense may prescribe.

5. RELATIONSHIPS

5.1. In the performance of assigned responsibilities and functions, the USD(P&R) shall serve under the authority, direction, and control of the Secretary of Defense and shall:

5.1.1. Report directly to the Secretary of Defense.

5.1.2. Coordinate and exchange information with other OSD officials, the Heads of the DoD Components, and Federal officials having collateral or related responsibilities and functions.

5.1.3. Use existing systems, facilities, and services of the Department of Defense and other Federal agencies, when possible, to avoid duplication and to achieve maximum efficiency and economy.

5.1.4. Exercise authority, direction, and control over:

5.1.4.1. The DUSD(P&R).

5.1.4.2. The ASD(HA).

5.1.4.3. The ASD(M&RA).

- 5.1.4.4. The ASD(R).
- 5.1.4.5. The Director, Defense Commissary Agency, through the ASD(M&RA).
- 5.1.4.6. The Director, DoD Education Activity, through the ASD(M&RA).
- 5.1.4.7. The Director, Department of Defense Human Resources Activity.
- 5.1.4.8. The Director, Defense Health Agency, through the ASD(HA).
- 5.1.4.9. The President of the Uniformed Services University of the Health Sciences (USUHS), through the ASD(HA).
- 5.1.4.10. The RFPB, through the ASD(M&RA), on matters other than the content of the Board's advice to the Secretary of Defense.
- 5.1.4.11. The National Committee for Employer Support of the Guard and Reserve.

5.2. The DUSD(P&R) shall serve as the principal assistant to the USD(P&R) in carrying out the authorities, responsibilities, and functions of the USD(P&R) as specified in DoD Directive 5124.08 (Reference (r)).

5.3. The other OSD officials and the DoD Component heads shall coordinate with the USD(P&R) on all matters under their purview related to the authorities, responsibilities, and functions assigned in this Directive.

6. AUTHORITIES

The USD(P&R) is hereby delegated authority to:

6.1. Establish and allocate civilian personnel authorizations of the DoD Components and review and approve military and civilian personnel authorization changes during program execution.

6.2. Exercise the authorities of the Secretary of Defense, whenever vested, relating to civilian personnel, whether established by law, regulation, or other action.

6.2.1. Exercise the authority to act for the Secretary of Defense to apportion costs and collect funds from non-appropriated fund (NAF) instrumentalities to cover expenditures resulting from the wage survey process that supports NAF pay schedules.

6.2.2. Exercise the authority of the Secretary to establish and approve pay schedules, salaries, wages, and other compensation for DoD civilian employees as determined pursuant to applicable laws (including but not limited to References (a), (k), (q), and Title 20, U.S.C.

(Reference (s)), regulations, and established policies.

6.3. Exercise the authorities of the Secretary of Defense under Chapter 38 of Reference (a) related to Joint Officer Management and establish and issue policy pertaining to this program in accordance with Reference (e).

6.4. Promulgate in DoD Instructions, DoD policy within the authorities and responsibilities assigned herein, including authority to identify collateral responsibilities of OSD officials and the DoD Component heads. Such Instructions shall be fully coordinated in accordance with Reference (g). Further, in areas of assigned responsibilities and functions, the USD(P&R) has authority to issue other DoD Instructions, DoD Publications, and one-time Directive-Type Memorandums, consistent with Reference (g), which implement policy approved by the Secretary of Defense. Instructions to the Military Departments shall be issued through the Secretaries of the Military Departments. Instructions to the Combatant Commands normally shall be communicated through the Chairman of the Joint Chiefs of Staff.

6.5. Obtain reports and information consistent with DoD Instruction 8910.01 (Reference (t)), as necessary, to carry out assigned responsibilities and functions.

6.6. Communicate directly with the DoD Component heads, as necessary, to carry out assigned responsibilities and functions, including the transmission of requests for advice and assistance. Communications to the Military Departments shall be transmitted through the Secretaries of the Military Departments, their designees, or as otherwise provided in law or directed by the Secretary of Defense in other DoD issuances. Communications to the Combatant Commanders normally shall be transmitted through the Chairman of the Joint Chiefs of Staff.

6.7. Communicate with other Government officials, representatives of the Legislative Branch, members of the public, and representatives of foreign governments, as appropriate, in carrying out assigned responsibilities and functions. Communications with representatives of the Legislative Branch shall be coordinated with the Assistant Secretary of Defense for Legislative Affairs or the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense, as appropriate, and be consistent with the DoD Legislative Program.

6.8. Exercise the authorities of the Secretary of Defense to set bonuses and special and incentive pays under Reference (a) and Title 37, U.S.C. (Reference (u)).

6.9. Reissue, as necessary, Reference (r), to update the responsibilities, functions, relationships, and authorities of the DUSD(P&R), consistent with Section 137a of Reference (a). In doing this, provide the DUSD(P&R) authority, within assigned areas of responsibility, to issue instructions and communications to a Military Department, through the Secretary of the Military Department concerned.

6.10. Reissue, as necessary, DoD Directive 5124.10 (Reference (v)), DoD Directive 5124.11 (Reference (w)), and DoD Directive 5136.01 (Reference (x)) to update the responsibilities, functions, relationships, and authorities of the ASD(M&RA), ASD(R), and the ASD(HA), consistent with Section 138 of Reference (a). In doing this, exercise the authority of the

Secretary of Defense under Section 138(c) of Reference (a), to delegate to those Assistant Secretaries authority, within the Assistant Secretaries' respective assigned areas of responsibility, to issue instructions and communications to a Military Department, through the Secretary of the Military Department concerned. Act for the Secretary of Defense, in accordance with Section 115 of Reference (a), regarding increasing the authorized end strength for Reserve Component personnel.

6.11. Exercise the authorities of the Secretary of Defense under Sections 176 and 1471 of Reference (a).

6.12. Exercise the authority of the Secretary of Defense to conduct the business of the USUHS consistent with Chapter 104 of Reference (a), except the authority to appoint the President of the USUHS is reserved for the Secretary of Defense.

6.13. Act for the Presidential designee, the Secretary of Defense, to coordinate and implement actions that may be necessary to discharge Federal responsibilities assigned in Chapter 203 of Reference (y). Establish policy for and administer the Federal Voting Assistance Program for the Presidential designee. Manage, coordinate, and perform the responsibilities assigned to the Presidential designee in Chapter 203 of Reference (y). Be the sole Federal Executive Branch representative for obtaining, from each State, current voting information and disseminating it to other Federal Executive Departments, Agencies, and the DoD Components pursuant to Chapter 203 of Reference (y).

6.14. Exercise the authorities of the Secretary of Defense under Chapter 205 of Reference (y) regarding the National Voter Registration Act.

6.15. Exercise the authority of the Secretary of Defense under Subchapters I and II of Chapter 147 of Reference (a) regarding the Defense Commissary and Exchange Systems, with the exception of the authority under Section 2488(e) of Reference (a), which is delegated to the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense, and the authority of the Secretary of Defense concerning the governing board under Section 2485(c)(3) of Reference (a). The USD(P&R) is designated as the DoD senior official to oversee operation of both the Defense Commissary System and the Defense Exchange System.

6.16. Exercise the authority of the Secretary of Defense under Section 1034(g) of Reference (a) regarding review of final decisions of the Secretaries of the Military Department concerned on applications for correction of military records decided under Military Whistleblower Protection procedures.

6.17. Exercise the authority of the Secretary of Defense under Section 1074(c) of Reference (a) to designate by regulation individuals as eligible for healthcare services in medical treatment facilities of the Department of Defense when such designation advances an important DoD interest. This may not be re-delegated.

6.18. Exercise the authority of the Secretary of Defense under Executive Order 13150, "Federal Workforce Transportation," (Reference (z)) to establish transportation fringe benefit

program policy and issue regulations implementing a program for the Department of Defense.

6.19. Exercise the authorities of the Secretary of Defense, whenever vested, under Chapter 61 of Reference (a), concerning retirement or separation for physical disability, and concerning wounded warrior disability matters pursuant to Subtitle D of the “Wounded Warrior Act” (Title XVI of the National Defense Authorization Act for Fiscal Year 2008, Public Law 110-181; Sections 1641 et seq.) (Reference (aa)).

7. RELEASABILITY

UNLIMITED. This Directive is approved for public release. Copies may be obtained through the Internet from the DoD Issuances Web Site at <https://www.esd.whs.mil/DD/>.

8. SUMMARY OF CHANGE 1.

The changes to this issuance are administrative and update references to officials, forum, and programs to reflect eliminations, establishments, redesignations, and changes in law.

9. EFFECTIVE DATE

This Directive is effective immediately.

Gordon England
Deputy Secretary of Defense

Enclosures - 1

E1. References, continued

E1. ENCLOSURE 1

REFERENCES, continued

- (e) Deputy Secretary of Defense Memorandum, “Authority Delegation - National Security Personnel System (NSPS) Rate Range and Local Market Supplement Adjustments,” September 27, 2007 (hereby canceled)
- (f) Deputy Secretary of Defense Memorandum, “Guidelines for Implementation and Administration of Joint Officer Management Program Joint Qualification System,” October 2, 2007
- (g) Deputy Secretary of Defense Memorandum, “Transfer of Uniformed Services University of the Health Sciences to TRICARE Management Activity and Rescission of the Department of Navy as Department of Defense Executive Agent,” November 29, 2006 (hereby canceled)
- (h) DoD Instruction 5025.01, “DoD Issuances Program,” August 1, 2016, as amended
- (i) DoD Directive 1322.18, “Military Training,” October 3, 2019
- (j) DoD Directive 3200.15, “Sustaining Access to the Live Training and Test Domain,” December 18, 2013, as amended
- (k) DoD Directive 7730.65, “DoD Readiness Reporting System,” May 31, 2023
- (l) Title 5, United States Code
- (m) DoD Directive 5160.41E, “Defense Language, Regional Expertise, and Culture (LREC) Program,” August 21, 2015, as amended
- (n) David L. Boren National Security Education Act of 1991 (50 U.S.C. 1901 et seq.), as amended
- (o) DoD Directive 5101.01, “DoD Executive Agent,” February 7, 2022
- (p) DoD Instruction 8320.02, “Sharing Data, Information, and Technology (IT) Services in the Department of Defense,” August 5, 2013, as amended
- (q) Title 38, United States Code
- (r) DoD Directive 5124.08, “Deputy Under Secretary of Defense for Personnel and Readiness (DUSD(P&R)),” April 3, 2020
- (s) Title 20, United States Code
- (t) DoD Instruction 8910.01, “DoD Implementation of the Paperwork Reduction Act,” December 5, 2022
- (u) Title 37, United States Code
- (v) DoD Directive 5124.10, “Assistant Secretary of Defense for Manpower and Reserve Affairs (ASD(M&RA)),” March 14, 2018
- (w) DoD Directive 5124.11, “Assistant Secretary of Defense for Readiness (ASD(R)),” September 6, 2019
- (x) DoD Directive 5136.01, “Assistant Secretary of Defense for Health Affairs (ASD(HA)),” September 30, 2013, as amended
- (y) Uniformed and Overseas Citizens Absentee Voting Act (52 U.S.C. 20301 et seq.), as amended
- (z) Executive Order 13150, “Federal Workforce Transportation,” April 21, 2000
- (aa) Subtitle D, Title XVI of Public Law 110-181, “National Defense Authorization Act for Fiscal Year 2008,” January 28, 2008