



**Susan S. Kelly, Ph.D.**  
**Principal Director, Transition to Veterans Program Office**  
**Office of Under Secretary of Defense**  
**(Personnel and Readiness)**



Dr. Susan S. Kelly leads the implementation of the redesigned Department of Defense (DoD) Transition Assistance Program (TAP) to meet the needs of Post 9/11 Service members as they separate from active duty and enter civilian life. This cultural change intends to make Service members 'career ready' before separation. Dr. Kelly also serves as the co-chair for the Improvement Process Team of the DoD/VA Veterans Employment Initiative Task Force, mandated by the President. Dr. Kelly is a member of the Senior Executive Service.

Dr. Kelly previously served as the Special Advisor for the DoD Transition Assistance Program (TAP) in the Office of Wounded Warrior Care and Transition Policy (WWCTP), Office of the Secretary of Defense (Personnel and Readiness). Dr. Kelly was responsible for DoD Transition Assistance Program oversight and policy development for DoD transition assistance related initiatives. Dr. Kelly has an extensive history of helping organizations successfully transform and excel in meeting performance management goals based upon key strategic priorities. Dr. Kelly also served as the Special Assistant, Deputy Chief Management Officer (DCMO). She led DCMO's response to the Secretary of Defense's direction to infuse risk into the decision making of DoD processes.

Her first senior executive level position in the Defense Department was as Director, Office of Strategic Planning and Performance Management, Executive Secretariat for Joint Executive Council/Senior Oversight Committee for Wounded Ill and Injured. Prior to this Dr. Kelly served in policy and strategic planning roles in the Department of Defense while assigned to the Pentagon. Dr. Kelly also served as the acting Director for the new Defense Language Office and authored the Department's Language Transformation Plan.

Dr. Kelly holds a doctorate in Marriage and Family from St. Louis University; a Masters of Arts in Education and Counseling from the University of Georgia; and a Bachelors of Arts in Social and Behavioral Science from the University of South Florida.

She has been awarded various awards and meritorious citations including the USAFE Commander's Award of Excellence and the Office of the Secretary of Defense Medal for Exceptional Civilian Service.

