



Deborah Ray

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Defense Human Resources Activity
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Ms. Deborah Ray is currently serving as Acting Deputy Director at Defense Civilian Personnel Advisory Service. Her responsibilities include executive management in the development and oversight of civilian human resource plans, policies, and programs for more than 900,000 defense employees worldwide. Her efforts result in impacts to critical and time sensitive strategic matters encompassing the full spectrum of Human Capital Management.

When not serving as Acting Deputy, Ms. Ray serves as Senior Strategic Advisor to the Executive Director of Defense Civilian Personnel Advisory Service. Prior to her current assignment, Ms. Ray served as the Director of Planning and Accountability at Defense Civilian Personnel Advisory Service; Chief of the Planning, Analysis and Evaluation

Division at US Army G-1 for Civilian Personnel (AG1CP); and Chief of the Infrastructure Support Division at US Army Manpower Analysis Agency.

Ms. Ray holds a Master of Science in Operations Research from George Mason University and a Master of Science in National Resource Strategy from the Dwight D. Eisenhower School for National Security and Resource Strategy at National Defense University.