



26 JUL 2012

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Headquarters Transformation

1. Reforming and restructuring the Institutional Army – the Generating Force – is critical to building the Army of the future and supporting the forces of today. It must be as nimble, agile, and adaptive as our Operating Force – driven by ideas, innovation and a determination to bring the best services and equipment, training, leaders, medical care and support to our Soldiers, Civilians, and their Family members.
2. Over the last year, a major effort has been underway to transform the Institutional Army into the flexible, streamlined and responsive structure necessary to support the Army into the future. To date, the focus has primarily been outside the Headquarters, Department of the Army (HQDA) level. It is now time to apply our same analytical methodologies to the Headquarters and its Field Operating Agencies (FOAs). Given the increasing fiscal challenges and operational uncertainties, we must make certain that HQDA and its FOAs processes and procedures support our Operational Force and Army Commands (ACOMs) with rapid, adaptive, agile and efficient decision-making.
3. Accordingly, we direct the Under Secretary of the Army (USA) and the Vice Chief of Staff of the Army (VCSA), in collaboration with the Principal Officials, Headquarters Department of the Army, to conduct a review of the outputs, processes and organizations of HQDA and its FOAs to sharpen our focus on statutory requirements, policy and oversight. Our long-term goal is to reduce the workload of HQDA and its FOAs to approximately two-thirds of its 1 October 2010 level by the end of FY18. Additionally, data and concepts developed during this study should be used to inform current activities and near-term planning resulting in measureable changes in workload by FY15.
4. Within 150 days of the date of this memorandum, the USA and VCSA will present proposals to begin the transformation of HQDA and its FOAs. These proposals will include, at a minimum, multiple courses of action with cost benefit analyses, changes required in Army/Department of Defense policies, statutory issues and strategic communications challenges. We expect to receive periodic updates during the term of this effort.

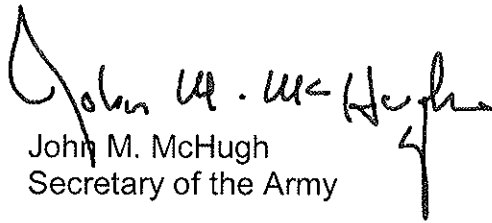
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5. We are confident that restructuring our headquarters in conjunction with the ongoing optimization of the ACOMs will shape the Institutional Army for the 21st century. While we are committed to the task and time frame, we expect the results to be thoughtfully considered with minimal risks to our Operating Forces. Additionally, this effort must be synchronized with those of the Institutional Army Transformation Commission and cannot supersede any ongoing or anticipated future efforts to seek savings or improve organizational performance.

6. Should you have any questions, our point of contact within HQDA is LTG William Grisoli, (703) 614-4682 or william.t.grisoli.mil@mail.mil.



Raymond T. Odierno
General, United States Army
Chief of Staff



John M. McHugh
Secretary of the Army

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