



SECRETARY OF THE ARMY  
WASHINGTON

21 NOV 2011

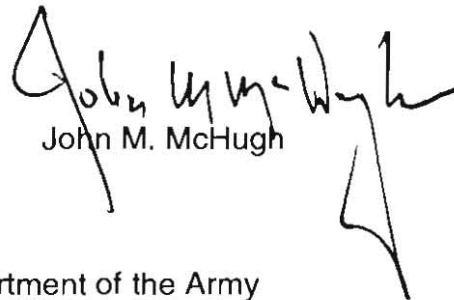
MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Communications of Transformation and Efficiency Efforts within the Department of the Army

1. Transforming the Institutional Army – the Generating Force – is critical to building the Army of the future and supporting the forces of today. My vision is that of a nimble, agile and adaptive force – driven by ideas, innovation and a determination to bring the best services and equipment, training and leaders, medical care and support to our Soldiers, civilians, and their family members within the realities of today's fiscal environment.
2. In addition to the efforts identified by the Institutional Army Transformation Commission, your organizations are analyzing missions, staffing, processes, gaps and redundancies to achieve the best outcomes for our warfighters, their families and our nation. These efforts should also result in significant improvements to our business processes, organizations and allocation of resources.
3. Building momentum for transformation – and driving the organization to make the difficult decisions needed to be successful – requires unity of purpose and direction from all of Senior Leadership.
4. We must also communicate our mission clearly and frequently to stakeholders with timely, precise information that conveys the importance of this effort and demonstrates our personal commitment to succeeding in this essential endeavor.
5. To ensure that communications are synchronized and accurate, I direct the Chief of Public Affairs, in coordination with the Chief of Legislative Liaison, to assist you in this effort – ensuring that messages and communications are current, consistent and clearly articulated. The Chief of Public Affairs is the Principal Official within the Headquarters with oversight responsibility for keeping the American people and the Army informed of our activities, while the Chief of Legislative Liaison is the Principal Official within the Headquarters for coordinating, supervising and executing the Army's Congressional policy and strategy.
6. Further, to support your financial analyses, I direct the Assistant Secretary of the Army (Financial Management & Comptroller), as the Secretary of the Army's principal advisor on financial management and integrator of all efficiency efforts within the Army, to validate all savings estimates before they are communicated.

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7. My point of contact for this action is Dr. Leonard W. Braverman, (703) 695-8337, leonard.braverman@us.army.mil.



John M. McHugh

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