



SECRETARY OF THE ARMY  
WASHINGTON

16 APR 2018

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Department of the Army Reform Initiative

1. **BACKGROUND.** Over the past several years, many decisions and work have migrated up to the Headquarters, Department of the Army (HQDA) staff. This has resulted in a significant increase in the size and empowerment of the staff, levied increased burdens on subordinate commands, and narrowed the authority of Army leaders in the field. Further, actions from the field can now take several months, and in some cases over a year, to complete. This has made the Army much less efficient and effective as we prepare to deploy, fight, and win for a high-intensity conflict against a near-peer competitor.

2. **PURPOSE.** I want to push authorities and responsibilities down to the lowest level capable and competent of exercising them. Further, I want to refocus HQDA on its core Title 10 tasks, with the aim of shedding non-core and lower priority activities. The goal is to free up time, money, and manpower that can be directed to other priorities, and empower subordinate commands to make more efficient, timely, and effective decisions. While this will likely result in a net reduction in the number of HQDA military personnel, civilian employees, and contractors, it is also an opportunity to right size some core functions that have been cut too deeply in years past.

3. **HQDA PROCESS.** To achieve the goal and meet the intent stated above, HQDA Principal Officials must identify and describe the following:

- a. Core Title 10 tasks and activities, listed in priority order;
- b. Non-core activities and lower priority tasks that should be eliminated or reduced;
- c. Title 10 and other tasks that can be pushed down to subordinate commands;
- d. Business functions we can move outside of HQDA;
- e. Business processes we can automate; and,
- f. Processes and procedures we can modify, streamline, or eliminate all together.

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**4. ACOM PROCESS.** I also want the three Army Commands (ACOM) and Installation Management Command (IMCOM) to identify and describe the following in a parallel effort with HQDA:

- a. Command core Title 10 tasks and activities, in priority order;
- b. Non-core activities and lower priority tasks they should eliminate or reduce;
- c. Title 10 and other tasks to realign from HQDA;
- d. Command Title 10 and other tasks that should be pushed down to subordinate commands;
- e. ACOM or IMCOM business functions they can move outside of their headquarters;
- f. ACOM or IMCOM business processes they can automate; and,
- g. ACOM or IMCOM processes and procedures they can modify, streamline, or eliminate all together.

**5. GUIDANCE.** To guide this reform effort, we must understand the respective roles of the Secretariat, the Army Staff, and the Army Commands. In general, the Secretariat will develop and oversee policy and provide resource oversight. The Army Staff will provide policy advice, communicate policies to Army commands, and track execution progress. Army Commands will implement Army policies, prepare for and conduct Army operations, and report progress. Continuous collaboration, trust, and accountability between and within the Secretariat, Army Staff, and Army Commands are critical to the Army's success.

**6. ORGANIZATION AND TIMELINE.** The Under Secretary and Vice Chief of Staff, Army will co-chair this HQDA reform initiative. The DAS, in conjunction with the DUSA, DCMO, AASA, General Counsel, and TJAG will provide oversight and guidance to a reform initiative working group, which will analyze your inputs and develop courses of actions. The Under Secretary and Vice Chief of Staff will present their recommendations (including expected savings in terms of budget dollars, uniformed personnel, civilian employees, and contractors) and implementation plan for consideration by the Secretary of the Army and Chief of Staff, Army, NLT July 1, 2018, with periodic updates to me and the CSA before then. See the enclosure for more details.

**7. END STATE.** The end state of this reform initiative will be an Army where authorities, responsibilities, and resources reside at the lowest level of command competent and capable of making them in order to allow for expeditious action and decisions. We will ensure these commands have the appropriate expertise, experience,

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and objectivity, while remaining in compliance with statutes and DoD policies for required oversight, to inform policy, strategic decision making, and accountability. As a result, our Army will operate with empowered leaders in the field, and a smaller HQDA focused on policy, enterprise-wide priorities, and matters of strategic importance.



Mark T. Esper

Encl

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**Army Reform Initiative End State:** The end state of this reform initiative will be an Army where authorities, responsibilities, and resources reside at the lowest level of command competent and capable of making them in order to allow for expeditious action and decisions. We will ensure these commands have the appropriate expertise, experience, and objectivity, while remaining in compliance with statutes and DoD policies for required oversight, to inform policy, strategic decision making, and accountability. As a result, our Army will operate with empowered leaders in the field, and a smaller HQDA focused on policy, enterprise-wide priorities, and matters of strategic importance.

### **Proposed Task Force Leadership:**

USA/VCSA (Executive review).

DAS, DUSA, DCMO, AASA, GC, and TJAG (Oversight/guidance). HQDA Staff Principal Officials and ACOM/IMCOM officials participate as required.

**Working group:** DAS (ESG), G-8 (QDR), OGC, SA/USA SIG, OAA, and DUSA (TE) (other subject matter experts as required).

### **Deliverables:**

1. Secretary guidance memorandum/directive (draft for SA/CSA approval).
2. Proposed work timeline (draft for SA/CSA approval).
3. Data collection (working group will validate, cross check, and identify additional items to consider).
  - a. HQDA Staff Principals must identify and describe the following:
    - (1) Core Title 10 tasks and activities, listed in priority order;
    - (2) Non-core activities and lower priority tasks that should be eliminated or reduced;
    - (3) Title 10 and other tasks and business functions we should move outside of HQDA to subordinate commands (resources/personnel move as well);
    - (4) Business processes we can automate; and,
    - (5) HQDA processes, procedures, and reports we should modify, streamline, or eliminate (both within their area of responsibility and HQDA processes they participate in).
  - b. HQDA Staff Principals will identify which authorities within their functional area of responsibility require:
    - (1) Major commands to submit requests to HQDA Staff Principals/Secretary for approval; and,
    - (2) Major commands to submit recurring reports and requests for data to HQDA.

Enclosure

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c. ACOM and IMCOM Commanders. Report the results of their analysis for the areas listed below to the Reform Initiative working group per the detailed timeline and be prepared to support Interim Program Reviews (IPRs) as required or directed:

- (1) Command core Title 10 tasks and activities, in priority order;
- (2) Non-core activities and lower priority tasks that they should eliminate or reduce;
- (3) Title 10 and other tasks the command would like to receive/realign from HQDA;
- (4) Command Title 10 and other tasks that should be pushed down to subordinate commands;
- (5) Non-core business functions they can eliminate or move outside of the ACOM or IMCOM headquarters;
- (6) ACOM or IMCOM business processes they can automate;
- (7) ACOM or IMCOM processes and procedures they can modify, streamline, or eliminate all together; and,
- (8) HQDA reports, requirements, and processes that are burdensome, ineffective, redundant, or wasteful which, we should consolidate, revise, or eliminate.

c. Working Group membership will accomplish the following tasks:

- (1) Collect and analyze staff and command input for consistency with guidance and develop recommendations for Secretary and CSA approval;
  - (2) Assess the feasibility of any recommended changes with particular attention to organizational structure, process changes, and return on investments;
  - (3) Assess and recommend potential senior grade reductions or realignments based upon input to 3a and 3b above; and,
  - (4) Develop and submit a detailed battle rhythm/schedule to the DAS for approval. Plan for IPRs to oversight group every two weeks, to USA/VCSA no less than once a month, and to SA/CSA as required or directed.
4. New HQDA Staff Principal and/or ACOM/IMCOM delegations of authority, responsibilities, and organizational structures (draft for SA/CSA approval).
  5. New General Order 01 (draft for SA/CSA approval).
  6. New Army Directive that directs changes to authorities/delegations contained in Army Regulations (draft for SA/CSA approval).
  7. List of Army Regulations that require modification (per the Army Directive).
  8. Proposed changes to DoD instructions and directives, statutes, and Executive Agent responsibilities to optimize delegation of authorities and/or responsibilities.



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**Proposed Timeline: (assuming 16 April release of Secretary memorandum).**

**Phase 1: Analysis and Decision.**

13 April. Secretary guidance memorandum/directive (draft for approval).

13 April. Proposed work timeline (draft for approval).

16 April – 11 May. HQDA Staff Principal organizations, ACOM/ICOM Commanders complete data collection and forward their information to the working group.

14 May – 8 June. Working group analysis of data, adjudication of RFIs, and development of COAs.

11 June. COA brief to oversight body.

22 June. COA brief to USA/VCSA.

29 June. COA decision brief to SA/CSA.

**Phase 2: Implementation. (Timeline subject to completion of Phase 1 actions).**

2 July. Approved changes to HQDA Staff Principal and ACOM/IMCOM delegations of authority, responsibilities, and organizational structures released to HQDA Staff Principals and ACOM/IMCOM Commanders for additional planning and implementation.

31 July. New General Order 01 (draft for staffing).

31 July. Congressional and Federal Register notifications, as required.

31 July – 24 August. HQDA Staff Principal level staffing of new General Order.

24 August – 20 September. Legal review of new General Order.

21 September. Secretary approval of new General Order.

21 September. Army Directive directing changes to authorities/delegations contained in Army Regulations (draft for approval).

12 October. HQDA Staff Principal and ACOM/IMCOM Commander input to list of Army Regulations that require modification (per the Army Directive).

12 October. HQDA Staff Principal and ACOM/IMCOM Commander input to list of proposed changes to DoD instructions and directives, statutes, and Executive Agent responsibilities to optimize delegation of authorities and/or responsibilities.