

## **2012: Army Headquarters Transformation**

**Study:** Army Headquarters Transformation (CMH files)

**Purpose:** On 26 July 2012, Secretary of the Army John M. McHugh and Chief of Staff of the Army General Raymond T. Odierno directed the Under Secretary and Vice Chief of Staff, in collaboration with the principal officials of Headquarters, Department of the Army (HQDA), to review the outputs, processes, and organizations of HQDA and its field operating agencies. This effort was known as “Army Headquarters Transformation.” Secretary McHugh and General Odierno directed the Army Headquarters Transformation team to develop recommendations to refocus the work of HQDA on its core missions of developing statutory requirements and policies, and conducting oversight. Their goal was to reduce the workload of HQDA and Field Operating Agencies to approximately two-thirds of October 2010 levels by the end of Fiscal Year 2018. They charged the Under Secretary and Vice Chief with presenting transformation proposals within 150 days and expected the study to inform the development of the Program Objective Memorandum for FY 2015-2019. Organizing and leading the integrated process team that conducted the transformation study fell to the Office of Business Transformation.

**Outcome:** On 3 March 2013, the Secretary and Chief of Staff approved forty-two Focused Target Review Area proposals for consideration developed by the Army Headquarters Transformation team. The proposals were categorized based on their complexity and completeness of the proposals—near-term decisions that could be implemented in 30 days (ten), mid-term decisions that could be achieved in 90 days, (twenty-three), and long-term decisions that would take up to 150 days (nine). The near-term decisions hoped to eliminate 35 personnel authorizations from HQDA and realign 71; the mid-term decisions some 100-150 and 950-1200, respectively. In August 2013, Army Headquarters Transformation was subsumed by the Focus Area Review Group.

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