DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

OCT 24 2007

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION

SUBJECT: DoD Transformation Priorities

Many thanks for your assistance this past summer developing the top 25 transformation priorities for the Department. While you have already begun to build strong interactive and collaborative relationships to refine and execute these priorities, please be mindful that the Department will be best served with integrated, unified, and synchronized execution plans for each of the 25 priorities.

Institutional Leads are expected to accommodate and adjudicate appropriate inputs from all contributing stakeholders for those priorities under their purview. For example, the Institutional Lead for *Sustain Special Operations Force expansion plan* (USSOCOM) should incorporate inputs from each Service in the overarching Departmental SOF expansion plan. Refinements to the milestone plans supporting each priority should take place as soon as possible. Attached is an updated list of priorities clarifying Institutional Leads.

The Director, Administration and Management, is currently compiling the first quarterly report covering progress made as of September 30, 2007. The report is expected to be delivered to me shortly with a potential presentation at a November DAWG meeting. As previously indicated, the Secretary and I also anticipate providing updates at future Senior Leader Review Groups and Defense Senior Leaders Conferences, as appropriate.

Finally, to enable successful and timely implementation of the priorities, please notify me if you identify assistance that the Secretary or I could offer to accelerate or advance your work.

Attachment:
As stated

OSD 76996-07
10/24/2007 5:56:23 PM

cc:
DoD General Counsel
Director, Operational Test and Evaluation
Director, Net Assessment
Inspector General, DoD
Directors, Defense Agencies
Directors, DoD Field Activities

DoD Transformation Priorities

Prevail in GWOT

- Develop Near East – South Asia security cooperation strategy and plan (OSD Policy)
- Conduct September 2007 Iraq surge assessment and revise and execute strategies and plans accordingly (Joint Staff)
- Implement long-term strategy for detainees (OSD Policy)
- Rapidly field Mine Resistant Ambush Protected vehicles (OSD AT&L)
- Aggressively support Joint Improvised Explosive Devices Defeat Organization and its institutionalization (JIEDDO assisted by AT&L(JRAC))
- Implement Building Partnership Capacity initiatives (OSD Policy)
- Swiftly improve high value target tracking and locating capabilities (OSD Intelligence)
- Communicate in a 24/7 New Media Age (OSD PA)

Strengthen Joint Warfighting Capabilities

- Finalize and implement the Cyberspace strategy (USSTRATCOM)
- Sustain Special Operations Force expansion plan (USSOCOM)
- Continue ground force expansion, reorganization, and reset to include transforming the Reserve Component into an operational reserve (Army in collaboration with Marine Corps)
- Move New Triad to implementation (USSTRATCOM)
- Strengthen cultural awareness and language capabilities (OSD P&R)
- Achieve full operational capability for Africa Command and initiate transformation of Southern Command toward an interagency operation (OSD Policy & USSOUTHCOM respectively)
- Execute BRAC and Global re-posture (OSD AT&L and Policy respectively)
- Complete a Homeland Defense – Civil Support Capabilities Based Assessment and revise and execute strategies and plans accordingly (USNORTHCOM)

Focus on People

- Sustain the all-volunteer force to include dwell times, Active-Reserve-civilian-contractor mix, Commission on National Guard and Reserve implementation, and support to families (OSD P&R)
- Swiftly implement Wounded Warrior recommendations and accelerate Bethesda National Military Medical Center (OSD P&R)
- Complete National Security Personnel System implementation and new Senior Executive Service system (OSD P&R)
- Develop strategy to prevent civilian leadership vacuum (OSD DA&M and WHLO)

Transform Enterprise Management

- Establish a new strategic planning process including an improved process for prioritizing and aligning resources to joint capability demands, implement a common transparent decision framework and supporting management information system, and expand Capability Portfolio Management (OSD Policy assisted by Joint Staff)
- Streamline security clearance processes (OSD Intelligence)
- Implement Defense Business Systems Management Committee and Business Transformation Agency agendas to include fielding Defense Integrated Military Human Resources System (BTA)
- Modernize and integrate critical financial management and internal control systems (OSD Comptroller)
- Pursue targeted acquisition reforms to include Concept Decision, Life-cycle Management, Configuration Steering Boards, and Energy Initiatives (OSD AT&L)

As of September 25, 2007