



SECRETARY OF THE ARMY
WASHINGTON

09 SEP 2011

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Information Technology Management Reforms

1. Today's Operational Army is the best trained and equipped Army in our Nation's history. The continuous wars in Iraq and Afghanistan have produced an agile force that can quickly and efficiently adapt to the challenges of a continually shifting global landscape. As I have stated previously, reforming and restructuring the Institutional Army – the Generating Force – to reflect the same innovation and adaptability we have in our Operating Force is critical to maintaining our operational capability. The Generating Force simply must deliver equipment, training, medical care and leaders in a fashion that is optimized to quickly respond to an unpredictable future. My commitment and dedication to transforming the Generating Force will continue to shape the strategic decisions I make during my tenure as Secretary of the Army.

2. The Information Technology (IT) network is the Army's top modernization priority; however, our current organizational and business process barriers prevent us from leveraging current technological innovations and impede success. For instance, IT governance is complex, duplicative and overlapping, and the current IT modernization process is neither agile nor responsive. This has resulted in excess network operations capabilities and overlap in our Command and Control (C2), Tactical and Intelligence systems and within supporting networks. The Army-wide IT workforce is out of balance and requires re-alignment.

3. The Generating Force must transform itself to deliver optimized and cost effective IT capabilities to our globally deployed force. It must be one global network: a completely integrated, secure, accessible, interoperable and affordable network that provides information to Soldiers, Civilians and mission partners when they need it, in any environment - from garrison to the tactical edge. It should also properly resource IT products and support, eliminating the need for commands to supplement IT support from operating funds and allow the Army to realize service-wide efficiencies.

4. To achieve this objective, I direct the Chief Information Officer/G-6 (CIO/G-6), as the Principal Official within the Headquarters, with oversight responsibility for all IT resources under the provisions of the Clinger-Cohen Act, to develop a comprehensive proposal to modernize the Army's network while realizing enterprise-wide efficiencies, with a target to achieve \$1.5B in overall savings per year by the end of fiscal year 2015. The CIO/G-6 will develop the plan in coordination with and supported by the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA(ALT)); with other appropriate Principal Officials of Headquarters, Department of the Army; and with the

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commanders of Army Commands, Army Service Component Commands and Direct Reporting Units. No later than 120 days from the date of this memorandum, the CIO/G-6 will provide its completed and fully staffed proposal to me for review and action. At minimum, the proposal will provide options to:

a. Streamline IT governance and portfolio management functions in Headquarters, Department of the Army by clearly defining the discrete roles, responsibilities and authorities of key stakeholders.

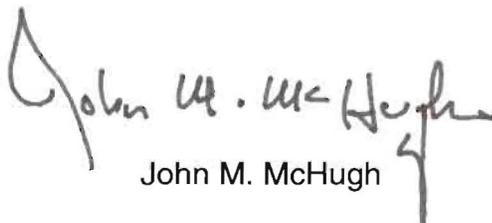
b. Establish technical standards for the network infrastructure, applications and C2 systems software that maximize compatibility throughout the network, and baseline IT service standards for general support services. Any new approach identified must ensure visibility and accountability of all IT expenditures throughout the Army.

c. Consolidate, update, modify or eliminate outdated, redundant or unnecessary IT policies, organizations, activities and processes. Provide recommendations to balance the IT workforce across the Army.

d. Develop a plan that would propose an agile acquisition process consistent with the common operating environment that addresses IT requirements identification, validation, testing and research and development.

5. Lastly, I direct that the 2010 moratorium on the procurement of all servers be expanded to include a moratorium on the construction and/or renovation of Army data centers and server rooms. Effective immediately, servers will not be procured nor hosting facilities constructed or renovated without a written waiver, granted in advance by the CIO/G-6, consistent with the Army Data Center Consolidation Plan Execution Order.

6. 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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