



SECRETARY OF DEFENSE  
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WASHINGTON, DC 20301-1000

7/21/2017

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
CHIEFS OF THE MILITARY SERVICES  
CHIEF, NATIONAL GUARD BUREAU  
COMMANDERS OF THE COMBATANT COMMANDS  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR OF COST ASSESSMENT AND PROGRAM  
EVALUATION  
ASSISTANT SECRETARY OF DEFENSE FOR LEGISLATIVE  
AFFAIRS

SUBJECT: Administrative and Personnel Policies to Enhance Readiness and Lethality

In support of the President's plan to build a larger, more capable and more lethal joint force, we conducted a comprehensive readiness review and developed an FY 18 budget request to improve warfighting readiness. Next, based on the outcome of our ongoing strategic review, we intend to build an FY 19 defense program that increases both the capacity and capability of the joint force.

In support of these efforts, I want to verify our military personnel policies also support and enhance warfighting readiness and force lethality. Toward this end, the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) will lead an effort to form a working group to determine changes to military personnel policies necessary to provide the Military Departments increased flexibility to organize, train, and equip more ready and lethal forces. The working group will be led by the Service Vice Chiefs and include representatives of the Military Departments, the Services, the Joint Chiefs of Staff, the National Guard Bureau the Office of Cost Assessment and Program Evaluation and any others USD(P&R) deems necessary. The working group will report to the Deputy Secretary of Defense and Vice Chairman of the Joint Chiefs of Staff.

Examples of policies requiring review include: relating to the retention or separation of permanently non-deployable Service members; professional military education to regain a concentration on the art and science of warfighting; requirements for mandatory force training that does not directly support core tasks; hiring practices for the civilian workforce; and a return to counterintelligence competencies for the Services law enforcement agencies.

The USD(P&R) will provide the Deputy Secretary of Defense and the Vice Chairman of the Joint Chiefs of Staff any recommendations resulting from the working group's review and deliberations by December 1, 2018.

*John M. Mattis*