

## Secretary of the Army Top Priorities



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Outlined below are my current top priorities for Fiscal Year 2014. While these do not represent all the strategic issues that I deal with, they are the most important areas where I will focus my time and effort this coming year.

1. Prevent Sexual Assault
2. Balance and Transition the Army
3. Champion Soldiers, Civilians and Families
4. Bolster Army activities in the Asia-Pacific region
5. Ensure personal accountability on and off the battlefield
6. Tell the Army Story
7. Implement Army Total Force policy
8. Prudently manage reset, modernization, research and development
9. Strengthen information assurance and cyber security
10. Develop effective energy solutions

### **1) Prevent Sexual Assault**

Every day around the world, the overwhelming majority of Soldiers and Army Civilians honorably and capably meet the standards embodied in our Army Values. Offenses by a few, however, are abhorrent to the values for which we all stand, and erode the trust that has been the hallmark of our success. Sexual assault is a crime, and cannot be tolerated at any level. We have an obligation to do all we can to safeguard America's sons and daughters, as well as maintain trust between Soldiers, Civilians, Families and the Nation. The Army's leaders, at every level of the chain of command/supervision, will do this through prevention, education, investigation and, when appropriate, prosecution.

### **2) Balance and Transition the Army**

The Army must change; this is a strategic and fiscal reality. Undoubtedly, we will soon face unexpected challenges, and declining budgets require that we generate sustained landpower in new ways. As the Army becomes smaller and is allotted fewer resources, we must remain globally responsive and regionally engaged. This means that we will provide combatant commanders with versatile and trained forces for both on-going and contingency operations. That imperative remains constant even while we consider modifications to our structure, organization and processes. As we build a culture of innovation, our guiding principle must be keeping balance: balance among readiness, end strength and modernization. Regardless of the size of our budget or force, we can achieve balance through a thoughtful and appropriate mix of manpower, training and equipment. We must skillfully transition Army capabilities such as maneuver, special operations, cyber, and missile defense; this transition will affect both the operating and generating force. A smaller, well-equipped and highly trained force is better able to meet contingencies than a large force denied training, or modern equipment without the people necessary to use it. Our imperative is to avoid creating a hollow Army. We will gain some fidelity on our precise path forward as we continue the dialogue with OSD, the Joint Staff and the other services as part of the 2014 Quadrennial Defense Review (QDR) and follow-on actions, but the broad outlines of the next few years are clear: we must adapt.

### **3) Champion Soldiers, Civilians and Families**

We have a fundamental obligation to take care of Soldiers, Civilians and Families. The depth, pace, and unpredictable nature of cuts to the Army budget have already had an adverse effect upon our Army family. Unfortunately, this condition is likely to continue into the immediate future, forcing more hard

## Secretary of the Army Top Priorities

decisions about current operations, future readiness and even the well-being of those who serve. I am always mindful of the human costs of these choices. High suicide rates, incidents of domestic violence, substance abuse, sexual assaults, motorcycle and vehicular accidents and breakdowns in good order and discipline have a debilitating effect on the readiness of our force. Programs such as the Ready and Resilient Campaign provide a foundation to help Soldiers who struggle with these and other issues, and extend after the end of their active service and transition to civilian life. While we know the importance of these programs, fiscal reality requires us to eliminate redundant or poorly performing initiatives, allowing us to sustain those that have proven most beneficial to Soldiers and Families. Ultimately, resilience is also about improving the performance of our most valuable resource – Soldiers and their Families.

### **4) Bolster Army activities in the Asia-Pacific region**

As America refocuses its attention on emerging partners and reaffirms our commitment to enduring allies in the Pacific Rim, the Army is building on its already strong Pacific presence in support of this strategy. Our opportunities to lead in this theater are natural given that 7 of the 10 largest armies in the world are located in the Asia-Pacific, and 21 of its 27 nations currently have an army officer serving as their chief of defense. Since the rebalance began, the Army has increased its presence and capability to project forces in the region through an expansion of exercises, the deployment of critical units, the regional alignment of further forces and the upgrade of U.S. Army Pacific to a four-star command. In all areas of the world, we will build partnerships and strengthen alliances with other nations to ensure collective capability and build capacity, serving our common interests.

### **5) Ensure personal accountability on and off the battlefield**

In today's environment, incidents on the battlefield and in garrison often have significant strategic implications for the Army, DOD and the Nation. There has been some progress in this area, from purging toxic leaders to taking responsibility for and fixing institutional failures, such as the reforms enacted at the Arlington National Cemetery. We must continue working to instill good order and discipline throughout our ranks, and, when appropriate, hold people accountable. When a Division Commander says that his biggest fear for Soldiers' safety wasn't sending them outside the wire in Afghanistan, but giving them a weekend pass in garrison, it's clear that there is important work to do. Holding ourselves and those we supervise accountable should not begin with an investigation, but rather, accountability should be an enduring principle reflecting shared Army values.

### **6) Tell the Army Story**

The long-term health of the Army depends upon its relationship with the public it serves. One hazard of the All Volunteer Force, particularly as endstrength declines from its recent peak, is that fewer citizens will have a personal connection to our Soldiers. Combined with factors ranging from stationing decisions to recruitment, the Army risks further isolation from the public it is sworn to defend. As an institution, the Army must communicate clearly to maintain public support for its core function: providing prompt and sustained landpower in support of national objectives and in defense of the homeland. As individual members of the profession, we must encourage Soldiers to tell their personal stories and enable them to share their experiences in the broader context of what we provide for the Nation.

### **7) Implement Army Total Force policy**

After more than twelve years of war, the Army's Total Force is better integrated than ever before. We

## Secretary of the Army Top Priorities

must expand this integration, transitioning from wartime necessity to enduring principles. Per DOD guidance, we are organizing, training, manning and equipping our active and reserve components as an integrated operational force to provide predictable, recurring and sustainable capabilities. That integration will increasingly be manifested in new and innovative ways including: a single integrated personnel management and pay system that enables access to secure and reliable data regardless of component; a streamlined voluntary and involuntary call to active duty of reserve component personnel and units; and a greater use of multi-component units and solutions.

### **8) Prudently manage reset, modernization, research and development**

More than a decade of war has damaged or destroyed vast amounts of equipment and systems; fiscal austerity means we will not be able to adequately fund every program we may desire. Even after our combat involvement in Afghanistan is completed, the Army will require funding for three years to reset our equipment from the harsh demands of conflict. As we restore our current capabilities, we must also look to the future. The *Army Equipment Modernization Strategy*, published in March 2013, establishes a sound conceptual framework for how the Army will maintain comparative and competitive advantages over our adversaries, even while working with reduced funding. The task now is to prioritize programs and needs against resources, while maintaining adequate research and development capability, especially for science and technology.

### **9) Strengthen information assurance and cyber security**

The Army is creating a Cyber Center of Excellence and refining command and control in the Army's cyber domain. We will continue to assure the availability, security and integrity of information and the systems that process, store and transmit information – not only to support the Soldier but also to support the national cyber mission. We rely on information technology more than ever, and recent well-publicized examples of the unauthorized disclosure or theft of classified information have demonstrated the damage that can be caused to our national security. Everyone plays a role in cyber security, so a weakness or unnecessary risk allowed by one organization results in a risk assumed by all.

### **10) Develop effective energy solutions**

One of the greatest expenses to our Army is the dollars and risk expended providing energy to the force. As such, in this period of reduced resources, energy efficiency is crucial to our success. We will continue with our initiatives to reduce our energy footprint and look for new ways to be even more efficient. A more efficient use of energy is not only about the budget, it's about national security. Energy efficiency will make us less dependent on foreign resources, while making Soldiers safer and more secure – lightening their loads through advanced portable power systems, lighter batteries, universal charging devices, water purifiers and smart grid technologies. The Assistant Secretary of the Army for Installations, Energy and Environment is constantly evaluating our ability to use renewable and alternative power sources. Energy efficiency is everyone's responsibility.