



SECRETARY OF DEFENSE
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MEMORANDUM FOR DEPUTY SECRETARY OF DEFENSE
SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
CHIEFS OF THE MILITARY SERVICES
COMMANDER, U.S. STRATEGIC COMMAND
DIRECTOR, COST ASSESSMENT AND PROGRAM EVALUATION
ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC
AFFAIRS
DIRECTOR, NAVAL NUCLEAR PROPULSION PROGRAM

SUBJECT: Nuclear Enterprise Review Corrective Action Implementation

In February 2014, I directed both an internal and external review of the Nuclear Enterprise. Both reviews concluded that the Department currently has a safe, secure, and effective nuclear deterrent; however, the Nuclear Enterprise is experiencing resourcing, personnel, organizational, and policy issues that need to be addressed to ensure the long-term health of the enterprise.

Over the course of the last several months, I have reiterated the importance of a healthy nuclear enterprise. The entire Department must place a renewed emphasis on improving the health of the nuclear force, particularly issues that affect the morale, professionalism, performance, and leadership of the people who make up that force. In order to maintain the effectiveness of our nuclear deterrent, the Department must address the findings and recommendations from these reviews. Therefore, I direct the Director, Cost Assessment and Program Evaluation (D,CAPE), with the support of the Chairman of the Joint Chiefs of Staff; Secretary of the Navy; Secretary of the Air Force; Under Secretaries of Defense; and Commander, U.S. Strategic Command to:

- 1) Track, monitor, and independently assess the implementation of the reviews' recommendations.
- 2) Conduct analysis to determine if corrective actions are having the desired effect and yield long-term sustainable solutions.
- 3) Assess the health of the Nuclear Enterprise to support the Nuclear Deterrent Enterprise Review Group's goals.
- 4) Provide monthly updates to the Deputy Secretary of Defense.
- 5) Provide quarterly updates to me.

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I direct the Military Departments and other DoD Components to provide the D,CAPE everything necessary to conduct robust, complete, rigorous, and timely assessments. It is critical that the Department's Nuclear Enterprise has the resources, personnel, and culture needed to accomplish its mission. The Department must work quickly to meet the goals of the internal and external reviews and develop a plan to correct any deficiencies in our performance of this mission.

Thank you.

CLARK HAGER