THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

MAR 14 2011

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Track Four Efficiency Initiatives Decisions

As part of the Department's efficiencies effort, on August 16, 2010, I directed a series of initiatives designed to reduce duplication, overhead, and excess, and instill a culture of savings and cost accountability across the Department of Defense.

I have approved the recommendations resulting from the following Study Groups and direct their immediate implementation:

- Office of the Secretary of Defense, Combatant Command, Defense Agency, and DoD Field Activity Baseline Organizational Assessment efficiencies that save over $4 billion across the Future Years Defense Program (FYDP).
- General/Flag Officer (G/FO) efficiencies that impact 140 of the Department's 952 general and flag officer positions.
- Civilian Senior Executive (CSE) efficiencies that eliminate 176 civilian senior executive positions and 33 Highly Qualified Experts (HQE).
- Reports, Studies, Boards, and Commissions (RSBC) efficiencies that save over $1 billion across the FYDP.
- Intelligence Review efficiencies that save over $300 million across the FYDP.
- Joint Forces Command Disestablishment that saves nearly $2 billion across the FYDP.
- Business Transformation Agency Disestablishment that saves over $300 million across the FYDP.
- Reducing Reliance on DoD Service Support Contractors that saves over $6 billion across the FYDP.
- Consideration of Costs in DoD Decision-Making that institutionalizes the requirement to provide a cost estimate for any new proposal or initiative and every report or study.
- Cross Cutting Initiatives that achieve efficiencies across the Office of the Secretary of Defense, Defense Agencies, and Field Activities.

OSD 02974-11

Approved Track Four Efficiency decisions are incorporated in Resource Management Decision 700A3 and 703A2 and decisions related to Baseline Organizational Assessments, G/FO, CSE, RSBC, Intelligence Review, and Cross Cutting Initiatives are in the enclosed attachment. You are to assume that all dates for completion in the enclosed attachment are September 30, 2011, unless otherwise stated. In the near future, I will issue follow-on guidance establishing the governing process by which these decisions will be tracked and reported, as well as decisions for the remaining Track Four Efficiency initiatives.

For all personnel actions related to these final decisions, I have directed the Under Secretary of Defense for Personnel and Readiness (USD(P&R)), Dr. Clifford Stanley, to provide policy guidance for the Department on implementation of these affected personnel actions. Further personnel policy guidance will be forthcoming. USD(P&R) has developed a website to assist with frequently asked questions regarding personnel support at www.defense.gov/personneltransition.

I expect and appreciate your full support, leadership, and personal engagement as the Department implements these decisions.

Attachment:
As stated

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DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

Baseline Organizational Assessment Study Group Decisions

Assistant Secretary of Defense Legislative Affairs (ASD(LA))

1. Eliminate the DASD(IGA & HLD) CSE billet, as well as internally realign one (1) GS-15 civilian billet from NII Support to Congressional Investigations. This will strengthen the Congressional Investigation office and achieve a 10% overall reduction in ASD(LA) personnel. This recommendation will eliminate one (1) CSE billet and have an estimated FY12 savings of $165,000.

2. Consolidate the Human Resources and Administrative Divisions into one division to establish a leaner and more effective support team. This recommendation will have an estimated savings in personnel of two (2) contractor positions and estimated FY12 savings of $165,000.

3. Eliminate one (1) Intelligence Portfolio civilian billet to allow ASD(LA) to achieve an additional 10% reduction in personnel. This would have minimal impact as other ASD(LA) personnel can assume duties previously filled by the eliminated position. This recommendation will have an estimated savings of one (1) civilian billet and an estimated FY12 savings of $140,000.

Assistant Secretary of Defense Public Affairs (ASD(PA))

1. Consolidate the speechwriting teams supporting the Secretary of Defense and Deputy Secretary of Defense as well as transferring up to five (5) speechwriter billets from across OSD into a single team responsible for integrating and coordinating key messages to support all of the Principal Staff Assistants to the Secretary. If the OSD speechwriter billets described above are not available, then no more than three (3) Defense Media Activity billets will support this effort.

Assistant to the Secretary of Defense Intelligence Oversight (ATSD(IO))

1. Eliminate the International Outreach Program outlined in DoD Directive 5148.11 (requires mission area development and implementation of outreach programs in Intelligence Oversight with, among others, international organizations). This program was executed through the Marshall Center and the last "outreach" was conducted approximately three years ago. There is no current demand for training in the curriculum. This recommendation reduces efforts aimed at international organizations and refocuses efforts on DoD intelligence components. This shift in emphasis will result in a savings from foreign travel and temporary duty expenses. This recommendation will result in an estimated FY12 savings of $12,000.

Director of Administration and Management (DA&M)

1. Eliminate the DA&M front office Military Assistant (O-5) billet.

2. Realign two (2) civilian billets assigned to the Federal Advisory Committee Act (FACA) policy function from WHS to DA&M. This will result in increased functional oversight and consolidate a function that is currently split between DA&M and WHS. This recommendation has no savings in personnel or budget resources.

Department of Defense General Counsel (DoD(GC))

1. Eliminate three (3) civilian attorney billets within the Privacy/FOIA, Legal Counsel, and Civil Liberties portfolios; two (2) consultant FTEs; and one (1) Independent Program Assessment (IPA) FTE. This recommendation will have savings in personnel of three (3) civilian billets and three (3) consultant/IPA FTEs, for an estimated FY12 savings of $973,000.

Director, Cost Assessment and Program Evaluation (DCAPE)

1. Eliminate the Defense Resource Management Study (DRMS) program. DRMS funds the travel of contractors to visit various countries and provide training on the Department's resource management systems. Originally conceived as a way to connect with former eastern bloc nations, the need has since diminished. This recommendation has an undetermined savings in personnel and an estimated savings of 50% of $4,375,000 in FY11, an additional 25% in FY12, with the remaining 25% being eliminated in later years.

Director, Operational Test and Evaluation (DOT&E)

1. Convert one (1) CSE billet (a Highly Qualified Expert) to a GS billet. The position is redundant to other CSE responsibilities and can be converted without degradation to DOT&E's core mission of test oversight. This recommendation has no recommended savings in personnel, but an estimated FY12 savings of $15,000.

2. Eliminate the stand-alone Integrated Test Resource Analysis team and its two (2) contractor support positions. These efforts are duplicative and can be accomplished by others as a collateral duty without degradation to mission. This recommendation will save two (2) contractor positions and an estimated FY12 savings of $400,000.

3. Terminate funding for the "Testing in Joint Environment Roadmap/Joint Test and Evaluation Methodology Development and Refinement" program. The majority of the program's original objectives will be complete by the middle of FY11 and the testing can be terminated early with little mission impact. This recommendation has no recommended savings in personnel, but has an estimated FY12 savings of $1,528,000.

4. Eliminate one (1) contractor position that provides dedicated representation and support to DoD's Modeling and Simulation Steering Committee. Representation is not a core function for DOT&E and can be accomplished on an ad-hoc basis when simulation is required for operational testing events. This recommendation has an estimated savings in personnel of one (1) contractor position and an estimated FY12 savings of $200,000.

5. Eliminate two (2) administrative contractor positions and the realignment of two (2) civilian administrative support billets to technical positions. Elimination allows for further realignment and consolidation of support functions resulting in increased efficiencies. This recommendation has an estimated savings in personnel of two (2) contractor positions and an estimated FY12 savings of $180,000.

Director, Net Assessment (DNA)

1. Eliminate one (1) GS-15 billet associated with its lowest priority mission to achieve personnel efficiencies. This recommendation has estimated savings in personnel of one (1) civilian billet, and estimated FY12 savings of $180,000.

2. Eliminate one (1) GS-13 billet associated with lowest priority mission to achieve personnel efficiencies. This recommendation has estimated savings in personnel of one (1) civilian billet and estimated FY12 savings of $90,000.

3. Reduce study and analysis budget by 15% given the demand by the Office of the Secretary of Defense. This recommendation has no estimated savings in personnel and an estimated FY12 savings of $1,300,000.

Under Secretary of Defense for Acquisitions, Technology & Logistics (USD(AT&L))

1. Consolidate the Environmental Readiness & Safety, the Chemical & Material Risk Management Directorates, and the realignment of those functions into the Environmental Management Directorate, thereby eliminating one Civilian Senior Executive billet and one contractor. This recommendation has estimated savings in personnel of one (1) Civilian Senior Executive billet and one (1) contractor position, and has estimated FY12 savings of $320,000.

2. Eliminate three (3) contractor positions from the Research Directorate (RD) of the Strategic Environmental Research and Development Program (SERDP). SERDP has roughly 20 contractors for a $60M program. Additionally, eliminate two (2) contractor positions from the Advanced Components and Prototypes Office which support the Technology Transition Program as the RD can absorb this workload internally. This recommendation has estimated savings in personnel of five (5) contractor positions and an estimated FY12 savings of $1,250,000.

3. Eliminate five (5) contractor positions from the Rapid Fielding Directorate, as follows: two (2) contractors from the Joint Capability Technology Demonstration Program; one (1) contractor from the Comparative Testing Office in response to the FY14 dissolution of the Defense

Acquisition Challenge Program; and two (2) contractors from the Joint Rapid Acquisition Cell. This recommendation has estimated savings in personnel of five (5) contractor positions and an estimated FY12 savings of $1,250,000.

4. Eliminate four (4) contractor positions from Systems Engineering by reducing system engineering support offered to the program offices. Specifically, the following positions will be eliminated: one (1) contractor subject matter expert (SME) covering Reliability, one contractor SME covering Land Systems, one contractor SME covering Command and Control, Intelligence, Surveillance, and Reconnaissance, and one contractor SME covering Modeling & Simulation Acquisition. This recommendation has estimated savings in personnel of four (4) contractor positions and an estimated FY12 savings of $1,200,000.

5. Obtain efficiencies by eliminating overlapping and duplicative functions performed by Test Resource Management Center (TRMC) and the Director for Developmental Test and Evaluation's organization, in conjunction with (DOT&E).

Under Secretary of Defense Comptroller (USD(C))

1. Reduce OUSD(C)'s oversight support for the Capability Portfolio Management (CPM) mission executed by a variety of organizations. CPM has seen limited utility mainly in areas such as C2 and logistics and the Deputy Secretary of Defense has directed substantial cutbacks in CPM scope and funding. This recommendation has no estimated savings in personnel and estimated FY12 savings of $10,923,000.

2. Eliminate two (2) contractors acting as staff augmentees. This recommendation effectively reduces contractor augmentees by 10% per year in FY11 to FY13. This recommendation has estimated savings in personnel of two (2) contractor positions and estimated FY12 savings of $373,000.

Under Secretary of Defense Intelligence (USD(I))

1. Eliminate the Office of the Deputy Under Secretary of Defense (Technical Collections and Analysis) and the Office of the Deputy Under Secretary of Defense (HUMINT, Counterintelligence and Security) and realign of the needed missions, responsibilities, and resources of both organizations into a newly created Office of the Deputy Under Secretary of Defense (Intelligence and Security) (DUSD(I&S)). The DUSD(I&S) will be the single functional lead for HUMINT, counter-intelligence, security, sensitive activities, biometrics, counter-threat finance, open source, social-cultural awareness, and science and technology. This recommendation increases agility by streamlining decision-making in areas of similar intelligence functions. This recommendation has an estimated savings in personnel of five (5) contractors and an estimated FY12 savings of $1,300,000.

2. Combine the Counterintelligence (CI) Directorate and HUMINT Directorate functions under the new DUSD(I&S) into a single directorate named the "Integrated Counterintelligence and

HUMINT Directorate." This reduces redundancy in administrative overhead currently found in these two directorates. The impact would be better alignment of OUSD(I) with the newly created Defense CI and HUMINT Center, and better align them with the Director of National Intelligence effort to integrate intelligence management. This recommendation has an estimated savings in personnel of two (2) contractors and an estimated FY12 savings of $500,000.

3. Merge the Special Programs Office (SPO) with Chief of Staff (CoS) office, thereby, leveraging Sensitive Compartmented Information Facility (SCIF) certification expertise with special access program facility requirements. This recommendation has an estimated savings in personnel of one (1) contractor position and an estimated FY12 savings of $200,000.

4. Transfer responsibility for DoDI 5205.10, *Defense Treaty Inspection Readiness Program (DTRIP)*, to OUSD(AT&L). The Defense Threat Reduction Agency (DTRA) is the lead agent for DTRIP. This transfer would create an organizational efficiency by aligning DoD policy and oversight responsibility under OUSD(AT&L). There are no estimated savings in personnel or budget resources.

5. Transfer responsibility for DoDI 5210.84, *Security of DoD Personnel at U.S. Missions Abroad*, to OUSD(P). This instruction more accurately reflects OUSD(P) responsibilities as they relate to force protection for DoD personnel who fall under Chief of Mission control. This recommendation decreases redundancy and inefficiency on force protection issues in the Department. There are no estimated savings in personnel or budget resources.

Under Secretary of Defense Personnel and Readiness (USD(P&R))

1. Eliminate thirty-one (31) contractor positions related to the lowest 10% of missions and budget resources within OUSD(P&R) to achieve efficiencies. Focusing on leveraging shared assets and eliminating long-term missions that create legacy demands will ensure a sustainable reduction of demand. This recommendation has estimated savings in personnel of thirty-one (31) contractor positions and estimated FY12 savings of $2,500,000.

Under Secretary of Defense Policy (USD(P))

1. Eliminate sixty-eight (68) technical contractor positions to support the Secretary's intent of reducing contractor support without major impact to mission effectiveness. This recommendation has estimated savings in personnel of sixty-eight (68) contractor positions and an estimated FY12 savings of $13,200,000.

2. Eliminate forty-two (42) contractor positions as part of a streamlining of administrative and enterprise services. OUSD(P) has a significant amount of administrative support personnel relative to its organizational size. Streamlining administrative support functions provides efficiencies without direct impact to mission. This recommendation has estimated savings in personnel of forty-two (42) contractor positions and an estimated FY12 savings of $8,400,000.

3. Transfer the Pacific Disaster Center (technology tool) function, manpower and budget resources to OUSD(AT&L) and the Defense Logistics Agency.

Defense Advanced Research Projects Agency (DARPA)

1. Reduce contractor service support in Information Technology and administration from 7.5% of overall budget to less than 5.4% by FY13. This recommendation has no estimated savings in personnel and an estimated FYDP savings of $58,300,000.

2. Reduce advisory studies and boards funding by 25%, by FY12 and develop a schedule to periodically review those technology advisory boards, studies, and councils that are established for specific functions to determine if they have served their purpose and, if so, disband them as early as possible. This recommendation has no estimated savings in personnel and an estimated savings of $1,300,000 FYDP savings.

3. Automate historically cumbersome and manual administrative processes to improve productivity, quality, and create efficiencies. There is an estimated FY12 savings $295,000.

4. Expand use of the Savannah classified network workstation. Expanding Savannah to support DARPA's multiple network processing of classified information and supporting network connectivity via a single workstation will eliminate the need for multiple classified systems and minimize requirements for the physical handling of classified material. There are no estimated savings in personnel and an estimated FY12 savings of $4,400,000.

5. Reduce DARPA Total Obligation Authority across the FYDP by 5% to better align its budget with obligation rate targets. DARPA's five-year average annual obligation rate of 63%, with an improved FY10 annual obligation rate of 84% still allows a 5% reduction with minimal impact to overall quality of effort and mission execution. Annual rescissions have been common and have influenced annual obligation rates in a positive direction; without rescissions, DARPA's obligation rates would have been measurably lower, further mitigating the risk of a 5% reduction. There are no estimated savings in personnel and an estimated FY12 savings of $153,000,000.

Defense Contract Audit Agency (DCAA)

1. Reduce Permanent Change of Station (PCS) costs supporting the 4,700 person DCAA organization. Through a business process review of PCS policies and practices, DCAA is streamlining PCS requirements without loss in mission effectiveness. This recommendation has no estimated savings in personnel and an estimated FY12 savings of $1,700,000.

2. Reduce overtime costs across the organization. A growth in auditors coupled with more effective auditing procedures is reducing the amount of overtime required across the enterprise without degrading mission completion rates. This recommendation has no estimated savings in personnel and an estimated FY12 savings of $600,000.

3. Eliminate thirty-nine (39) administrative support civilian billets. DCAA's administrative overhead, relative to its organizational size, is greater than 8%. With the elimination of its three (3) lowest mission areas, a flatter organization streamlining administrative support functions provides efficiencies without directly impacting the mission. This recommendation has estimated savings in personnel of thirty-nine (39) civilian billets and an estimated FY12 savings of $5,000,000.

4. Submit to USD(C) by April 1, 2011, a manpower study to validate current and future workload requirements. DCAA is requesting an additional 200 auditors per year over each of the next five years to improve audit quality while also meeting acquisition audit demands in a timely fashion. The study should include quality of audit requirements, return on investment estimates by audit categories, and organizational construct for best efficiency to inform the next POM cycle. A manpower study is warranted for such growth in this critical support area.

Defense Commissary Agency (DeCA)

1. Perform an organizational restructuring to eliminate layers and overlap of activities. Restructure CSE leadership positions and consolidate support staff. This recommendation has an estimated savings in personnel of one (1) military, fifty (50) civilian billets, and an estimated FY12 savings of $6,000,000.

2. Eliminate the Outreach and Marketing Program. While DeCA currently engages in pro-active consumer information outreach, it does not believe that this program is mission essential. Efficiencies will be achieved through its elimination. This recommendation has an estimated savings in personnel of twelve (12) civilian billets, and an estimated FY12 savings of $1,500,000.

3. Eliminate the Health and Nutrition Program. While DeCA would continue to provide a healthy selection of food choices for its patrons, its promotion of healthy lifestyles is not part of DeCA's mission. Eliminating this program will reduce its overhead. This recommendation has an estimated savings in personnel of three (3) civilian billets and an estimated FY12 savings of $282,000.

4. Eliminate the one (1) staff-level civilian Fellow position. The duties of this position can be carried out through other existing support staff and its elimination results in the reduction of overhead. This recommendation has an estimated savings in personnel of one (1) civilian billet and an estimated FY12 savings of $94,000.

5. Direct Military Departments to conduct Annual Commissary Assessment required pursuant to DoDI 1330.17 beginning with the FY12 assessment. This transfer would streamline the establishment, continuation, or disestablishment processes and improve the responsiveness to the needs of the services. There are no recommended savings in personnel or budget resources.

6. Eliminate twenty-three (23) civilian billets from DeCA headquarters administrative and enterprise support staff. This recommendation has an estimated savings in personnel of twenty-three (23) civilian billets and an estimated FY12 savings of $2,031,000.

Defense Contract Management Agency (DCMA)

1. Reduce non-acquisition (administrative) billets by fifty (50) civilian billets by the end of FY12. This recommendation has an estimated savings in personnel of fifty (50) civilian billets and an estimated FY12 savings of $5,200,000.

2. Reduce travel funding by $1.7M beginning in FY11. This recommendation has no estimated savings in personnel and an estimated FY12 savings of $3,900,000.

3. Reduce contract support by 5%. DCMA contracted out infrastructure support activities to organizations that had greater competencies in non-mission areas in order to drive infrastructure efficiencies. For example, DCMA contracts with the Army to do human capital functions, with DFAS to perform accounting functions, and DCMA performed an A-76 strategic sourcing study for information technology which resulted in a large percentage of the workload being accomplished through contractual support. A portion of other contract support pays for "pink badge" support contracts and other activities where DCMA can drive 5% efficiency improvements. This recommendation has an estimated savings in personnel of four (4) contractor positions and an estimated FY12 savings of $600,000.

4. Perform cost-conscious procurement and management of local supplies. This recommendation has no estimated savings in personnel and estimated FY12 savings of $1,700,000.

5. Submit to USD(AT&L) by April 1, 2011, a manpower study to validate current and future workload requirements. Study should include the quality of contract management and oversight and the most efficient organizational construct to inform the next POM cycle. DCMA is requesting hundreds of additional personnel each year for the next five years to improve contract management capacity. A manpower study is warranted for such growth in this critical support area.

Defense Finance and Accounting Service (DFAS)

1. Ensure all contract writing systems electronically interface with both entitlement and accounting systems and fully implement Wide-Area-Workflow and the Government Purchase Card program. This recommendation has an estimated personnel savings of 203 civilian billets and estimated FY12 savings of $10,000,000.

2. Eliminate paper leave and earnings statements (LES) and utilize electronic LESs for the remaining 271,000 DoD employees that still receive paper LESs. DoD employees would still be

able to get their LES online. Savings realized are from postage and printing. This recommendation has no estimated personnel and an estimated FY12 savings of $3,100,000.

3. Eliminate one (1) CSE billet, 227 contractor positions, and five (5) civilian billets in enterprise and administrative support staff to reduce personnel and budget costs without impacting the underlying mission. This recommendation has an estimated personnel savings of one (1) CSE billet, five (5) civilian billets and 227 contractor positions and an estimated FY12 savings of $27,800,000.

Defense Logistics Agency (DLA)

Submit to USD(AT&L) by June 1, 2011, implementation plans for approval for the following:

1. Transfer of the Law Enforcement Support Office to GSA. The Law Enforcement Support Office's mission is to coordinate the transfer of excess DoD property, including small arms and ammunition to Federal and State law enforcement agencies. The GSA oversees screening of excess property that goes to Federal and State agencies thus eliminating duplicate missions.

2. Eliminate, downsize, or transfer the Defense Microelectronics Activity.

3. Eliminate, downsize, or transfer OSD Defense Standardization Program.

4. Eliminate, downsize, or transfer OSD Business Reengineering Center.

5. Transfer OSD Defense Property Accountability Service to a more appropriate DoD organization.

6. Transfer DLA's responsibilities under the National School Lunch Program to the Department of Agriculture.

7. Conduct a pilot test of transferring additional Depot Level Repairable/Consumable Inventory Management and Product Development/Engineering Support functions to DLA. The transfer of appropriate engineering authority from Military Services to DLA would eliminate redundant Military Service Engineering Support Focal Point and DoD Technical Data repository functions. Over 25 technical data repositories could be eliminated by consolidating into a single DoD repository managed by DLA.

8. Implement the remaining elements of the Military Services' supply support Enterprise Resource Planning (ERP).

Defense Legal Support Activity (DLSA)

1. Eliminate ten (10) attorney civilian billets and one (1) consultant contractor attorney position. Reduce the Defense Office of Hearings and Appeals support contract by $439K and another

$300K in operating costs as a result of building rental cost reductions. This recommendation has estimated savings in personnel of ten (10) civilian billets, one (1) contractor position, and an estimated FY12 savings of $2,850,000.

2. Obtain efficiencies by co-locating and consolidating overlapping security clearance appeal boards with DLSA for final oversight similar to the BRAC directed co-location of Service adjudication activities.

Defense Security Service (DSS)

1. Eliminate two (2) CSE billets: the advisor to the Chief of Staff (DISL), and the DISL position for Legislative Affairs. Eliminating these positions would help reduce the number of senior intelligence civilians within the Department. This recommendation has an estimated savings in personnel of two (2) CSE billets and an estimated FY12 savings of $400,000.

2. Submit to USD(I) by April 1, 2011, a CAPE led revalidation of the Future Options Study (FOS) last conducted in 2008.

Defense Security Cooperation Agency (DSCA)

1. Reduce budget resources through efficiencies and return two (2) military billets back to the Military Services. This recommendation has an estimated savings in personnel of two (2) military billets and an estimated FY12 savings of $2,500,000.

Defense Threat Reduction Agency (DTRA)

1. Eliminate the Advanced Systems and Concepts Office (ASCO) studies not related to weapons of mass destruction (WMD). This recommendation has an estimated savings in personnel of three (3) military billets, ten (10) civilian billets and estimated FY12 savings of $5,508,000.

2. Realign and consolidate the arms control logistics and maintenance functions. This efficiency will allow DTRA to combine functions and increase the supervisor to employee ratio without sacrificing mission objectives. This recommendation has an estimated savings in personnel of three (3) civilian billets and an estimated FY12 savings of $399,000.

3. Streamline DTRA's test support costs at Dugway Proving Ground, Utah through elimination of contractor support of the (classified) Facility Support Agreement that maintains six (6) separate test articles by the end of FY11. This recommendation has no estimated savings in personnel and estimated FY12 savings of $510,000.

Missile Defense Agency (MDA)

1. Reduce the number of contractor support positions from current levels by 500 positions in FY11 and 500 more in FY12. This will achieve $112.5 million in both FY 2011 and FY 2012. This recommendation has an estimated savings in personnel of 1000 contractor positions and estimated FY12 savings of $225,000,000.

Pentagon Force Protection Agency (PFPA)

1. Realign five (5) military billets and associated equipment from PFPA Technical Security Countermeasures travel support team to OSD CABLES to streamline protective operations and enhance overall accountability.

2. Transfer non-Pentagon force protection responsibility and three (3) military billets from PFPA to the Army Criminal Investigation Command to consolidate security responsibilities.

3. Leverage BRAC implementation by reducing supported facilities from 32 to 21 by FY13, and standardizing leased facility antiterrorism assessments and associated services with an enterprise-based process. This recommendation has an estimated savings in personnel of four (4) civilian billets and estimated FY12 savings of $2,700,000.

4. Transfer responsibility for common PFPA IT to WHS IT Management Directorate. This action will allow PFPA's internal IT support to focus on key support to PFPA's Law Enforcement Life Safety Backbone systems. This recommendation has an estimated savings in personnel of two (2) civilian billets and estimated FY12 savings of $300,000.

5. Merge external investigative responsibilities into one integrated directorate responsible for conducting all criminal and protective intelligence investigations. Realigning resources into the Strategic Initiatives Office realizes efficiencies by providing network support, strategic planning and IT architecture governance. This recommendation has an estimated savings in personnel of 16 civilian billets and estimated FY12 savings of $1,600,000.

6. Downgrade one (1) CSE billet, either the Assistant Director for Law Enforcement, or the Assistant Director for Strategic Initiatives, to the GS-15 level. The managerial and supervisory responsibilities of these positions do not warrant Senior Executive level billets. This recommendation has an estimated savings in personnel of one (1) CSE billet and estimated FY12 savings of $15,000.

Defense Media Activity (DMA)

1. Eliminate the hard-copy printing and distribution of Service Flagship Magazines (*Soldiers, All Hands, Marines, and Airman*) and provide via an online-only format by FY12. Publication of a limited number of hard copies of the annual service almanacs for specific target audiences would still occur. DMA currently produces and distributes printed periodical magazines through

commercial contracts for each of the four military services in support of their command information programs. An online-only version would increase the magazines' reach in the target audience (18-24 year old, digitally oriented demographic), improve the immediacy of content, and provide the capability to update content more frequently. The magazines' small editorial staffs would be retained to write the online content. This recommendation has no estimated savings in personnel and an estimated FY12 savings of $4,000,000.

2. Restructure the Hometown News Services (HNS) to regionalize staff and reorganize operations. HNS provides 500,000 individual news releases about service members' and DoD civilians' activities and achievements to 14,000 newspapers, television and radio stations each year. The HNS organization inherited by DMA is a highly centralized, labor intensive operation. Without a reduction in its mission, significant efficiencies can be realized by revising the organization's objectives and priorities, remodeling business processes and realigning selected functions and associated workload to existing DMA personnel. This would improve the scope, level of service, penetration, and quality of news releases. This recommendation has an estimated savings in personnel of eight (8) civilian billets and an estimated FY12 savings of $1,352,000.

3. Restructure DMA's overseas commands by eliminating four (4) American Forces Network (AFN) Regional Sub-Commands in the Atlantic and Pacific Regions. These legacy organizations duplicate management and oversight functions performed by DMA's Atlantic and Pacific regional headquarters. Their elimination would improve management efficiency and eliminate the need for associated manpower and fiscal resources. This recommendation has an estimated savings in personnel of twelve (12) military billets, twelve (12) civilian billets, and an estimated FY12 savings of $1,708,000.

4. Eliminate the assignment of personnel to the in-residence advanced photo-journalism course at Syracuse University. This is not a mission essential element of the Defense Information School curriculum. This recommendation has no estimated savings in personnel and an estimated FY12 savings of $1,000,000.

5. Transfer the Fleet Broadcast Systems Engineering Support Group (FBSE SG) from DMA to the Navy. FBSE SG provides design, maintenance, logistical and technical support for internal information systems and equipment organic to Navy ships. This recommendation has an estimated savings to DMA in personnel of ten (10) military and three (3) civilian billets and no estimated savings in FY12 budget resources. DMA would transfer $640,000 to the Navy to undertake this function.

6. Transfer the Navy Photo Portraiture Support to the Navy. The Navy Photo Portraiture Support Group provides official photo services to Navy leadership and other Navy personnel in the NCR. This recommendation has an estimated savings to DMA in personnel of three (3) civilian billets and no estimated savings in FY12 budget resources. DMA would transfer $293,000 to the Navy to undertake this function.

7. Eliminate additional military positions to realize a 10% aggregate decrease in personnel. This recommendation has an estimated savings in personnel of nineteen (19) military billets and no estimated savings in FY12 budget resources.

8. Eliminate two (2) support contractor positions under the Dynamics Research Corporation contract which provides social media planning, content development and graphic design support. This recommendation has an estimated savings in personnel of two (2) contractor positions and estimated FY12 savings of $486,000.

9. Obtain efficiencies in the Pentagon Channel and Armed Forces Network that result in an estimated savings in personnel of forty (40) military, civilian or contractor billets and estimated FY13 savings of $4,400,000.

Department of Defense Education Activity (DoDEA)

1. Eliminate duplicative functions within the offices of Morale, Welfare and Recreation, Non-Appropriated Funds Resale and Family Policy. This recommendation has an estimated savings in personnel of seventeen (17) civilian billets and estimated FY12 savings of $8,000,000.

2. Reduce FTEs by 15% and support staff budget by 20%. These cuts include salaries and overhead costs from non-academic functions and will not have a negative impact on students. This recommendation has an estimated savings in personnel of ninety-six (96) civilian billets and estimated FY12 savings of $10,900,000.

Defense Human Resources Agency (DHRA)

1. Eliminate four (4) functions within the Civilian Personnel Management Service: 1) human resources automation enhancement, 2) National Security Personnel System market compensation, 3) National Security Personnel System sustainment, and 4) the Hawaii field office for investigations. These are low priority functions within the organization and due to the cessation of NSPS, can be eliminated. This recommendation has an estimated savings in personnel of two (2) CSE billets, ten (10) civilian billets and FY12 estimated savings of $28,265,000.

2. Reduce support for the Defense Manpower Data Center's five low-priority functions: 1) Benefits & Entitlements, 2) Decision Support, 3) Identity Management, 4) Decision Support – Survey Program, and 5) Administration Business & CIO Privacy & Security sections. Implementation of this recommendation will result in reduced contractor support, hardware, software and rent. This recommendation has an estimated savings in personnel of thirty-three (33) civilian billets and ten (10) contractor positions and estimated FY12 savings of $11,300,000.

3. Eliminate DHRA's Television Advertising and Outreach to Adult Influencers. This is a low priority function designed to reach a small part of the population that already receives outreach

from other offices within Personnel and Readiness. This recommendation has no estimated savings in personnel and estimated FY12 savings of $8,000,000.

4. Eliminate two (2) low priority functions: 1) the Commercial Travel Program Management Office at Scott Air Force Base, and 2) the Customer Service Demand Management Program. This recommendation results in reduction of overhead costs and reduces organizational redundancy without negatively impacting the customer. This recommendation has no estimated savings in personnel and estimated FY12 savings of $1,400,000.

5. Eliminate DHRA's military outreach programs for Employer Support of the Guard and Reserve (ESGR) and the Yellow Ribbon Program. The organization will achieve savings through the reduction in costs associated with the briefings, direct mail and advertisements that are regularly a part of this outreach. This recommendation has an estimated savings in personnel of one (1) civilian billet and estimated FY12 savings of $1,074,000.

6. Modify Federal Voting Assistance Program's Internet Voting System Development and Operations. By restructuring the timelines associated with this program, the organization can eliminate redundancy with federal and state internet voting programs. This recommendation has an estimated savings in personnel of two (2) military billets and estimated FY12 savings of $3,391,000.

7. Eliminate two (2) information management functions: 1) the implementation of Records/Knowledge Management and 2) Management of the Personnel and Readiness Continuous Process Improvement Activities. DHRA has identified these two programs as low priority and does not associate a serious mission risk with their elimination. This recommendation has an estimated savings in personnel of three (3) military billets and estimated FY12 savings of $1,462,000.

8. Reduce government and/or contractor FTE in the following enterprise services: Defense Language Office, the Civilian Personnel Management System, Information Management, Diversity Management and Equal Opportunity Office (DMEO), and the Sexual Assault Prevention Response Office (SAPRO). This recommendation was achieved through OUSD(P&R)'s identification of redundant and duplicative activity within its enterprise. These reductions will not require growth of management headquarters. This recommendation has an estimated savings in personnel of fifty-three (53) contractor positions and estimated FY12 savings of $42,000,000.

Test Resource Management Center (TRMC)

1. Eliminate, reduce, or transfer the production and distribution of an annual report to Congress; research and analyze the Counter Improvised Explosive Devices (C-IED) test and evaluation requirements; and consolidate financial management activities in-house. This recommendation has an estimated savings in personnel of seven (7) contractor positions and one-half of a detailee's responsibilities and estimated FY12 savings of $1,600,000.

Defense Prisoner of War/Missing Personnel Office (DPMO)

1. Reduce DPMO's Enterprise and Administrative Support Staff, and eliminate seventeen (17) IT support contractors by securing IT support from the US Army Communications-Electronics Command. This recommendation has an estimated savings in personnel of three (3) civilian billets and estimated FY12 savings of $480,000.

Defense Technical Information Center (DTIC)

1. Eliminate DTIC's Information Science and Technology Directorate sub-directorate (DTIC E). Through the zero based review process, DTIC identified overlapping activities in directorates DTIC A and DTIC E as both sub-directorates investigate and develop new products and services for the DTIC community and DoD customers. These activities can be centralized, eliminating eleven (11) authorized positions including the director and deputy director. This recommendation has an estimated savings in personnel of eleven (11) civilian billets and estimated FY12 savings of $1,475,830.

2. Eliminate four DTIC regional offices performing customer outreach functions and move the functions to DTIC Headquarters to be assumed by personnel within the User Services Directorate. The elimination of these offices will result in a centralized and more cost effective customer outreach and support activity. This recommendation has an estimated savings in personnel of seven (7) civilian billets and estimated FY12 savings of $900,000.

3. Eliminate DTIC's Digital Document and Computer Operations Branch which focuses on digitizing the expansive microfiche and film collection documents as an on-going activity. The other activities performed in this branch can be relocated to the IT Support Directorate along with digitization on-demand versus an ongoing activity. This action will result in the elimination of lower priority missions. This recommendation has an estimated savings in personnel of seven (7) civilian billets and estimated FY12 savings of $555,000.

Defense Technology Security Administration (DTSA)

1. Reduce DTSA's overhead costs in Enterprise Security, Research, and Administration Services, by eliminating selected personnel, security and administrative support contractors, including: one (1) civilian security specialist, two (2) research contractors, and four (4) administrative support contractors. This recommendation has an estimated savings in personnel of one (1) civilian billet, six (6) contractor positions, and estimated FY12 savings of $800,000.

2. Eliminate twenty-eight (28) civilian reimbursable billets beginning in FY12 due to the reduced workload for Reimbursable Space Monitoring Services. DTSA is responsible for the US space monitoring mission to ensure critical technology is protected during foreign launches. The number of companies and facilities conducting these launches has diminished considerably

recently. This recommendation has an estimated savings in personnel of twenty-eight (28) civilian billets and estimated FY12 savings of $4,500,000.

3. Reduce IT support contract services starting in FY11. This recommendation has an estimated savings in personnel of four (4) contractor positions and estimated FY12 savings of $400,000.

4. Eliminate one (1) civilian billet and transfer three (3) civilian billets, $525,000, and the Committee on Foreign Investment U.S. (CFIUS) mission to OUSD(AT&L), beginning in FY12, to better align with OUSD(AT&L)'s industrial policy mission. This recommendation has an estimated savings in personnel of one (1) civilian billet and estimated FY12 savings of $120,000.

Office of Economic Adjustment (OEA)

1. Reduce OEA staff by three (3) civilian billets in support, overhead, or low priority missions, which is a net reduction of 10%. This recommendation has an estimated savings in personnel of three (3) civilian billets and estimated FY12 savings of $324,000.

TRICARE Management Activity (TMA)

1. Eliminate 364 contractor positions as a result of reorganizing the TRICARE Management Activity (TMA). With the establishment of the follow-on MHS Support Activity with its four divisions: Uniformed Services University of the Health Sciences (USUHS), TRICARE health plan, Health Management Support, and Shared Services replacing TMA, significant efficiencies will be realized with no reduction in mission effectiveness. This recommendation has an estimated savings in personnel of 364 contractor positions and estimated FY12 savings of $36,400,000.

2. Reduce twenty-four (24) civilian billets in shared services through elimination of redundancy, capitalization on shared services efficiencies and better alignment of similar missions across the P&R enterprise. This recommendation has an estimated savings in personnel of twenty-four (24) civilian billets and estimated FY12 savings of $15,000,000.

Washington Headquarters Services (WHS)

1. Merge WHS OSD Networks and WHS Management Directorates into one Information Technology (IT) Enterprise Services Directorate. This consolidation will eliminate the dual OSD and WHS IT service organizations and will result in 40% fewer GS-15 supervisors, 20% fewer FTEs, and an integrated help desk. This recommendation has an estimated savings in personnel of eighteen (18) civilian billets, fifty (50) contractor positions, and estimated FY12 savings of $2,368,000.

2. Consolidate WHS from 12 to 8 organizational elements, reducing the number of GS-14/15 positions, improving alignments and service processes, and eliminating lower-priority missions.

Human Resources Directorate, Raven Rock Mountain Complex, Executive Services Directorate and Financial Management Directorate would each reduce by five (5) civilian billets. This recommendation has an estimated savings in personnel of twenty (20) civilian billets and estimated FY12 savings of $3,100,000.

3. Consolidate, restructure and flatten the Facilities Services Directorate (FSD) organization. This action will result in a net reduction in civilian billets that are not related to the Pentagon Renovation and have not been previously counted as reductions. This recommendation has an estimated savings in personnel of thirteen (13) civilian billets and estimated FY12 savings of $1,645,000.

4. Eliminate one (1) civilian billet from the office supporting Legislative Green Sheets responsibilities. This recommendation has an estimated savings in personnel of one (1) civilian billet and estimated FY12 savings of $100,000.

5. Realign the approval process for external DoD detailee requests from WHS to the DoD Executive Secretariat. This action will centralize the approval process of outside DoD detail requests, eliminate unnecessary levels of coordination, and reduce the approval timeline. This includes the transfer of two (2) civilian billets and $220,000 from WHS to OSD. This recommendation has no estimated savings in personnel or savings in FY12 budget resources.

Combatant Commands (COCOMs)

1. Reduce Individual Augmentees (IAs) performing enduring missions at USEUCOM and USCENTCOM headquarters (HQs). This recommendation reduces 471 total IAs (122 at USEUCOM and 349 at USCENTCOM by the end of FY13).

2. Reduce from seven Standing Joint Force HQs (SJFHQs) at COCOMs to two global SJFHQs by the end of FY12. This recommendation disestablishes SJFHQs at USAFRICOM, USCENTCOM, USJFCOM, USNORTHCOM, USPACOM, and USSOUTHCOM and establishes two global SJFHQs, returning approximately 180 joint billets to the Military Services.

3. Transform from ten Joint Task Forces (JTFs), two Joint Interagency Task Forces (JIATFs), and the SJFHQ-Elimination into six JIATFs by the end of FY12. This recommendation returns approximately 350 personnel to the Military Services.

U.S. Central Command (USCENTCOM)

1. Relieve USCENTCOM of mandatory participation in Senior Warfighting Forums. These forums are 3-Star level COCOM venues to organize, analyze, prioritize, and resolve standards related to capabilities. Other existing venues can be used to provide COCOM input on capabilities issues. This recommendation has an estimated savings in personnel of two (2) military billets and estimated FY12 savings of $5,000.

2. Eliminate USCENTCOM Joint Capability Technology Demonstration support personnel which will reduce the number of personnel dedicated to technology demonstration projects used to support resolution of USCENTCOM warfighting and capability needs. This recommendation has an estimated savings in personnel of eight (8) contractor positions and estimate FY12 savings of $498,000.

U.S. European Command (USEUCOM)

1. Reorganize the Headquarters of USEUCOM Staff to facilitate interagency operations. This action includes internal realignments and eliminations such as: adding an Interagency Partnering Directorate, an Analysis and Assessment Directorate; eliminating the Reserve Affairs special staff; and reprioritizing Liaison Officer assignments.

2. Reduce Headquarters USEUCOM permanent manpower billets by 10%. Savings will be realized by reducing personnel in the areas of flag/general officer support, knowledge management, information technology, theater sustainment, operations support, joint experimentation, and force protection. This recommendation has an estimated savings in personnel of one (1) Flag or General Officer, two (2) CSE billets, fifty-four (54) military billets, fourteen (14) civilian billets and estimated FY12 savings of $2,000,000.

3. Reduce Headquarters USEUCOM expenditures by 10%. This recommendation has no estimated savings in personnel and an estimated FY12 savings of $7,800,000.

4. Eliminate sixteen (16) additional support billets for additional savings without impacting the mission: Financial Management (2 military, 1 civilian), Personnel Management (2 military, 1 civilian), General/Flag Officer Support (2 military, 1 civilian), Information Technology Support (2 military, 1 civilian), and Legal Support, Public Affairs Support and Legislative Affairs, 1 military billet each. This recommendation has estimated savings in personnel of twelve (12) military and four (4) civilian billets and an estimated FY12 savings of $848,000.

U.S. Northern Command (USNORTHCOM)

1. Eliminate lower priority functions, consolidate USNORTHCOM and NORAD staff functions, and reduce special staff. This recommendation has estimated savings in personnel of thirty (30) military billets and thirty-two (32) civilian billets. This recommendation has estimated savings in personnel of thirty (30) military billets, thirty-two (32) civilian billets and an estimated FY12 savings of $3,895,580.

2. Eliminate thirteen (13) additional support billets. This recommendation has estimated savings in personnel of six (6) military, seven (7) civilian billets, and an estimated FY12 savings of $830,436.

U.S. Southern Command (USSOUTHCOM)

1. Reduce military support operations related to Stability, Support, Transition, and Reconstruction operations, Humanitarian Assistance, and Disaster Relief. This eliminates routine contracted humanitarian assistance projects, but retains funding for disaster preparedness projects. This recommendation has an estimated FY12 savings of $8,650,000.

2. Reduce discretionary travel for headquarters personnel by 30%. This reduces the number of USSOUTHCOM-sponsored conferences by 50% and minimizes the number of personnel who travel to conferences. This recommendation has an estimated FY12 savings of $2,400,000.

3. Reduce support to Operation Southern Voice, the USSOUTHCOM effort to influence the strategic environment in its Area of Responsibility. This recommendation proposes elimination of some analysis and assessment activities under Operation Southern Voice. This recommendation has no estimated savings in personnel and estimated FY12 savings of $2,500,000.

4. Reduce foreign military interaction exercises beginning in FY12 by conducting command post (virtual) exercises every other year vice conducting some annual exercises. This recommendation has no estimated savings in personnel and estimated FY12 savings of $3,860,000.

5. Reduce personnel recovery and force protection activities within the USSOUTHCOM Area of Responsibility. This eliminates one (1) contractor billet supporting Bolivia personnel recovery activities. This recommendation has estimated savings in personnel of one (1) contractor and estimated FY12 savings of $225,000.

6. Reduce or limit the number of military commissary flights provided by U.S. Transportation Command (USTRANSCOM) in the USSOUTHCOM Area of Responsibility. Military commissary flights are used to move cargo, foreign military sales items, foreign military financed items, and commissary goods. Proposal limits flights to Tier 1 countries with limited host nation support. Savings in personnel or budget resources cannot be determined at this time. USSOUTHCOM will coordinate with USTRANSCOM to provide more detailed information on this proposal to the Chairman of the Joint Chiefs of Staff not later than March 1, 2011.

U.S. Strategic Command (USSTRATCOM)

1. Terminate NIGHT FIST and Partnership to Defeat Terrorism (PTDT) missions due to duplicative efforts with other DoD programs and diminished demand. NIGHT FIST and PTDT were initiated in response to 9/11 and subsequent missions. The demand for both programs has diminished as resources were transferred, or like efforts were established elsewhere within DoD. This recommendation has estimated savings in personnel of six (6) civilian billets, seventy-nine (79) contractor positions, and an estimated FY12 savings of $7,767,000.

2. Reduce USSTRATCOM's contractor IT/Admin support staff by 15%, and civilian and military support staff each by additional 10% beyond USSTRATCOM's proposal. This

recommendation has an estimated savings in personnel of thirty (30) military and thirty-eight (38) civilian billets and forty (40) contractor positions and estimated FY12 savings $8,835,000.

3. Reduce USSTRATCOM legislative affairs staff by two (2) civilian billets and public affairs by four (4) civilian billets. This recommendation has an estimated savings in personnel of six (6) billets and estimated FY12 savings of $3,860,000.

Submit to the Chairman of the Joint Chiefs of Staff by June 1, 2011, implementation plans for approval for the following:

4. In coordination with USSOCOM, transfer the Strategic Multi-Layer Analysis (SMA) funding and responsibility to USSOCOM. Responsibility and funding for SMA is currently split between USSTRATCOM and USSOCOM.

5. Realign resources to mitigate shortfalls within USSTRATCOM's Joint Functional Component Command for Space operations (JFCC-Space). This realignment will elaborate potential risks, validate requirements, identify alternatives, and develop courses of action toward ensuring this capability remains viable.

U.S. Special Operations Command (USSOCOM)

1. Realign the Joint Military Information Support Command (JMISC) with the United States Army Special Operations Command (USASOC), which reports to USSOCOM. An internal realignment will improve Military Information Support Operations. This recommendation has estimated savings in personnel of 18 contractor positions. This recommendation has an estimated FY12 savings of $1,000,000.

2. Disestablish the USSOCOM Business Transformation Office and its two (2) civilian positions. This recommendation has an estimated FY12 savings of $365,000.

3. Eliminate sixty (60) contractors from USSOCOM's proposed table of personnel. This recommendation has an estimated FY12 savings of $15,210,000.

Submit to the Chairman of the Joint Chiefs of Staff by June 1, 2011, implementation plans for approval for the following:

4. Divest the Security Force Assistance (SFA) proponent mission to focus solely on the SOF-peculiar aspects of SFA. Determine a course of action for transitioning the broader Joint Proponent function to the Joint Staff. This will realign $236,000 and allow 11 USSOCOM personnel to refocus on other USSOCOM missions in Special Operations Forces doctrine and Global Force Management.

5. Transfer the DoD Counter Threat Finance (CTF) Lead Component designation elsewhere but retain SOF-peculiar related activities within USSOCOM. This is an inherently non-DoD, inter-agency mission which USSOCOM has been leading due to operational exigencies. This

proposal requires further study to develop transition plans for CTF lead transfer to a more appropriate long-term leadership entity.

6. Transfer USSOCOM Time Sensitive Planning responsibilities under DoD CONPLAN 7520-09 to the Joint Staff. Capabilities in this area have evolved and this proposal will reduce or eliminate duplicate processes and allow USSOCOM to focus on SOF-peculiar aspects of this mission area.

7. Transfer proponency responsibilities for U.S. Army Reserve Component Civil Affairs (CA) forces to the Department of the Army. The U.S. Army has refined its Civil Affairs capabilities and designated an advocate for both Active and Reserve CA capabilities

U.S. Transportation Command (USTRANSCOM)

1. Reduce USTRANSCOM legislative affairs staff by three (3) civilian billets and public affairs by two (2) civilian billets, a net reduction of 50%. Department-wide streamlining of resources in these areas requires a leaner approach. This recommendation has estimated savings in personnel of five (5) civilian billets and estimated FY12 savings of $600,000.

Submit to the Chairman of the Joint Chiefs of Staff by June 1, 2011, implementation plans for approval for the following:

2. Assign Director, Defense Logistics Agency as Commander, Joint Functional Component Command for Distribution under USTRANSCOM, similar to USSTRATCOM's model for joint functional components providing needed support; e.g., DISA and NSA. USTRANSCOM advocates this as the next organizational step in maturing the enterprise as it formalizes the relationship between DoD's two major distribution service providers and creates an enduring approach to end-to-end process improvement.

3. Assign all U.S. Air Force mobility C-130 and KC-135 forces to USTRANSCOM through its Service Component, the Air Mobility Command. Reduce duplicative oversight and associated costs; standardize regulations and policy for safety, training and employment; and improve responsive support.

4. Assign USTRANSCOM as the Executive Agent for all Commercial Variant Aircraft (CVA). This will reduce redundancies, increases mission effectiveness, and facilitate more efficient utilization of these aircraft. Similar BRAC consolidations realized savings of 20%.

5. Assign Joint Logistics Over-The-Shore (JLOTS) mobility forces in "Forces For" documents to USTRANSCOM, with operational execution exercised through its respective Service Components. This will employ JLOTS force packages more rapidly to satisfy emerging needs for offloading prepositioning materiel, surge, and sustainment sealift ships, expeditionary port opening/theater access, and intra theater sealift.

6. Assign selected engineer, transportation, supply and medical Theater Opening/Port Opening (TO/PO) forces in "Forces For" documents to USTRANSCOM, with operational execution exercised through its respective Service Component. This will enable faster, integrated and synchronized arrival of theater opening/port opening forces. Assist Combatant Commanders with building the initial logistics infrastructure for Joint Reception, Staging, Onward Movement and Integration (JRSO&I).

7. Assign Army watercraft and associated terminal operating forces to USTRANSCOM, with operational execution exercised through its Army Service Component, Surface Deployment and Distribution Command (SDDC). This will maximize the utility of watercraft and reduce redundancies to save personnel costs.

8. Designate USTRANSCOM as Executive Agent for that portion of the National Defense Sealift Fund (NDSF) pertaining to surge sealift, intra-theater common user sealift (JHSV), and prepositioning from SECNAV to USTRANSCOM— approximately $415.8M. This will enable more focused support for enduring mobility requirements and ensures efficiencies are reinvested into Ready Reserve Force (RRF) recapitalization.

9. Transfer the Ready Reserve Force (RRF) Strategic Sealift vessels and structure from the Maritime Administration to Military Sealift Command (MSC). This will implement industry best practices that improve management and process efficiencies. Critical to this move is the transfer of related National Defense Sealift Fund (NDSF) budget authorities from U.S. Navy to USTRANSCOM.

10. Designate USTRANSCOM as DoD's lead proponent for In-Transit Visibility (ITV) to synchronize initiatives and eliminate duplication and nonstandard practices among separate DoD components.

11. Expand USTRANSCOM's COCOM authority over Joint Deployment and Distribution Enterprise (JDDE) Combatant Command C2 Systems in the cyber domain to be consistent with authorities over Service components in other domains.

12. Assign Theater Patient Movement Requirement Centers (TPMRC) to USTRANSCOM as detachments of the Global Patient Movement Requirements Center (GPMRC). This will reduce patient movement process variation and redundancy across the Defense Transportation System (DTS), resulting in increased patient safety, reduced process duplication, and more efficient global patient movement.

13. Require the Military Services to coordinate decisions impacting deployment and distribution capabilities through the Distribution Process Owner (DPO) Governance Structure. Designate the DPO approval authority for decisions impacting the deployment and distribution capability areas. Since the Services are already members of the DPO governance structure, that structure would be used.

General and Flag Officer (G/FO) Study Group Decisions

In total, 140 G/FO authorizations will be affected by elimination, reallocation, reduction, or legislative change recommendations. The following recommendations provide the specifics for each of these actions.

Elimination	102
Reduction	23
Reallocation	10
Legislation	5
Total	140

1. Eliminate 102 G/FO authorizations based on restructuring and redistribution efforts of the Service, Study Group, and COCOM reviews. All of these eliminations were agreed to by the respective component or agency.

   a. Eliminate 65 positions listed below within the next two years as incumbents complete their current tour.
      - Joint Pool: 25
      - Army: 7
      - Navy: 9
      - Air Force: 17
      - COCOM Review: 7 (Joint Pool: 1 EUCOM position and 6 JFCOM, exact positions TBD; all 11 JFCOM positions are listed but only 6 JFCOM positions will be eliminated)

	Billet	**Incumbent**	**Rotation**
1	G6, USAREUR/5th Sig Cmd (O7 to O6)	BG Smith	Feb-11
2	CG, IMCOM-Korea (O7 to SES)	BG Fox	Jun-12
3	CG, AAFES (O8 to SES)	MG Casella	Apr-12
4	CoS, AMC (O7 to O6)	BG Wharton	Nov-11
5	Effects Coordinator III Corps (O7 to O6)	BG Rossi	Mar-12
6	Dir, SLD (O7 to O6)	BG Seamands	Dec-11
7	CG, 311th Sig Cmd (O7)	BG Scott	Jul-12
8	Dir, Global Ops, Naval Network Warfare Command (O7 to O6)	Already converted to O6	Nov-10

	Billet	Incumbent	Rotation
9	Commander, Navy Exchange Service Command (O7 to SES)	RDML(SEL) Robillard	Aug-12
10	Director, TRICARE Region, West (O7 to SES)	RDML(SEL) Chinn	Jun-12
11	Deputy Commander, Fleet Forces Command (eliminate O9)	VADM Daly	Apr-11
12	CO, Pearl Harbor Shipyard (O7 to O6)	RDML(sel) Thomas	Jun-11
13	Dep CO for Undersea Tech (O7 to O6)	RDML Johnson	Feb-11
14	Dep Cdr Naval Recruiting Command (O7 to O6)	RDML Graf	Oct-11
15	Dir, Per Readiness (O7 to O6)	RDML Browne	Mar-11
16	Medical IG (O8)	RDML Anderson	Nov-12
17	19th AF (O8 to O6) – redistribution	Maj Gen Solo	Aug-12
18	402nd Maint Wing Cdr (O7 to O6)	Brig Gen Levy	Dec-11
19	76th Maint Wing Cdr (O7 to O6)	Brig Gen Litchfield	Jul-11
20	Air Mobility Cmd, Dep A3 (O7 to O6)	Brig Gen Pray	May-11
21	Asst SG for Plans and Programs (O7 to O6)	Brig Gen Miller	Apr-11
22	Dir, Cyberspace Transformation and Integration (O8 to O6)	Brig Gen Cotton	Oct-11
23	CDR, AF Institute of Technology (O7 to SES)	Brig Gen Givhan	May-11(T)
24	A9, HQ USAF (O7 to O6)	Brig Gen Callahan	Aug-12
25	17th AF Vice Cdr (O7 to O6)	Brig Gen Callan	Dec-11
26	9th Recon Wing Cdr (O7 to O6)	Brig Gen McGillicuddy	Sep-12
27	12th AF Vice Cdr (O7 to O6)	Brig Gen Norman	Sep-12
28	55th Wing Cdr (O7 to O6)	Brig Gen Shanahan	Jul-12
29	325th Fighter Wing Cdr (O7 to O6)	Brig Gen Browne	Jun-12

	Billet	Incumbent	Rotation
30	309th Maint Wing Cdr (O7 to O6)	Temporarily vacant	
31	AFSOC Spec Asst (O7)	Brig Gen Mannon	Jul-11
32	AFSPC Special Asst (O8)	Maj Gen Przybyslawski	Jul-12
33	HQ USAF/DA-DT (O8)	Maj Gen Biscone	Aug-11
34	CDR, JFCOM (O10)	GEN Odinero	TBD *
35	DCDR, JFCOM (O9)	LTG Huber	TBD *
36	CoS, JFCOM (O8)	RADM Davenport	TBD *
37	Director, J3/4, JFCOM (O7)	Brig Gen Yates	TBD *
38	Director, J5, JFCOM(O7)	RDML Aquilino	TBD *
39	Director, J8, JFCOM (O8)	BG Rudesheim	TBD *
40	CDR, JWFC, JFCOM (O8)	MG Layfield	TBD *
41	DEP CDR, JWFC, JFCOM (O7)	RDML Carter	TBD *
42	Director, JCOA, JFCOM (O7)	BG Muray	TBD *
43	Director, J9, JFCOM (O8)	Maj Gen Reynes	TBD *
44	CDR, JUAS Center, JFCOM (O7)	BG Colt	TBD *
45	Director, J6, EUCOM (O7)	Brig Gen Brundidge	Nov-11
46	CG, USF-I (O10)	GEN Austin	Dec-11
47	DCG, A&T, USF-I (09)	LTG Barbero	Feb-11
48	DCG, DO/PMO, USF-I (O7)	MG Cannon	Feb-11
49	COS,USF-I (08)	MG Garrett	Aug-11
50	Dir, J2, USF-I (08)	BG Perrin	Aug-11
51	Dir, J3, USF-I (O8)	BG Bartell	Dec-11
52	Dir, J4, USF-I (O8)	BG Richardson	Dec-11

	Billet	Incumbent	Rotation
53	Dir, J5, USF-I (O8)	MajGen Jones	Jun-11
54	Dir, J6, USF-I (O7)	RDML(s) Bond	Dec-11
55	Dir, J7, USF-I (O7)	BG Donahue	Dec-11
56	Dir, J9, USF-I (O8)	BG Buchanan	Jul-11
57	Dir, JFSOC-I, USF-I (O7)	COL(P) Rogers	Dec-11
58	Dep Dir, J9, SE, USF-I (O7)	Brig Gen Ranck	Jan-11
59	Dep Dir, J35, FUOPS, USF-I (O7)	RDML Kovacich	Jul-11
60	Dep Dir, J5, USF-I (O7)	Brig Gen Harrigan	Jun-11
61	Cdr, JCC, USF-I (O7)	BG Nichols	Dec-10
62	Dir, ITAM, USF-I (O8)	BG May	Jul-11
63	Dir, ISAM, USF-I (O8)	Brig Gen Jansson	Mar-11
64	Dir, ITAM-Navy, USF-I (O7)	RDML Dixon	Sep-11
65	Dir, ITAM-AF, USF-I (O7)	Brig Gen Hanson	Jan-11
66	Dir, ITAM-Army, USF-I (O7)	BG Snow	Jun-11
67	Dep Dir, DCMA (O8)	Vacant	
68	Dir, DMA (O8)	Vacant--nom pending	
69	Cmdt, NWC (O8)	Maj Gen Steel	Jan-11
70	Cmdt ICAF	Maj Gen Brown	Dec 12

b. Eliminate 28 positions listed below associated with conditions to overseas contingency operations:
   - Joint Pool: 26
   - Army: 1
   - Air Force: 1

	Billet	**Incumbent**	**Rotation**
1	Dir, JIEDDO (O9)	Based upon deployment of forces and IED threat	Dep SecDef
2	Cdr, ISAF/Cdr, USFOR-A (O10)	Projected within next 4 years but dependent on Afghanistan withdrawal	CENTCOM
3	DCG, Support, USFOR-A (O8)	"	CENTCOM
4	DCOS, Intel, HQ ISAF (O8)	"	CENTCOM
5	DCOS, OPS, HQ ISAF (O8)	"	CENTCOM
6	Chief, CJ4, HQ ISAF (O7)	"	CENTCOM
7	DCOS, Comm, HQ ISAF (O7)	"	CENTCOM
8	J7, Dir, Engineering, USFOR-A (O7)	"	CENTCOM
9	CDR, CFSOCCF – Afghanistan (O7)	"	CENTCOM
10	Rule of Law Deputy, USFOR-A (O7)	"	CENTCOM
11	CDR, ISAF, Jt Cmd/Dep Cdr, USF-A (O9)	"	CENTCOM
12	Chief, CJ2, HQ ISAF, Joint Command (O7)	"	CENTCOM
13	Dep Cdr-Stability, RC South, HQ ISAF (O7)	"	CENTCOM
14	DDCOS, Stab/DepDir ACE Projects & Partnering, HQ ISAF (O7)	"	CENTCOM
15	Chief, CJ5, HQ ISAF, Joint Command (O7)	"	CENTCOM
16	DCOS, Jt Ops, HQ ISAF, Joint Command (O8)	"	CENTCOM
17	DCOS, Plans and Projects, Joint Command (O7)	"	CENTCOM
18	Cdr, NTM-A/CSTC-A, USCENTCOM (O9)	"	CENTCOM
19	Dep Cdr, Programs CSTC-A (O7)	"	CENTCOM
20	Dep Cdr, POL-MIL CSTC-A (O7)	"	CENTCOM
21	ACG, PD, CSTC-A (O7)	"	CENTCOM
22	Chief, ODR-P, USCENTCOM (O9)	"	CENTCOM
23	Dep Chief, SSA, ODR-P (O7)	"	CENTCOM
24	DUSD(I), JCWS, USD(I) (O9)	"	DUSD(I)
25	Asst Dep Commander USAFCENT (O8)	"	CSAF

	Billet	Incumbent	Rotation
26	Cdr, Med JTF – NCR (O9)	Based on deployment of forces and care to wounded warriors within the National Capital Region	VCJCS/Dep SecDef
27	Dep Cdr, JTF CapMed (O8)	"	VCJCS/Dep SecDef
28	CDR, JTF-GTMO (O8)	Based on closure of detention center at GTMO	SOUTHCOM

2. Reduce 23 general/flag officer grades as these positions were determined that a lower grade general/flag officer could accomplish the task without risk to mission. These reductions lower overhead and layers of bureaucracy.

a. Total to be reduced are listed below and will occur within the next two years: 21
- Joint Pool: 3
- Army: 3
- Navy: 15

	Billet	Incumbent	Rotation
1	CG, USAREUR (0-10 to 0-9)	GEN Ham (scheduled to be replaced by LTG Hertling)	Apr-11
2	G3, USAREUR (O8 to O7)	BG Batschelet	Aug-11
3	The Adjutant General, CG Phys Disability Agency/ Exec Dir MPSA (O8 to O7)	BG Mustion	Complete
4	Commander, Naval Network Warfare Command (O9 to O8)	RADM Deets	Complete
5	Deputy Chief of Staff for Logistics, M4, BUMED (O8 to O7)	RDML Vinci	Complete
6	Commander, Navy Warfare Development Command (O8 to O7)	RADM Carpenter	Jun-11
7	Commander, Naval Air Warfare Center, Wpns Div (O8 to O7)	RDML Winter	Complete
8	Assistant Commander, Navy Personnel Command for Career Management, PERS-4, NAVPERSCOM (O8 to O7)	RDML Shoemaker	Complete
9	Director, Total Force Requirements, N12, OPNAV (O8 to O7)	RDML Covell	Complete
10	Commander, Naval Meteorology and Oceanography Command (O8 to O7)	RDML White	Complete
11	Commander, Military Sealift Command (O9 to O8)	RADM Buzby	Complete

	Billet	Incumbent	Rotation
12	Commander, Naval Air Force, U.S. Atlantic Fleet (O9 to O8)	RADM O'Hanlon	Complete
13	Commander, Navy Reserve Forces Command (O9 to O8)	VADM Debbink	Oct-12
14	Commander, Naval Education and Training Command (O9 to O8)	RADM Kilkenny	Complete
15	Director, Mil Pers Plans and Policy Div, N13, OPNAV (O9 to O8)	RADM(SEL) Kurta	Complete
16	Commander, Submarine Force, U.S. Pacific Fleet (O9 to O8)	RADM Mcaneny	Complete
17	Deputy and Chief of Staff, U.S. Pacific Fleet (O9 to O8)	RADM Giardina	Complete
18	Vice Commander, Naval Sea Systems Command (O9 to O8)	RADM Orzalli	Complete
19	DCDR, EUCOM (O10 to O9)	LTG Gardner	Complete
20	Director, J2, EUCOM (O8 to O7)	RDML Hayes	Complete
21	Director, J4, EUCOM (O8 to O7)	RADM(S) Brown	Jun-11

b. Total to be reduced as conditions of the program continue to improve: 2
   - OSD: 1 (Joint Pool (AT&L): Dir, Joint Strike Fighter, O9 to O8)
   - Army: 1 (Chief, Public Affairs, O8 to O7)

3. Eliminate 9 general/flag officer positions which the Services have not agreed to as listed below. These 9 positions were recommended by the study group based on their similar functions amongst all of the services. Once these positions are reduced in grade, when the current incumbent departs, they will be comparable to the other services with similar functions and level of responsibility.

a. Eliminate: 9
   - Deputy, Army Public Affairs (O7) (Army)
   - Dir, Comprehensive Soldier Fitness (O7) (Army)
   - Deputy, Chief Legislative Liaison (O7) (Army)
   - Director, Ashore Readiness (O7) (Navy)
   - SMA to Secretary of the Navy (O7) (Navy)
   - Air Mobility Command SJA (O7) (Air Force)
   - Air Combat Command SJA (O7) (Air Force)
   - Air Material Command SJA (O7) (Air Force)
   - Deputy, Legislative Liaison (O7) (Air Force)

4. Immediately submit an FY12 NDAA Legislative Proposal and address in the required Report to Congress the following streamlined grade and rank structure for health professions:

a. To standardize/downgrade Medical Branch Chiefs O8 to O7 (e.g. Nurse, Dentist)
b. Reduce Reserve general/flag officer authorizations (FY13 NDAA)
c. Reduce National Guard general officer authorizations (FY13 NDAA)

	Billet	Action	Legislation
1	Chief, Army Nurse Corps (O8 to O7)	Reduce	FY12 NDAA
2	Chief, Army Dental Corps (O8 to O7)	Reduce	FY12 NDAA
3	Naval Chief of Nurse Corps (O8 to O7)	Reduce	FY12 NDAA
4	HQ USAF/SG1 (Nurse) (O8 to O7)	Reduce	FY12 NDAA
5	Chief, AF Dental Corps (O8 to O7)	Reduce	FY12 NDAA

5. Reallocate 10 positions based on emerging requirements or restructuring. These positions will be added back to the Joint Pool. USCYBERCOM has organized but the positions have not yet been placed in the Joint Pool; OSC-I will assume operations in Iraq after December 2011 and NDU has made a compelling argument to have a G/FO Deputy especially as recommending the commandants of NWC and ICAF both be converted to civilian senior executive positions:

- CYBERCOM
  - Chief of Staff (O8)
  - Director, J2 (O7)
  - Director, J3 (O8)
  - Deputy Director, J3 (O7)
  - Director, Current Operations (O7)
  - Director, C4 Systems (O7)
  - Deputy Director, J5 (O7)
- Office of Security Cooperation-Iraq
  - Chief (O9)
  - Deputy (O8)
- Deputy to the President of NDU (O7)

6. Establish governance criteria to better manage G/FO allocations. Eliminated Service positions are to be retained in a buffer managed by each Service Secretary. Service Buffers are (includes positions not agreed upon in paragraph 3 above): Army: 11; Navy: 11; Air Force: 22; Marines, zero. The following rules apply to the Service Buffer:

a. Ensure the number of authorizations is not exceeded.
b. Use of the Service Buffer may only be used for an encumbered position for a period not to exceed two years. If longer term use is required a request must be submitted through the CJCS to the USD (P&R) as soon as the extended term becomes known.
c. Provide a report of all general and flag officers to the USD (P&R) through the CJCS semi-annually.
d. Submit requests for increases to the authorized number of Military Service general and flag officer positions to the Secretary of Defense, through the USD (P&R) and the CJCS.
e. Increase the Joint pool buffer by the number of positions approved for elimination in the Joint pool. (Will require notification to congress if service Joint Pool allocations go below statutory minimums, in accordance with 10 U.S.C. §526)

7. The Under Secretary of Defense for Policy review the three O7 positions and determine the feasibility of reducing these to O6 and provide feedback no later than March 31, 2011.

8. All services re-look at their respective installation commands and provide feedback on potential restructuring or elimination to reduce levels of bureaucracy and to create cost savings. Specifically, report on exactly what savings have been realized due to existing organizational structure, or savings that could be realized by recommended changes. Additionally, report on recommendations that will change Joint Basing standards that could better achieve desired savings from original plan. Reports are due no later than March 31, 2011.

9. The Army is in the middle of a restructuring initiative looking at a more efficient way to organize Accessions and Recruiting and their Human Resources Command. The Army is working on a Human Capital Center of Excellence. Allowing the Army additional time will permit a more thoughtful, deliberate and beneficial plan for the Army and DoD. Recommend the Army provide their plan for Recruiting and Accessions no later than March 31, 2011.

10. Incorporate the Marine Corps Force Structure Review recommendations to eliminate or reduce several GOs into the implementation phase of the G/FO Study Group.

Civilian Senior Executive Study Group Decisions

1. Eliminate 176 Civilian Senior Executive (CSE) positions and 33 Highly Qualified Expert (HQE) appointments. The CSE positions include: 97 Senior Executive Service (SES), 21 Senior Level (SL) and Scientific and Professional (ST), 5 Defense Intelligence Senior Executive Service (DISES), and 53 Defense Intelligence Senior Level (DISL).

- CSE positions:

Component	POS #	Pay Plan	Position Title	Status
Army	ENST0075	ST	SR RESEARCH SCIENTIST COMBAT CASUALTY CARE	Vacant
Army	ENST0056	ST	SENIOR RESEARCH SCIENTIST (COMP MODELING & SIM)	Vacant
Army	ES1020	SES	EXEC DIRECTOR AMCOM G-3 (OPERATIONS)	Encumbered
Army	ES1332	SES	DIRECTOR, CONTINUOUS PROCESS IMPROVEMENT DIRECTORATE/LSS PROG, OUSA	Vacant
Army	ES1330	SES	DIRECTOR, BUSINESS OPERATION DIRECTORATE, OUSA	Vacant
Army	ES1342	SES	SPECIAL ADVISOR TO THE DUSA	Encumbered
Army	ENST0106	ST	SENIOR RESEARCH SCIENTIST (PSYCHOLOGY/SOCIAL SCIENCE)	Vacant
Army	ES1154	SES	PROGRAM MANAGER, ASSEMBLED CHEMICAL WEAPONS ALTERNATIVES	Encumbered
Army	ES1140	SES	DIRECTOR, TASK FORCE HOPE	Encumbered
Army	ES0896	SES	DIRECTOR ARMY MODEL AND SIMULATION OFFICE	Vacant
Army	ENST0107	ST	Senior Research Scientist(Networking and Computational)	Vacant
Army	ENST0108	ST	SENIOR RESEARCH SCIENTIST (NANOMATERIALS SCIENCE AND ENGINEERING)	Vacant
Army	not classified	DISL	Core Analysis Enterprise Advisor Fort Bragg	Vacant
Army	not classified	DISL	Regional Support Center Advisor-Europe	Vacant
Army	not classified	DISL	Core Analysis Enterprise Advisor Ft. Hood	Vacant
Army	not classified	DISL	Regional Support Center Advisor-SWA	Vacant
Army	not classified	DISL	Core Analysis Enterprise Advisor Ft. Lewis	Vacant
Army	ES1201	SES	VICE PRESIDENT TO THE ARMY CIVILIAN UNIVERSITY	Encumbered
Army	ES1313	SES	DEPUTY CIVILIAN COMMANDANT	Vacant
Army	IP0025	DISL	Senior Intelligence Advisor MNSTC-I (Rear) (Iraq)	Vacant

Component	POS #	Pay Plan	Position Title	Status
Army	0	DISL	Senior Intelligence Advisor MNF-I (Forward) (Iraq)	Vacant
Army	not classified	DISL	Regional Support Center Advisor-Pacific	Vacant
Army	IP0038	DISL	Special Intelligence Analytical Advisor (Forward) (Iraq)	Encumbered
Army	0	DISL	Senior Intelligence Advisor MNF-I (Rear) (Iraq)	Vacant
Army	not classified	DISL	Regional Support Center Advisor-AFRICOM	Vacant
Army	ES1213	SES	DIRECTOR ARMED FORCES INSTITUTE OF PATHOLOGY	Encumbered
Army	IP0024	DISL	Senior Intelligence Advisor MNSTC-I (Forward) (Iraq)	Encumbered
Army	IP0026	DISL	Senior Intelligence Advisor MNFI-DCSINT (Rear) (Iraq)	Vacant
Army	n/a	DISL	no title; unused position	Vacant
Army	n/a	DISL	no title; unused position	Vacant
Army	n/a	DISL	no title; unused position	Vacant
Army	n/a	DISL	no title; unused position	Vacant
Army	n/a	DISL	no title; unused position	Vacant
Army	n/a	DISL	no title; unused position	Vacant
Army	n/a	DISL	no title; unused position	Vacant
Army	n/a	DISL	no title; unused position	Vacant
Army	n/a	DISL	no title; unused position	Vacant
Army	n/a	DISL	no title; unused position	Vacant
Army	n/a	DISL	no title; unused position	Vacant
Army	n/a	DISL	no title; unused position	Vacant
Army	n/a	DISL	no title; unused position	Vacant
Army	n/a	DISL	no title; unused position	Vacant
Army	n/a	DISL	no title; unused position	Vacant
Army	ENST0100	ST	SR Research Scientist	Vacant
AT&L	DDES2157	SES	Joint Applications Study Group Program Manager	Encumbered
AT&L	DDES2962	SES	Director, Advanced Components & Prototypes	Encumbered
AT&L	DDES7183	SES	Executive Director, Strategic Programs (J-39)	Encumbered
AT&L	DDES2830	SES	Director, Joint Analysis Cell	Encumbered
AT&L	DDSL2913	SL	Innovation Research/Tech Trans Advisor	Encumbered
AT&L	DDST2768	ST	Senior Research Engineer	Encumbered
AT&L	DDST9546	ST	Senior Scientist	Encumbered
AT&L		SES	Dir, Chemical & Material Risk Mgmt	Encumbered
CAPE	DDES2316	SES	Director, Joint Analytic Support Division	Encumbered

Component	POS #	Pay Plan	Position Title	Status
CAPE	DDES3016	SES	British Exchange Liaison Officer	Encumbered
Comptroller	DDES3124	SES	NATO Exchange Liaison Officer (Deputy General Manager - COO)	Encumbered
Comptroller	DDES8265	SES	Director for Policy and Performance	Encumbered
Comptroller	DDES8238	SES	Transformation Executive	Encumbered
Comptroller	DDES8529	SES	Asst Dir, Strategic Planning & Enterprise Governance	Vacant
Comptroller	DDES2908	SES	Special Assistant to DepComp(P/B)	Encumbered
Comptroller		SES	Dir, Financial Reporting and Analysis	Encumbered
DISA	DDES5690	SES	Inspector General	Encumbered
DISA	DDES5817	SES	BRAC Transition Executive	Encumbered
DON	0697	SES	Director Strategy and Policy	Vacant
DON	1417	SES	Deputy Assistant Secretary of the Navy (Safety)	Encumbered
DON	0987	ST	Chief Scientist for Nonlinear Science (Physics)	Encumbered
DON	0326	SES	Director, Range Department	Encumbered
DON	0389	SES	Senior Director for Intelligence	Encumbered
DON	2370	SES	Director, Program Analysis and Business Transformation	Encumbered
DON	0493	SES	NETWAR/FORCEnet Enterprise Executive	Encumbered
DON	1018	SES	Director, Enterprise Analysis and Planning	Encumbered
DON	0593	SES	Principal Deputy, Strategic Systems Programs	Encumbered
DON	0575	SES	Director, Office of Program & Process Assessment	Encumbered
DON	1034	SES	Command Information Officer (SEA-00IT)	Encumbered
DON	1202	SES	Technical Director, PEO, Submarines	Encumbered
DON	3150	SES	Command Information Officer (AIR-00CIO)	Encumbered
DON	0589	SES	Director, Maritime Domain Awareness	Encumbered
DON	0460	SES	Marine Corps Business Enterprise Director	Encumbered
DON	0554	SES	Exec. Dir. for Field Support/Director, Field Support Activity	Encumbered
DON	0395	SES	Technical Director for Navy Enterprise Resource Planning/Enterprise Covergence	Encumbered
DON	8001	SES	Assistant Auditor General for Internal Control, Contracting and investigative Support	Encumbered
DON	3419	SES	Executive Director for IWS	Encumbered
DON	1917	SES	Exec Dir., Warfare Systems Engineering/Battle Force Systems Engineer	Encumbered
DON	0486	SES	Corporate Business Executive	Encumbered

Component	POS #	Pay Plan	Position Title	Status
DON	0686	SES	Deputy Director, Office of Program Appraisal	Encumbered
DON	0682	SES	Assistant Deputy Chief Mgmt Officer	Encumbered
DON	0574	SES	Deputy for Test and Evaluation	Encumbered
DON	0072	SES	Program Mgr, Base Realignment & Closure Program Mgmt Office	Encumbered
DON	0765	SES	Chief Scientist, Laboratory for Computational Physics & Fluid Dynamics Series: 1310	Encumbered
DON	0576	SES	Special Assistant to the Principal Deputy Under Secretary of Defense (P&R)	Encumbered
DON	9005	SES	Director, Executive Management Program Office	Encumbered
DON	1051	SES	Chief Systems Engineer	Vacant
DON	DNIP-0067	DISL	Senior Advisor for HDI	Vacant
DON	DNIP-0081	DISL	National Security Cyberspace Operations Officer	Vacant
DON	DNIS-TBD	DISES	TBD	Vacant
DON	DNIP-TBD	DISL	TBD	Vacant
DON	DNIP-TBD	DISL	TBD	Vacant
DON	DNIP-TBD	DISL	TBD	Vacant
DON	DNIP-TBD	DISL	TBD	Vacant
DON	DNIP-TBD	DISL	TBD	Vacant
DON	DNIP-TBD	DISL	TBD	Vacant
DON	DNIP-TBD	DISL	TBD	Vacant
JS/COCOM	AFRICOM	SES	Deputy Chief, Office for Outreach	Vacant
JS/COCOM	AFRICOM	SES	Spcl Asst to Cmdr-AFRICOM WHS Liaison	Vacant
JS/COCOM	JS	SL	Spcl Asst-PACOM Sr Policy Advsr	Encumbered
JS/COCOM	PACOM	SES	Sr Advisor for Comm Integration	Encumbered
JS/COCOM	EUCOM	SES	EuCOM Dir, J8	Encumbered
JS/COCOM	EUCOM	SES	EUCOM Dir CIEG (JIACG)	Encumbered
JS/COCOM	JS	SES	Joint Staff/J5	Encumbered
LA		SES	DASD Intergovernmental Affairs	Encumbered
ODA&M		SES	Director for Planning & Evaluation	Encumbered
ODA&M	DDES1754	SES	Program Manager, Pentagon Renovation & Construction Program Office	Vacant
ODA&M	DDES2868	SES	Deputy Director, IT & Construction Implementation, Pentagon Renovation & Construction Program Office	Vacant
OGC	DDSL3119	SL	Senior-Level Attorney, WHS	Encumbered
P&R	2107	SES	Dir, P&R Information Management	Vacant
P&R	7194	SES	Director, Strat Plan & Perf Mgmt (Exec Sec)	Encumbered

Component	POS #	Pay Plan	Position Title	Status
P&R	3173	SES	Director, Defense Equal Opportunity Management Institute	Encumbered
P&R	7169	SES	Director, NSPS, Transition Office	Encumbered
P&R	2935	SES	Special Assistant, Joint Training & Range Sustainment	Encumbered
P&R	3048	SES	MHS Human Capital Management Executive	Encumbered
P&R	7195	SES	Principal Deputy, Employer Support of the Guard and Reserve	Encumbered
P&R		SES	Executive Director, National Security Professional Development (NSPD) Integration Office	Encumbered
P&R		SES	Dir, Defense Language Office	Encumbered
PA		SES	DASD Press Secretary	Encumbered
PA		SES	Director, Writers Group	Encumbered
Policy		SES	Dir, CERP Mgmt Cell	Encumbered
Policy	DDES2923	ES	Dir, Combat Terror Tech Spt	Encumbered
Policy	DDES2998	ES	Chief of Staff (GSA)	Encumbered
Policy	DDES3128	SES	Senior Advisor to DASD (ROL)	Encumbered
Policy	DDES2865	SES	Sr Adv for Cyber Policy	Encumbered
Policy		SES	Senior Advisor to PSSO	Encumbered
SD/DSD		SES	Special Assistant	Encumbered
USAF	DFES0732	SES	ASSOCIATE DIR, AF QUADRENNIAL DEFENSE REVIEW	Encumbered
USAF	DFST	ST	SENIOR SCIENTIST, ADAPTIVE COMMUNICATIONS AND NETWORKING	Encumbered
USAF	DFST	ST	SENIOR SCEINTIST, ROCKET PROPULSION	Encumbered
USAF	DFST	ST	SENIOR SCIENTIST,SPACE WEATHER	Encumbered
USAF	DFST9034	ST	SENIOR SCIENTIST, ELECTROMAGNETIC RADIATION BIOEFFECTS	Encumbered
USAF	DFST9062	ST	SR SCI, HIGH POWERED MICROWAVE	Encumbered
USAF	DFST	ST	SENIOR SCIENTSIT, ELECTRO-OPTICAL AND INFRARED SENSORS	Encumbered
USAF	DFST9	ST	CHIEF SCIENTIST	Encumbered
USAF	DFST9156	ST	SENIOR SCIENTIST, AVIATION/TRAINING PSYCHOLOGY	Encumbered
USAF	DFES4302	SES	Special Assistant to AF/A1	Encumbered
USAF	DFES1614	SES	DEP AUDITOR GENERAL & DIRECTOR OF OPERATIONS	Encumbered

Component	POS #	Pay Plan	Position Title	Status
USAF	DFIP08031	DISL	STRATEGIC PLANNER AND TECHNOLOGY INTEGRATION ADVISOR	Encumbered
USAF	DFES1571	SES	ASSOCIATE DIRECTOR FOR SPACE TECHNOLOGY	Encumbered
USAF	DFES0575	SES	ASSOCIATE DIRECTOR FOR AIR PLATFORMS	Encumbered
USAF	DFES01343	SES	CHIEF, WEAPONS SYSTEMS SUSTAINMENT DIVISION	Encumbered
USAF	DFES00781	SES	DEPUTY MAINTENANCE DIRECTOR	Encumbered
USAF	DDES08037	DISL	SPECIAL ASSISTANT FOR BUSINESS TRANSFORMATION	Encumbered
USAF	DFES00794	SES	DEPUTY DIRECTOR, 76 MAINTENANCE WING	Encumbered
USAF	DFES00793	SES	DEPUTY DIRECTOR, 402 MAINTENANCE WING	Encumbered
USAF	DFES00799	SES	DEPUTY DIRECTOR, NATIONAL MUSEUM OF THE US AIR FORCE	Encumbered
USAF	DFES1529	SES	AIR COMMANDER	Encumbered
USAF	DFES1531	SES	AIR COMMANDER, 22ND AIR FORCE	Encumbered
USAF	DFES00792	SES	VICE COMMANDER, AIR FORCE RESERVE COMMAND	Encumbered
USAF	DFES0555	SES	DIRECTOR, PLANS	Encumbered
USAF	DFES00829	SES	DIRECTOR, IDENTITY ASSURANCE & PUBLIC KEY INFRASTRUCTURE	Encumbered
USAF	DFES04247	SES	DoD Liaison to Dept of Interior	Encumbered
USAF	DFSL	SL	TECH ADVISOR,ACQUISITION BUSINESS SYSTEMS/ACQUISITION CIO	Vacant
USAF	DFIP	DISL	VACANT POSITION NOT ALLOCATED	Vacant
USAF	DFIP	DISL	VACANT POSITION NOT ALLOCATED	Vacant
USAF	DFIP	DISL	VACANT POSITION NOT ALLOCATED	Vacant
USAF	DFIP	DISL	VACANT POSITION NOT ALLOCATED	Vacant
USAF	DFIP	DISL	VACANT POSITION NOT ALLOCATED	Vacant
USAF	DFIP	DISL	VACANT POSITION NOT ALLOCATED	Vacant
USAF		DISES	STRATCOM Dir, JIOWC	Encumbered
OUSD (I)		DISL	SR ADVISOR FOR SENSITIVE SUPPORT	Encumbered
NSA	14121	DISL	TECHNICAL LEADER, CORPORATE SERVICES, (R01)	Encumbered
NGA	DDIP9008	DISL	Director, Support Office	Encumbered
DIA	63	DISL	Deputy Chief, CI & HUMINT Operations Div	Encumbered
OUSD (I)		DISL	SR ADVISOR FOR IO	Encumbered

Component	POS #	Pay Plan	Position Title	Status
OUSD (I)		DISES	DIR, NATO POLICY	Encumbered
NSA	29186	DISES	DIRECTOR, ACQUISITION WORKFORCE & PROCESS IMPROVEMENT GROUP, ODNI	Encumbered
OUSD (I)		DISES	DEP PROGRAM MANAGER, JPMO	Encumbered
NSA	30607	DISES	NSA CHAIR AND VISITING PROFESSOR, NATIONAL DEFENSE UNIVERSITY (NDU)	Encumbered
DIA	73	DISL	Sr Expert for South Asia	Vacant
OUSD (I)		DISL	SR STRATEGIC PLANNER	Encumbered

- HQE positions:

Component	Series	Position Title	Status
Army	EN-HQ0054-1477872	HQE-DEAN FOR US ARMY COLLEGE OF THE AMERICAN SOLDIER	Encumbered
Army	EN-HQ0041-1317770	SPECIAL ASSIST FOR BUSINESS TRANS (DUSA) HQE	Encumbered
Army	EN-HQ0138-1743628	HQE FOR STRATEGIC COMMUNICATIONS	Encumbered
Army	EE-0301-00	STRATEGIC COMMUNICATIONS POLICY ADVISOR	Encumbered
Army	EE-0301-00	HQE FOR HOMELAND DEFENSE & DEFENSE SUPP TO CIV AUTH	Encumbered
Comptroller	DDEE2965	Business Modernization Expert	Encumbered
DISA	DDEE5845	Chief, Corporate Strategy and Communications	Encumbered
DISA	DDEE5804	Corporate Outreach Executive	Encumbered
DON	HQE-0040	Cost Estimator	Encumbered
DON	HQE-0045	Diversity Advisor	Encumbered
DON		Dir, Irregular Warfare Ctr	Encumbered
DON	HQE-0030	Special Assistant to the DUSN	Encumbered
DON	HQE-0046	Audit Info Tech System Support	Encumbered
DON	HQE-0048	Special Asst to the ASN	Encumbered
DON	HQE-0009	Special Asst to Financial Operations Director	Encumbered

Component	Series	Position Title	Status
JS	Overhire	AT 21 Special Strategic Advisor	Encumbered
JS	n/a	Senior Advisor to USSTRATCOM	Encumbered
JS	DFEE0034	STRATEGIC COMMUNICATIONS SPECIAL ADVISOR & LIAISON TO CDR	Encumbered
JS		Special Assistant	Encumbered
JS		Special Assistant Afghanistan	Encumbered
P&R	3178	Sr. Business Process Director, Portfolio Management Directorate	Encumbered
USAF	DFEE0034	STRATEGIC COMMUNICATION SPECIAL ADVISOR & LIAISON OFFI	Encumbered
USAF	DFEE0027	SENIOR SPECIAL ADVISOR	Encumbered
USAF	DFEE0030	SENIOR ADVISOR, TALENT MANAGEMENT	Encumbered
USAF	DFEE00026	SR ADVISOR, AF SMART OPERATIONS	Encumbered
USAF	DFESS00038	CHIEF, STRATEGIC PLANNING, POLICY AND DOCTRINE	Encumbered
USAF	DFEE0034	STRATEGIC COMMUNICATION SPECIAL ADVISOR & LIAISON OFFI	Encumbered
USAF	DFEE00011	CHAIRMAN OF THE NATO NAPMO BOARD	Encumbered
USAF	DFEE00041	HQE OF AT21 SPECIAL STRATEGIC ADVISOR	Encumbered
USAF	DFEE00043	SENIOR ADVISOR, AF SMART OPERATIONS	Encumbered
USAF	DFEE0009	PRINCIPAL ADVISOR TO DIRECTOR OF TRANSFORMATION	Encumbered
USAF	DFEE0020	SENIOR ADVISOR, AF SMART OPERATIONS	Encumbered
DSS	1179	Director, Base Realignment & Closure Management Team	Encumbered

2. Direct DoD components to execute future requirements within their respective remaining executive allocations as adjusted from the allocations set forth in their biennial allocation distribution letters. This will drive reprioritization decisions.

3. Realign SES/SL/ST allocations to the DoD Reserve Pool. Of the 176 CSE positions identified for elimination, 118 of those are under SES/SL/ST pay plans. Allocations within the pool can be used to fill emerging requirements, under established approval authorities.

4. For the number of eliminations approved in Recommendation #1 (above), OUSD(P&R) shall execute an implementation strategy to place affected personnel over the next 24 months. Every effort will be made to retain key talent in the Department and minimize impact to personnel and the mission. If at any point during the implementation, it is determined that a Reduction in Force (RIF) or the use of Voluntary Early Retirement Authority/Voluntary Separation Incentive Payments (VERA/VSIP)is necessary, this would be raised to DoD leadership prior to taking any action, to ensure a Department-wide approach.

5. Phase out 33 HQE appointments. The CSE Study Group identified 26 HQEs as "not enduring" and 7 HQEs as "not compliant with policy". Eliminate these positions within 24 months or upon appointment expiration, whichever comes first.

6. OUSD (P&R) shall develop and implement stricter policy for use of HQE appointment authority to strengthen and standardize HQE appointments for consistency with reasonable interpretation of legislative intent. The policy should include: 1) mandatory pre-appointment review of all HQE positions; 2) inclusion of new HQE requests within the DoD biennial review of executive requirements; and 3) annual audits of HQE requirements/positions to ensure they comply with policy.

7. Reduce HQE allocation ceiling from 2,500 down to 350 or less. By statute, the Department can appoint up to 2,500 HQEs. However, the Department typically uses less than 250 HQEs at any given time, and upon implementation of Recommendation #6, this number will decrease. Conversely, conversion of Senior Mentors to HQE appointments will add to the number. OUSD(P&R) should develop a process to determine the lowest reasonable number, below 350, and allocate accordingly. This will drive deliberate prioritization on the use of HQE allocations and control potential growth of CSE positions.

Reports, Studies, Boards and Commissions Study Group Decisions

1. By March 31, 2011, Office of Secretary of Defense Principal Staff Assistants and DoD Component Heads, in coordination with the Director, Administration and Management and General Counsel of the Defense Department, will eliminate all non-essential, internally-generated reports, including any and all reports generated with a commissioning date prior to 2006. The Director, Administration and Management shall publish guidance regarding use of, cost benefit analysis of, and establishing sunset provisions for, report requirements.

2. Director, Administration and Management as process owner, will oversee management, control, licensing, and tracking of all DoD internally-generated reports and forward by May 1, 2011, a plan to: (1) develop a searchable central repository, (2) develop a valuation methodology, (3) develop a process to sunset reports in issuances, and (4) eliminate industrial age reporting processes and replace with transparent databases and web sites.

3. Beginning February 1, 2011, all reports (internal and external) will record the cost of production using the Director, Cost Assessment and Program Evaluation developed methodology.

4. Beginning February 1, 2011, Assistant Secretary of Defense Legislative Affairs will initiate engagement with Congressional oversight committees in support of external reports reduction, and continue coordination with Under Secretary of Defense (Comptroller) and General Counsel of the Defense Department, for the FY12 legislative cycle, and annually thereafter, the preparation of legislative proposals to repeal or amend existing reporting requirements – currently projected to be at least 200 congressional reports and targeting up to a 50% reduction in recurring reports overall.

5. By May 1, 2011, Assistant Secretary of Defense Legislative Affairs will enhance their database capability and further automate the process of tracking external reports by updating the existing database so that it accurately tasks DoD Congressional reports, tabulates due dates and submission dates of reports back to the Congress, archives all completed unclassified reports, and incorporates databases prior to 2000.

6. By May 1, 2011, Assistant Secretary of Defense Legislative Affairs, in consultation with Under Secretary of Defense (Comptroller) and General Counsel of the Defense Department, will initiate discussions with Congressional oversight committees on opportunities to: (1) designate a central report manager for each Congressional committee, (2) develop an annex of reports in enrolled bills, (3) create parameters and routine sunsetting of reports, and (4) reset parameters for reports that are not in statute to limit Department's response to one year for committee and conference reports.

7. Studies funding shall be reduced by $324.3M in FY11 and $1,249.5M additional studies funding reduced across the FYDP (FY12 through FY16) in line with direction to reduce studies funding by 25% below FY10 levels.

8. By September 30, 2011, Under Secretary of Defense for Acquisition, Technology, and Logistics and Director, Cost Assessment and Program Evaluation, with support from the Components, will develop improved methods for visibility and governance of DoD funded advisory studies (both FFRDC and non-FFRDC), to include resourcing, prioritization, and execution oversight and forward findings / recommendations. All components conducting studies shall then adopt the "best practices" model and, where appropriate, consolidate studies oversight.

9. By September 30, 2011, Under Secretary of Defense (Comptroller) and Director, Cost Assessment and Program Evaluation will establish separate program and budget lines to identify and track studies funding-related data across existing systems to allow for more consistent application and analysis across systems.

10. By September 30, 2011, Under Secretary of Defense (Comptroller) will develop a process requiring Components to justify the use of service support contracts for advisory support/studies when executed off-budget or through "sweep up funds."

11. The Assistant Secretary of Defense Legislative Affairs will engage Congressional oversight committees regarding reduction and realignment of federal advisory committees, including consultations and legislative proposals to streamline and/or sunset some of the mandated non-discretionary boards and build awareness of internal restructuring.

12. By September 30, 2011, Under Secretary of Defense (Comptroller) and Director, Cost Assessment and Program Evaluation will establish separate program and budget lines to identify and track Boards and Commissions funding.

13. By May 1, 2011, the Director, Administration and Management, in collaboration with Boards and Commissions sponsors, will forward a plan to reduce the total number of discretionary committees consistent with follow-on guidance.

14. By May 1, 2011, the Director, Administration and Management will develop a detailed implementation plan, including issuances that will establish new governing framework, rule set and best practices approach, and establish new biennial benefit-to-burden evaluation system.

Intelligence Review Study Group Decisions

1. Resize the geographic COCOM Joint Intelligence Operations Centers (JIOCs) for Phase 0/1 operations only. This would lead to two basic JIOC constructs: "small" for the COCOMs that have less risk of major warfighting and "large" for those that have potential for major warfighting responsibilities. CENTCOM remains "as is" until drawdown after the cessation of combat actions. There is no recommendation to resize the functional COCOM JIOCs. This initiative will disestablish 185 Military Intelligence Program (MIP) billets (military and civilian) in FY12 and eliminate 125 contractors over three years beginning in FY12. Post OEF draw-down will result in the further disestablishment of 315 MIP billets and the elimination of ~500 additional contractors. Additional savings will be reflected in the National Intelligence Program.

2. Establish a rotational model for DIA support to the COCOMs. To ensure that the COCOM JIOCs receive adequate support from national intelligence assets throughout all phases of operations, we recommend that DIA adopt a rotational model similar to NGA and NSA which would entail roughly 20 DIA analysts/collection specialists on rotational assignment to each JIOC to provide unique expertise and tradecraft, and facilitate reach-back support from DIA. For COCOMs engaged in Phase 2-4 operations, the IRSG recommends a surge capability within DIA. Analysis shows that this can be accomplished without an increase in DIA manning.

3. Disestablish the Defense Intelligence Operations Coordination Center (DIOCC) and the Joint Functional Component Command for Intelligence, Surveillance, and Reconnaissance (JFCC-ISR). Transfer the functions of the DIOCC and JFCC-ISR to the Joint Staff. The current distribution of functions between these organizations is duplicative and confusing. These functions also overlap with the global force management responsibilities of the Joint Staff. This initiative will result initially in the disestablishment of 15 Military Intelligence Program (MIP) civilians and the elimination of 30 contractors beginning in FY12. Additional savings will be reflected in the National Intelligence Program.

4. Consolidate selected Department Counterterrorism (CT) functions under the Joint Intelligence Task Force for Combating Terrorism (JITF-CT). Although DoD is largely in a supporting role within the CT community, substantial resources are expended on CT analysis throughout the department. We further recommend that USD(I) coordinate with the Director, National Intelligence (DNI) to assess the integration of JITF-CT into the National Counterterrorism Center (NCTC) with a view towards implementing a more unified capability for national and defense missions. Currently, there are no resource implications for this initiative; gains will be in terms of effectiveness.

5. Consolidate selected Department Counter Threat Finance (CTF) elements under a new Joint Intelligence Task Force for CTF (JITF-CTF) under DIA. Although DoD is largely in a supporting role within the CTF community, substantial resources are expended on CTF analysis throughout the department. We further recommend that USD(I) coordinate with DNI to assess the integration of JITF-CTF into the Treasury Department with a view towards implementing a more unified capability for national and defense missions. Currently, there are no resource implications for this initiative; gains will be in terms of effectiveness.

6. Direct the Joint Staff and USD(I) to track emerging intelligence organizations and develop plans to harvest them as they redeploy from theater. Several intelligence and "intelligence-like" organizations have formed, many in an ad hoc fashion, to provide support to combat operations. The primary drivers for these organizations include a need to analyze friendly, neutral, and enemy activities as a whole; a need to perform "intel-like" work in new areas such as biometrics or counter-IED efforts; a need to address the commander's priority issues; and a need to sustain a concentrated effort on a particular problem (e.g., AFPAK Center of Excellence). Most of these organizations will no longer have a mission upon the cessation of combat operations. Consequently, the associated resources (funding and manpower) should be harvested and redirected when these organizations are no longer needed to support combat operations. Total savings from this initiative include 2,767 military billets, 310 civilian billets, and 2,002 contractors.

Cross Cutting Initiatives Decisions

1. All OSD, defense agencies, field activities and non-permanent organizations (e.g. MRAP, IED Task Forces) will centralize legislative liaison functions within ASD(LA) except for USD(C), national intelligence agencies, Inspector General, and SAP Coordination Office. ASD(LA) will also consolidate OSD legislative program and investigation functions currently performed by the Office of General Counsel under the ASD(LA).

2. All OSD, defense agencies, field activities and non-permanent organizations (e.g. MRAP, IED Task Forces) will centralize public affairs positions within ASD(PA) except for national intelligence agencies.

3. ASD(PA) will review all OSD, defense agencies, field activities and non-permanent organizations (e.g. MRAP, IED Task Forces) use of periodicals and publications outside the scope of the RSBC review (i.e. newsletters, magazines, authorized newspapers, booklets, bulletins, journals, annual reports and similar publications) by April 7, 2011. ASD(PA) will issue new guidance to limit the use of publications to only those with high circulation and value to the producing organization's mission.

4. OSD CIO will consolidate all OSD IT support and resources into WHS by September 30, 2011, and reduce the centralized IT staff by 20% by September 30, 2012, and 40% by 2015. OSD CIO will restructure all OSD IT resources and processes into a single organization. Results should: standardize rapid delivery of state-of-the-art services; eliminate duplicate staff and contracts; achieve efficiencies in the purchasing of software and equipment; and adopt enterprise solutions for component mission applications.

5. WHS will manage all OSD contracting under a single Enterprise Contracting Office. DA&M will, in coordination with OSD PSAs, complete an implementation and resourcing plan to rationalize OSD contracting services to a single WHS office by April 7, 2011. DA&M, in coordination with OSD PSAs, will develop mutually agreed upon customer service metrics.

6. DA&M will centralize all CSE hiring authority management for OSD, defense agencies, and field activities. DA&M will develop a comprehensive implementation plan to return the delegated management of Senior Executive Services and Scientific and Professional resources from affected defense agencies to DA&M by April 7, 2011. USD(P&R), working with DA&M, will modify existing delegations for CSE, HQE, and Intergovernmental Personnel Act (IPA) employees and ensure all delegations are in accordance with department civilian personnel policy guidance.

7. All OSD, defense agencies, and field activities are limited to no more than 2% of total manpower comprised of long term (i.e. greater than 365 days) DoD detailees. DA&M, using the results of the Efficiencies Task Force Baseline Study Group review, will oversee implementation of these actions and propose policies and procedure for enhanced documentation and oversight on the use of detailed personnel by 1 June 2011.

8. Senior leaders in OSD are limited to 2 military assistants for each Under Secretary of Defense and 1 for other Senate-confirmed personnel. DA&M and Joint Staff will revise existing policy on the roles and responsibilities appropriate for military assistants supporting senior leaders.

9. All future conferences hosted by OSD, defense agencies and field activities must receive PSA approval to ensure cost-effectiveness and necessity of event.

10. All DoD travel requests must include justification that alternate means (SVTC, web-based communications) are not sufficiently able to accomplish travel objectives.