



DEPARTMENT OF THE ARMY
WASHINGTON DC 20310

13 April 2018

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Directive 2018-07 (Prioritizing Efforts—Readiness and Lethality)

1. Reference Memorandum, Secretary of Defense, 21 July 2017, subject: Administrative and Personnel Policies to Enhance Readiness and Lethality.

2. Purpose. Improve the warfighting readiness and lethality of our Total Force.

a. In order to build a more capable and lethal force, Headquarters, Department of the Army (HQDA) is reducing requirements in brigade and below units. This effort focuses on a systematic simplification, reduction, or elimination of required activities (training and non-training) which consume commanders', leaders', and Soldiers' time that they might otherwise spend building and sustaining combat readiness. Formal policy changes to the respective directives and regulations will soon follow. As requirements are updated, follow-on correspondence will alert the force to changes.

b. All Army units, organizations, and agencies will ensure that they prioritize execution of all activities and use time to enhance the readiness and lethality of our formations. Commanders and leaders will ensure that they prioritize the time required to generate combat readiness. Furthermore, we are underwriting prudent risk assessment and mitigation measures that commanders take at each echelon in the prioritization of combat-related tasks over all others. Specifically, commanders have full authority while making prudent risk informed decisions to simplify, reduce, or eliminate those tasks which are not combat related while ensuring that they maintain a positive command environment and uphold Army values.

3. Actions.

a. Units will utilize Army Authoritative Data Sources (i.e., Digital Training Management System (DTMS), Medical Protection System (MEDPROS), Global Combat Support System-Army (GCSS-A), and the Integrated Personnel and Pay System-Army (IPPS-A), etc.) to record Soldier and unit records and proficiencies. Commands at brigade echelon and above will utilize these systems to gather data and will no longer establish reporting requirements for subordinates regarding this information. This change will reduce the administrative burden on subordinate units and thereby enable them to focus on building and sustaining combat readiness.

b. Commanders at echelon will review their administrative processes and reduce the burden on units and Soldiers plus make recommendations to eliminate or simplify

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tasks back to HQDA G-3/5/7 (DAMO-TR). For example, HQDA does not require the use of the Travel Risk Planning System (TRiPS) as a mandatory document for Soldiers to take leave. It is this type of burdensome requirement that unnecessarily weighs down our Army from focusing on its core mission. These types of tools may be used on a case-by-case basis when situations dictate, but not as a general rule. Completing a DA-31 leave/pass form, coupled with a safety briefing by the Soldier's supervisor is sufficient.

c. Recent changes to AR 350-1 reduced requirements on units. It is apparent that commanders must redouble their efforts to ensure leaders are aware of these changes, to include but not limited to the following excerpts:

2-star commanders (or equivalent senior executive service officials), and State adjutants general are delegated the authority to exempt units from mandatory training requirements (unless prohibited by law or the Secretary of the Army decision) in instances where the unit can demonstrate insufficient time available to achieve readiness requirements.

Mandatory training will not have a prescribed duration for conducting the training. All mandatory training must have alternative methods of delivery which do not require the use of an automated system or projected system. CMT will not exist in an online/computer-based delivery method only.

d. Additionally, mandatory training will not have a prescribed location or method for conducting training. Online training may be used to supplement training conducted by leaders, but does not suffice as a substitute for it.

4. Proponent. The HQDA, Deputy Chief of Staff, G-3/5/7, Director of Training, is the proponent for this policy. We will announce resolution of recommendations and detailed changes to Army policies in future memorandums, directives or policy revisions.



Mark A. Milley
General, United States Army
Chief of Staff



Mark T. Esper
Secretary of the Army

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