



ADMINISTRATION AND  
MANAGEMENT

# OFFICE OF THE SECRETARY OF DEFENSE

1950 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1950

## ACTION MEMO

FOR: SECRETARY OF DEFENSE

FROM: Raymond F. DuBois, Director, Administration and Management

SUBJECT: Services/Non-OSD Directives Review

- In your attached snowflake of November 17, 2004, you requested information on what the Services and non-OSD elements of DoD are doing to update their directives. You asked for an analysis of their directive systems, and for a memo prompting a comprehensive review of their directives.
- Defense Agency/Activity directives promulgate their DoD-wide policy through the WHS-administered directives systems. Their parent USDs and ASDs oversee the content.
- The Services have their own procedures for publication of directives, regulations, and instructions, which vary widely. WHS reviewed the Services' policy level publications and identified the following sample data reflecting publications in selected functional areas that are older than January 1999:
  - o Air Force: 14 of 21 Directives in the Manpower/Organization series (66%).
  - o Army: 28 of 29 Regulations in the Organization/Functions series (97%).
  - o Navy: 18 of 22 Instructions in the Operations/Readiness series (82%).
  - o Marine Corps: 92 of 126 Orders in the General Admin/Mgmt series (73%)
- All four services have actions ongoing to modernize their publications programs in various stages of development.
- The Joint Staff is actively managing its Directives Program, with only 27 out of 267 publications (10%) older than five years. Updates to many of these older publications are awaiting release of updated DoD issuances.
- The memorandum to the Service Secretaries is attached at Tab A, with courtesy copy provided to the CJCS.

RECOMMENDATION: That you sign the memorandum at Tab A

COORDINATION: NONE

Attachment: As stated



Prepared By: Mr. John C. Krysa, WHS/ESCD, 703-601-4722

OSD 19721-04

300.8

7 DEC 04

17 NOV 04



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

**MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS**

**SUBJECT:** Review of Service Directives

In recent years, we have adopted significant changes in DoD and Service policies, programs, missions, organizations, and responsibilities. World events, current and emerging threats, and evolving technologies have all helped drive these changes. It is imperative that we codify in our policy level directives, regulations, and instructions the decisions we make to guide our departments through these changing times.

At my direction, OSD Components conducted a comprehensive review of DoD Directives to ensure that they are current with today's defense posture. Of 653 DoD Directives, 259 were certified as current, 317 required revision, and 77 will be cancelled. A sample review of your directives, regulations, and instructions indicates your Service requires a similar review. In selected functional areas, the majority of your policy level issuances are older than five years.

Therefore, I request that you conduct a thorough review of your publications to ensure that they are current with Service guidance and consistent with their counterpart DoD Directives. As DoD Directives are revised or cancelled, these changes will be posted on the following web site: <http://www.dtic.mil/whs/directives/>. I direct your attention to this web site because revisions and cancellations of DoD Directives may guide your prioritization of effort.

Please provide me an assessment of your policy level publications by February 1, 2005 to include your plan of action.



Chairman, Joint Chiefs of Staff



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OFFICE OF THE SECRETARY OF DEFENSE  
1950 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1950

ACTION MEMO

2004 DEC -7 PM 5:19

FOR: SECRETARY OF DEFENSE

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|----------|---------|---------|--|
| MA SD    | SMA DSD | 5/23/10 |  |
| TSA SD   | SA DSD  | 12/10   |  |
| EXEC SEC | M12/9   |         |  |
| ESR-MA   | 6/12/8  | 7/12/8  |  |

Prepared By: Mr. John C. Krysa, WHS/ESCD, 703-601-1722

OSD 19721-04

Paul Butler  
2/13 PUB

Terrell

2002

24/11

AD Since QDR-1/2003



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

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS

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Chairman, Joint Chiefs of Staff



FOUO

November 17, 2004

TO: Ray DuBois

FROM: Donald Rumsfeld *DR*

SUBJECT: DoD Directives

I just looked over ~~this~~ "DoD Directives Review Update." It really is disappointing that we are **only** at 50% after four years.

What about the Services? What about other non-OSD elements of DoD?

Why don't you get **a** list of all of those **and** draft a memo for me to send to all of them to get them **to** do the **same thing**. Let's stay on top of ~~this~~.

*Thanks so* much.

Attach.

11/12/04 Dir, A&M memo to SecDef re: DoD ~~Directives~~ Review Update [OSD 18207-04]

DHR:db  
111704-3

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Please respond by 12/3/04



FOUO

OSD 19721-04

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17 Nov 04