



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

FEB 10 2014

MEMORANDUM FOR GENERAL LARRY WELCH, USAF (RET)
ADMIRAL JOHN HARVEY, USN (RET)

SUBJECT: Independent Review of the Department of Defense Nuclear Enterprise

Thank you for agreeing to lead the Department of Defense (DoD) Independent Review ("Review") of the Department's Nuclear Enterprise ("Enterprise"). I ask that you conduct the Review to identify gaps or deficiencies in Enterprise programs, policies, and procedures and that you provide both short- and long-term recommendations for corrective action. Your work is to be conducted separately from the internal review I have asked the Joint Staff and the Assistant Secretary of Defense for Global Strategic Affairs to lead.

Your primary objective is to examine the nuclear mission in both the Departments of the Air Force and the Navy regarding personnel, training, testing, command oversight, mission performance, and investment and provide both short- and long-term recommendations for addressing identified deficiencies.

I hereby appoint you as highly qualified experts of the DoD pursuant to title 5, U.S.C., section 9903. You are to have access to all relevant DoD information and previous investigations into the Enterprise, unless prohibited by law. Should you determine the need to travel or conduct outside interviews, the Director of Administration and Management (DA&M) will make appropriate arrangements.

I ask that you begin the Review on March 3, 2014. A briefing, including findings and recommendations, should be provided to me and the Chairman of the Joint Chiefs of Staff by June 2, 2014. I request that you brief me fully on your findings prior to disseminating your final results. You may also identify follow-on issues that may require further study. At any time in the process, you may bring matters you deem appropriate directly to the attention of the Deputy Secretary or me. You will have full access to me.

All DoD Components will fully cooperate in the conduct of your Review and will provide support and timely responses to all requests for relevant information, detail of personnel, or other support.

By copy of this memorandum, I direct the DA&M to secure and coordinate the necessary technical and administrative support for your Review from DoD Components. Furthermore, the DA&M will coordinate administrative, facilities, and other support from the Department, as required.



OSD001376-14

On behalf of the men and women of the Department and their families, thank you for your willingness once again to serve the Department, the Nation, and the American people.

A handwritten signature in blue ink, appearing to read "Craig Haeel", is written over the signature line.

Attachment:
Terms of Reference

cc:
Deputy Secretary of Defense
Secretaries of the Military Departments
Chairman of the Joint Chiefs of Staff
Under Secretaries of Defense
Vice Chairman of the Joint Chiefs of Staff
Chief of Staff, Army
Chief of Naval Operations
Chief of Staff, U.S. Air Force
Commander, U.S. Strategic Command
General Counsel of the Department of Defense
Assistant Secretaries of Defense
Director, Joint Staff
Director, Administration and Management
Director, Naval Nuclear Propulsion Program

TERMS OF REFERENCE

Department of Defense Nuclear Enterprise Review

This Terms of Reference sets forth the objectives for the Secretary of Defense-directed independent review (hereafter referred to as the "Review"). The purpose of the Review is to examine the leadership, organization, investment, morale, policy, and procedure-related factors in light of a series of recent incidents across the nuclear enterprise, develop findings, and provide recommended corrective actions within 90 days. The Review will be conducted separate from, but in parallel with, a Department of Defense (DoD) internal review and related investigations directed by the Department of the Air Force and Department of the Navy. The findings from these other efforts will be shared with the Review panel to further inform their work.

Background

The safety, security, reliability, and effectiveness of our nuclear weapons arsenal and the reliability of our nuclear deterrent are essential components of America's national security. Personnel failures within the nuclear forces, as indicated by a series of recent incidents affecting both the Air Force and Navy, threaten to jeopardize the trust and confidence of the American people in this mission. Maintaining unquestioned capability to carry out our nuclear deterrence mission is a fundamental obligation of DoD.

Objectives and Scope

The Review should determine whether there are DoD and military service leadership, organization, investment, morale, policy, procedure-related, or other weaknesses or omissions in the nuclear enterprise that are adversely impacting the mission. The Review will examine incidents in the nuclear enterprise since the 2007 Minot incident including: the recent cheating incidents at Malmstrom and Charleston, the relief of senior leadership in 20th Air Force and USSTRATCOM, and deficiencies highlighted during routine inspections.

The Review will:

- Examine the underlying leadership and management principles governing the nuclear enterprise and the health of the culture that implements those principles;
- Examine the contributions of organization, procedures, testing/inspection, training, command oversight, investment, and the Personnel Reliability Program;
- Identify successful personnel management practices within the nuclear enterprise;
- Identify key gaps and/or problems concerning the growth and development of the personnel within the nuclear enterprise;
- Identify remedies for any gaps or problems, to include both rapidly implementable actions and longer-term structural changes that may be necessary; and

- Investigate any other areas relevant to the concerns of the Secretary of Defense as outlined above.

Methodology

- The Review should consider findings and recommendations from previous relevant reports and studies, to include ongoing investigations by the Air Force and Navy and the DoD internal review.
- The Review may interview appropriate senior officials.
- The Review will seek information directly from the sailors, airmen, and other professionals performing this mission, including soliciting anonymous inputs from junior officers and NCOs.
- The Review will take into account all applicable laws, policies, and regulations, including DoD directives, instructions, and manuals.

Process

- The Review will be co-chaired by GEN Larry Welch, USAF (Ret) and ADM John Harvey, USN (Ret).

Timeline and Deliverables:

The Review will begin on March 3, 2014. The Review co-chairs will provide monthly updates to the Secretary of Defense and personally brief their findings and recommendations within 90 days. Senior Air Force, Navy, and OSD officials will also be subsequently briefed and will develop implementation plans, if so directed by the Secretary of Defense.

Support:

- The Under Secretary of Defense (Comptroller)/Chief Financial Officer will ensure adequate funding is provided for the Review.
- The Director of Administration & Management, through Washington Headquarters Services, will coordinate with other DoD Components on behalf of the Review and provide human resources, office facilities, and other support, as required, to ensure the success of these efforts.
- The Review will be able to draw upon the full support of the Military Departments and other DoD Components for support, personnel, information (including, but not limited to, documents and personnel to be interviewed), and analytical and investigative capacity and other requirements as determined necessary by the co-chairs of the Review.