



SECRETARY OF DEFENSE
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WASHINGTON, DC 20301-1000

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MEMORANDUM FOR DEPUTY SECRETARY OF DEFENSE
SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF
CHIEF OF STAFF, U.S. ARMY
CHIEF OF NAVAL OPERATIONS
CHIEF OF STAFF, U.S. AIR FORCE
COMMANDER, U.S. STRATEGIC COMMAND
ASSISTANT SECRETARIES OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, NAVAL NUCLEAR PROPULSION PROGRAM

SUBJECT: Internal Review of the Department of Defense Nuclear Enterprise

In accordance with my memorandum of January 22, 2014, I direct the Department to immediately begin an internal review of the DoD Nuclear Enterprise. This review will be co-chaired by Assistant Secretary of Defense for Global Strategic Affairs Madelyn Creedon and Rear Admiral Peter Fanta from the Joint Staff. The co-chairs will organize an appropriate and diverse DoD team, reporting their findings to me no later than April 30, 2014.

Further, I direct this team 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 that it provide both short- and long-term recommendations for addressing identified deficiencies. This effort will be conducted independently from, but in communication with, investigations or associated activities directed by the Departments of the Air Force and the Navy.

Each of the recipients of this memorandum will provide a point of contact for their component to the internal study co-chairs not later than February 12, 2014.

Additionally, General Larry Welch, USAF (Ret) and Admiral John Harvey, USN (Ret) will lead an independent review to provide a broader, external examination of the DoD nuclear enterprise. They will engage appropriate experts, representing a variety of ranks and perspectives, to assist in this analysis. This independent review, informed by



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the internal review and other relevant investigations by the Departments of the Air Force and the Navy, will provide findings and recommendations to me not later than June 2, 2014. Further guidance for this independent review will be provided in a separate memorandum.

Effective, safe, and reliable nuclear deterrence is essential to U.S. national security. It is therefore imperative that we swiftly and demonstrably address any deficiencies in our performance of this mission. I ask each of you and your organizations to provide full and complete support to both of these reviews to ensure their success.

Thank you.



Attachment:
Terms of Reference

cc:
Director, Joint Staff