

Fact Sheet: Implementing Changes to the Nuclear Enterprise

In the wake of a series of events involving the nation's nuclear forces and their leadership, Secretary Hagel directed last February an internal and external review of the entire Defense Department nuclear enterprise.

The reviews concluded that while our nuclear forces are currently meeting the demands of the mission with dedication, significant changes are required to ensure the safety, security, and effectiveness of the force in the future.

Together, the two reviews identified over 100 recommendations to improve the nuclear deterrent forces. This summer, Secretary Hagel directed Department leaders to take action on these findings. The recommendations range from acquisition investments (e.g. upgrading Air Force helicopter fleets) to leadership challenges that will take time to see through (e.g. improving the morale of the force). Generally, they focus around several key areas, including:

- **Oversight:** clarifying the nuclear deterrent enterprise leadership structure and reducing administrative burdens imposed on the forces.
- **Investment:** providing increased resources to the nuclear deterrent enterprise to improve and sustain current equipment.
- **Personnel and Training:** changing the “culture of micromanagement,” boosting morale, and improving the manner in which training and inspections are conducted.

These investments will cost billions of dollars over the five-year future year defense spending program in addition to the modernization requirements identified since last year's budget submission. The Department will prioritize funding on actions that improves the security and sustainment of the current force, ensures modernization of the force remains on track, and addresses shortfalls, which are undermining the morale of the force

The Department of Defense is working with the military services, the Office of Management and Budget, and the National Security Council Staff to finalize recommendations for the President's FY16 budget submission, which will provide more detailed analysis of the spending and time horizons for various programs.

What We Have Done Already

Oversight

NDERG: Secretary Hagel established the Nuclear Deterrent Enterprise Review Group (NDERG) to establish senior leader accountability and bring together all the elements of the nuclear force into a coherent enterprise. This group, which consists of the leaders responsible for training, funding, and implementing the nuclear mission, has already met twice. The NDERG will report to Secretary Hagel on at least a quarterly basis – and Deputy Secretary Work, who Secretary Hagel has asked to help lead this effort, will chair meetings in between – to review the actions we are taking and the progress we are making in improving the health of our nuclear

forces. Secretary Hagel has made clear he will hold senior leaders accountable for making real near-term improvements in force sustainment, and for prioritization of the resources required to modernize the force and its supporting infrastructure.

Track and Assess Program: Secretary Hagel directed OSD/CAPE to lead an effort to track and assess the implementation of the over 100 recommendations from the internal and external reviews. CAPE will also conduct analysis to determine if corrective actions are having the desired effect as well as continually assess the health of the nuclear deterrent enterprise.

STRATCOM Readiness Tracking: Admiral Cecil D. Haney, Commander U.S. Strategic Command is conducting quarterly nuclear force readiness reviews focused on critical resources required for the mission. He has refined readiness reporting to include infrastructure, sustainability, and nuclear command, control and communications. He will also convene leadership stakeholder meeting for each of the legs of the triad to address sustainment and modernization challenges. This approach broadens readiness tracking to take into account a more holistic view of the health of the force.

Accountable Service Leaders: The U.S. Navy has consolidated oversight of the nuclear mission under the Director of Strategic Systems Programs, and the U.S. Air Force has received authority from Secretary Hagel to elevate the rank of Global Strike Command to a 4-Star billet and HQ USAF Strategic Deterrence and Nuclear Integration (AF/A-10) to a 3-Star billet in order to ensure their rank is commensurate with the importance of the mission relative to the rest of their services.

Investments

Air Force Improvement Program: U.S. Air Force Global Strike Command established a Force Improvement Program that reallocated \$161 million to ICBM force support in FY14, and has identified \$150 million in FY15 to address the most urgent shortfalls in equipment, facilities, and personnel. While much of this funding is going toward incentive pay and new billets, many upgrades came from a grass-roots program to recommend improvements to force leaders:

- FY14 –ICBM and Launch Control Center equipment, manpower, security forces equipment, ICBM maintenance (including maintenance training), and nuclear material convoy command and control.
- FY15 – Upgrades to four-wheel drive vehicles, security force personnel duty gear, additional ICBM trainers, and communications modernization. The first ever deep clean of launch control centers.

Additional FYDP Planning: Over the summer, the Department conducted a Nuclear Enterprise Review (NER) Strategic Portfolio Review to inform the FY16 budget, and we are taking its conclusions into account in allocating resources to the nuclear mission. The Services have integrated resources needed to implement NER recommendations in their FY14 and FY15 budgets where possible, and in their FY16 Program Objective Memoranda (POMs). A Program Review Issue Team comprehensively assessed unfunded requirements across the nuclear enterprise and presented them to the Deputy Secretary for consideration in PB16.

Personnel and Training

Reduce Administrative Distractions: The Navy has launched a “Reduce Administrative Distractions” (RAD) program to get direct input from sailors on how the fleet can streamline or eliminate administrative processes, instructions and training, and propose solutions to fix these issues.

Force Management: Secretary Hagel has provided Navy relief from its civilian hiring caps for its Naval Shipyards and the Navy has begun additional hiring actions at shipyards, matching workforce capability with workload. The Air Force has exempted 4,000 nuclear force Airmen from manpower reductions, and is reshaping nuclear force training, evaluations, and force management. The Air Force will add nearly 1,100 (military and civilian) billets to the forces assigned to its Global Strike Command to address manpower shortfalls.

Incentive Pay and Leadership Improvements: The Air Force has implemented incentive pay for ICBM field operations and enlisted nuclear force specialties. Funding is authorized starting 1 October 2014 and personnel will receive back pay once Congress approves the FY15 budget. The Air Force has also established an ICBM-duty Reserve Office Training Corps scholarship program for ten officers in 2014 growing to 20 in 2015 and beyond. In November, the Secretary of the Air Forces presented the first ever Nuclear Deterrence Operations Service Medal to airmen from across the force.

Updated Training Standards: The Air Force revised proficiency test scoring policies for missileers to pass/fail at a high standard eliminating the expectation that crew members score 100 percent on every test to advance in their career.

What We Have Decided and are Working to Implement

Oversight

Updating the Personal Reliability Program: Secretary Hagel has directed an update to the Personnel Reliability Program (PRP) regulations to remove administrative burden on the service members that fall under this program. Under new guidelines, inspectors will be prevented from questioning judgments made by medical professionals. The rules will also provide some common sense adjustments governing who must be in the PRP program and ensure reliability without imposing bureaucratic red tape that harms the mission. There are approximately 17,000 personnel on the PRP across DoD including 12,000 in the Air Force.

Investments

U.S. Navy: The Navy will implement additional infrastructure recapitalization at public shipyards and Strategic Weapons Facilities. The Navy will hire approximately 2,450 civilian shipyard and refit facility workers and approximately 100 personnel (mix of civilian and military) for the Strategic Weapons Facility and TRIDENT Training Facility to improve sustainment and training of the ballistic missile submarine force. Naval Reactors will also

replace two training platforms that have reached the end of their useful lives, refuel a third training platform, and incorporate additional simulation technology to augment training capacity.

U.S. Air Force: The Air Force will replace its ICBM security force helicopter fleet of UH-1s and improve its associated infrastructure. The Air Force will fund nearly 1,100 (military and civilian) billets to fill gaps in operations, maintenance, security and other critical mission areas. Personnel will begin filling these billets as the Air Force Personnel Center can place them. The Air Force is also planning Military Construction to improve the Weapon Storage Facilities (WSF) at four sites beginning with FE Warren Air Force Base over the coming years.

Personnel and Training

Improving Inspections Regime: Joint Staff is improving the inspection process and eliminating redundancies that tax the force without a benefit to operations. These improvements will reduce the administrative burden imposed on the forces and are part of the Department's effort to change the "culture of micromanagement." Additionally, inspection teams will have increased flexibility in overall inspection ratings, the Joint Staff will provide standardized training for inspectors across the nuclear enterprise, and inspectors will focus on process and procedures used to certify service members on the Personnel Reliability Program as opposed to conducting repetitive medical reviews.

ICBM Operations: The U.S. Air Force is making changes to the organization of the ICBM operations group, crew training, and scheduling to emphasize hands-on training and the empowerment of crew commanders to be responsible for the proficiency of their crew. This will establish a training environment that embraces learning from mistakes as an opportunity for personal development. Crews will also have a second simulator session to hone the ICBM crew proficiency.

Improving Career Management: The Air Force has developed a Nuclear Enterprise (NE) Human Capital Strategy (HCS) that is revamped periodically. This NE HCS was originally developed between 2010-2012 and rewritten in 2014 with a vision to integrate Air Force human capital processes that deliberately develop and manage sustainable pipelines of talent with the goal of delivering the right person with the right skills at the right place and time.

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