



SECRETARY OF THE ARMY  
WASHINGTON

05 NOV 2021

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Directive 2021-35 (Roles and Responsibilities for Program Objective Memorandum Program Evaluation Groups)

1. References.

- a. Army Directive (AD) 2020-15 (Achieving Persistent Modernization), 16 November 2020
- b. AD 2020-11 (Roles and Responsibilities for Military Installation Operations), 1 October 2020
- c. AD 2018-25 (Change of Program Objective Memorandum Program Evaluation Group Co-chairs), 7 December 2018 (hereby rescinded)
- d. Army Regulation (AR) 1–1 (Planning, Programming, Budgeting, and Execution), 23 May 2016

2. Purpose. This directive rescinds reference 1c, reassigns co-chairs, and clarifies responsibilities for the Program Objective Memorandum (POM) Program Evaluation Groups (PEGs). Its provisions supersede all other references to PEG co-chair assignment in Army regulations, directives, or guidance.

3. Applicability. The provisions of this directive apply to the Regular Army, Army National Guard/Army National Guard of the United States, and U.S. Army Reserve.

4. Policy.

- a. Effective immediately, reference 1c is rescinded, and table 2–1 of reference 1d is amended as follows:

**Table 2–1 Program Evaluation Groups**

<b>PEG</b>	<b>Secretariat Co-chair</b>	<b>Army Staff Co-Chair</b>	<b>Designated Advisor</b>
Equipping (EE)	ASA (ALT)	DCS, G-8	Commander, AFC
Installations (II)	ASA (IE&E)	DCS, G-9	Commander, AMC
Manning (MM)	ASA (M&RA)	DCS, G-1	Commander, TRADOC
Sustainment (SS)	ASA (ALT)	DCS, G-4	Commander, AMC
Training (TT)	ASA (M&RA)	DCS, G-3/5/7	Commander, FORSCOM

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- b. PEG co-chairs are the decision authority within each PEG.
- c. PEGs receive executive and administrative support from the Army Staff principal listed in table 2–1 of reference 1d (as amended by this directive).
- d. PEG co-chairs will designate a member of the Planning Programming Budget Committee but will not delegate their authority as co-chair without approval from the Under Secretary of the Army (USA) for Secretariat or Vice Chief of Staff of the Army (VCSA) for Army Staff.
- e. Army commanders play an important role in managing and understanding risk and command requirements. As represented in table 2–1 of reference 1d (as amended by this directive), each PEG is assigned a senior Army commander to serve as the designated advisor. With advice from the Army commands, each PEG will work with the USA and VCSA to build the draft POM.
- f. After the USA and the VCSA have approved the draft POM, Army commands will review the POM and provide an assessment of risk to the Army enterprise.
- g. Following the Army command assessment, the Deputy Chief of Staff (DCS), G-8 Program Analysis and Evaluation Directorate will lead an overall POM enterprise assessment, integrate and synchronize programs across all years, and identify cross-PEG trades under the oversight of the USA and the VCSA.
- h. The USA and the VCSA will present the Army’s integrated POM to the Secretary of the Army for final approval.

5. Proponent. The Assistant Secretary of the Army (Financial Management and Comptroller) is the proponent for this policy, responsible for incorporating its provisions into AR 1–1 within 2 years of the date of this directive.

6. Duration. This directive is rescinded on publication of the revised regulation.



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