



SECRETARY OF THE ARMY
WASHINGTON

03 MAY 2022

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Directive 2022-07 (Army Modernization Roles and Responsibilities)

1. References. See references enclosed.
2. Purpose. This directive redefines and clarifies the roles and responsibilities for Army modernization.
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. Background.

a. The Army is currently engaged in a concerted effort to develop and field new warfighting capabilities needed to keep pace with evolving threats, a shifting security environment, and emerging technologies. We will continue building momentum toward fielding next-generation capabilities as part of our efforts to transform the Army and prepare for the future.

b. The establishment of the U.S. Army Futures Command (AFC) in 2018 was an essential step in accelerating our modernization efforts, helping to drive focus and attention on experimentation, prototyping, concept development, and requirements generation for the Army of the future. In conjunction with the establishment of AFC, the Army issued several directives designed to define the roles and relationships between AFC and the other organizations engaged in Army modernization. In an effort to create initial momentum, these directives prioritized AFC's functions and areas of responsibility. Though intended to build momentum, this guidance primarily addressed roles arising early in the equipping lifecycle, when requirements are evolving and experimentation takes place. It did not adequately account for the shifting roles and functions as requirements move into development as programs of record through production, fielding, and sustainment.

c. Moreover, language in these directives created ambiguity regarding the primacy of acquisition authorities vested in the Army Secretariat that preserve civilian oversight and control of acquisition matters. Successful delivery of warfighting capabilities requires the input and contribution of many organizations, not the unitary direction of one Army command. As modernization programs evolve through the system lifecycle, different organizations will assume primary execution roles. Revision of prior guidance is required to ensure that roles are clearly defined in a manner consistent with statute

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and to facilitate the required collaboration in our equipping enterprise, which is essential to Army's success.

5. Policy. Army Directive (AD) 2018-15 and AD 2020-15 are hereby rescinded. Where this directive conflicts with any other Army policy or guidance, this directive is controlling.

a. Assistant Secretary of the Army (Acquisition, Logistics and Technology) (ASA (ALT)).

(1) The ASA (ALT) is responsible under Title 10, United States Code, for the overall supervision of Army acquisition, logistics, sustainment, and technology matters and the management of the Army Acquisition System. This responsibility includes the oversight of Army research and development, including science and technology efforts and associated resourcing decisions.

(2) The ASA (ALT), as the Army Acquisition Executive, carries out all authorities, functions, and duties of the Secretary of the Army with respect to the acquisition workforce. This responsibility includes the direction, assignment, and supervision of the Army's acquisition workforce.

b. The Chief of Staff of the Army assists the Secretary of the Army in developing requirements for equipping the Army, balancing resources and priorities, and ensuring that associated trade-offs among cost, schedule, technical feasibility, and performance are made on major defense acquisition programs.

c. Commanding General (CG), AFC.

(1) AFC is now an enduring Army command, and the CG, AFC is responsible for force design and force development, and is the capabilities developer and operational architect for the future Army. AFC assesses and integrates the future operational environment, emerging threats, and technologies to provide warfighters with the concepts and future force designs needed to dominate a future battlefield.

(2) The CG, AFC is responsible for operation of the Army's research laboratories and centers.

(3) Army Regulation (AR) 71-9 is partially superseded, as follows:

(a) Remove from paragraph 2-24a "The CG, AFC will lead the [Army Modernization Enterprise] (AME)."

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(b) Remove paragraph 2–24c—“Posture the Army for the future by integrating the AME and aligning resources to priorities as approved by the DCS, G-3/5/7.”

(c) Remove from paragraph 4–1a. “...and leads modernization for the Army.”

d. The CG, U.S. Army Materiel Command (AMC) is responsible for ensuring that sustainment and logistics issues related to acquisition programs are addressed throughout the acquisition lifecycle. The CG, AMC is responsible for operating the Army’s organic industrial base.

e. The CG, U.S. Army Training and Doctrine Command (TRADOC) is responsible for recruiting, developing, educating, and training Army forces and developing new operational doctrine as the Army modernizes its formations. The Combined Arms Center and Centers of Excellence, within TRADOC, support AFC in force development.

f. The CG, U.S. Army Forces Command (FORSCOM) is responsible for training, mobilizing, and deploying combat-ready Total Army forces to build and sustain readiness and support combatant command requirements. FORSCOM helps to identify the evolving training, equipment, and other support needs required by Army forces. FORSCOM also helps to facilitate Soldier and unit feedback throughout the acquisition process, ensuring that requirements and capabilities are informed by the user.

g. The Deputy Chief of Staff (DCS), G-3/5/7 is the Army's lead integrator and synchronizer across force modernization time horizons. The G-3/5/7 captures and manages force modernization activities and decisions in the Army Campaign Plan and tracks these activities and decisions in execution through the Army Synchronization Meeting.

6. Administration.

a. The ASA (ALT) will update AR 70–1 to codify the Technology Maturation Board to ensure the seamless development of maturing capabilities at key points in a capability’s developmental life cycle.

b. The Administrative Assistant to the Secretary of the Army will lead revision of Headquarters, Department of the Army General Orders 2018-10 (reference 1g) to ensure consistency with this directive. Specifically, the following language will be removed:

(1) Paragraph 1b—“AFC leads the Army’s future force modernization enterprise.”

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(2) Paragraph 1b—“AFC postures the Army for the future by setting strategic direction, integrating the Army’s future force modernization enterprise, aligning resources to priorities, and maintaining accountability for modernization solutions.”

(3) Paragraph 1c—“The Commanding General, AFC will coordinate with the Assistant Secretary of the Army (Acquisition, Logistics, and Technology) on all matters pertaining to research, development, and acquisition.”

7. Proponent. The ASA (ALT) has oversight responsibility for this policy and will ensure that proponents incorporate the applicable provisions of this directive into the following ARs within 1 year of the date of this directive:

- a. The ASA (Financial Management and Comptroller) will update AR 1–1.
- b. The DCS, G-3/5/7 will update AR 5–22 and AR 10–87.
- c. The ASA (ALT) will update AR 70–1.
- d. The DCS, G-8 will update AR 71–9.

8. Duration. This directive is in effect until rescinded.



Christine E. Wormuth

Encl

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Principal Cyber Advisor
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Commander, Eighth Army

REFERENCES

- a. Title 10, United States Code, section 3103 (10 U.S.C. 3103) (Civilian management of the defense acquisition system) (formerly section 2546)
- b. 10 U.S.C. 1704 (Service acquisition executives: authorities and responsibilities)
- c. 10 U.S.C. 1722a (Special requirements for military personnel in the acquisition field)
- d. 10 U.S.C. 3104 (Acquisition-related functions of chiefs of the armed forces) (formerly section 2547)
- e. 10 U.S.C. 7014 (Office of the Secretary of the Army)
- f. 10 U.S.C. 7016 (Assistant Secretaries of the Army)
- g. Headquarters, Department of the Army (HQDA) General Orders 2018–10 (Establishment of United States Army Futures Command), 4 June 2018
- h. HQDA General Orders 2020–01 (Assignment of Functions and Responsibilities Within Headquarters, Department of the Army), 6 March 2020
- i. Army Directive (AD) 2018-15 (U.S. Army Futures Command Relationship With the Office of the Secretary of the Army (Acquisition, Logistics, and Technology)), 27 August 2018 (hereby rescinded)
- j. AD 2019-35 (Funding Flow for Future Modernization Enterprise), 20 November 2019 (rescinded in April 2021)
- k. AD 2020-15 (Achieving Persistent Modernization), 16 November 2020 (hereby rescinded)
- l. AD 2021-35 (Roles and Responsibilities for Program Objective Memorandum Program Evaluation Groups), 5 November 2021
- m. Army Regulation (AR) 11 (Planning, Programming, Budgeting, and Execution), 23 May 2016
- n. AR 5–22 (The Army Force Modernization Proponent System), 28 October 2015
- o. AR 10–87 (Army Commands, Army Service Component Commands, and Direct Reporting Units), 11 December 2017
- p. AR 70–1 (Army Acquisition Policy), 10 August 2018
- q. AR 71–9 (Warfighting Capabilities Determination), 29 June 2021

Enclosure