



DEPUTY SECRETARY OF DEFENSE

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JAN 31 2008

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
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UNDER SECRETARIES OF DEFENSE
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF
DEFENSE
INSPECTOR GENERAL OF THE DEPARTMENT OF
DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, NET ASSESSMENT
DIRECTOR, OPERATIONAL TEST AND EVALUATION
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Department of Defense Performance Improvement Officer

President Bush signed Executive Order 13450 *Improving Government Program Performance* on November 13, 2007, which among other things directed the Departments to appoint a Performance Improvement Officer. The purpose of the Executive Order and the goal of the Performance Improvement Officer are to spend taxpayer dollars effectively, and more effectively each year.

On January 4, 2008, I appointed Ms. Elizabeth McGrath, the Principal Deputy Under Secretary of Defense for Business Transformation, to serve as the DoD Performance Improvement Officer. As directed by the President's Executive Order, Ms. McGrath will, among other things, advise the Secretary of Defense on performance goals and measures, and convene the appropriate agency personnel throughout the year to assess and improve program performance and efficiency. Additionally, Ms. McGrath, as the Performance Improvement Officer, will represent the Department on the Office of Management and Budget Performance Improvement Council.

We are all responsible for the performance of the Department and should assist Ms. McGrath as she seeks to align and integrate our current performance improvement activities.

