



**SECRETARY OF THE ARMY
WASHINGTON**

20 APR 2011

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Directive 2011-05 (Department of the Army Conferences, Symposia, Seminars and Meetings)

1. References

- a. DA Memo 1-17 (HQDA Conferences, Symposia, Seminars and Meetings), 15 Nov 06.
- b. Memorandum, Secretary of Defense, 27 Dec 10, subject: Consideration of Costs in DoD Decision-Making.
- c. Memorandum, Secretary of Defense, 14 Mar 11, subject: Track Four Efficiency Initiatives Decisions, Cross-Cutting Initiatives Decisions, paragraph 9.
- d. Memorandum, Secretary of the Army, 14 Mar 11, subject: Consideration of Costs in Army Decision-Making.
- e. Army Directive 2007-01 (Policy for Travel by Department of the Army Officials), 25 Jan 07.

2. Given our Nation's real and enduring budget constraints, the Army must carefully reexamine past practices from a cost-benefit perspective. The imperative to sustain the warfight and care for our Soldiers and Families requires that we inculcate a culture of fiscal restraint in all that we do, to include assessing longstanding spending practices for savings opportunities and justifying credibly the actual benefits of expenditures.

3. To that end, effective immediately, the policies, requirements, responsibilities and procedures set forth in DA Memo 1-17 (reference 1a), as modified by this directive, apply to all conferences, symposia, seminars and similar meetings (hereinafter referred to as "conferences") sponsored or cosponsored by any Army official, command or organization, both Active and Reserve Component. I reserve to myself the authority to approve all such conferences.

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4. An Army official, command or organization seeking to sponsor or cosponsor a conference will submit a proposal in accordance with DA Memo 1-17 through the Administrative Assistant to the Secretary of the Army (AASA) to me for approval. As for any previously approved conference that has not started on or before 1 June 2011—regardless of the level of authority at which prior approval was obtained—the conference proponent shall submit a new conference proposal, revised to be in accord with DA Memo 1-17 and this directive, through the AASA to me for review and action. The submission will include an accounting of any “sunk costs” that cannot be recouped. Requests for my reconsideration of previously approved conferences must be submitted to the AASA as soon as possible, particularly when a decision to proceed or cancel must be rendered imminently.

5. I charge every Army leader to consider how he or she can contribute to cost savings and the elimination of waste in conference planning. Conference proposals shall be submitted over the signature or endorsement of a general officer or member of the Senior Executive Service (SES). Consistent with reference 1c, the general officer or SES must further certify that he or she has determined the proposed conference to be necessary for Army operations and programs, that only the minimum number of conferees necessary to accomplish the mission will be invited, and that the conference is planned to be conducted in the most cost-effective format possible. In addition to the requirements set forth in DA Memo 1-17, conference proposals will include:

a. a fully documented, detailed and credible cost-benefit analysis, as required by references 1b and 1d and applicable implementing guidance.

b. any request and justification for accompanying spouse travel incident to the conference, together with a complete cost accounting, mindful of the guiding principle that spouses or other Family members may not accompany Department of the Army personnel, military or civilian, on official business at government expense (reference 1e).

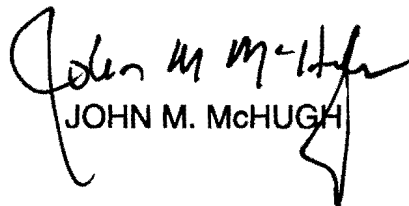
c. a comprehensive legal review rendered by the sponsor’s servicing legal advisor.

New submissions that do not conform strictly to the timelines set forth in DA Memo 1-17 will be returned without action.

6. Not later than 90 days from the date of this directive, the AASA will present to me a draft Army directive establishing Army-wide policy on conferences, symposia, seminars and meetings to replace DA Memo 1-17.

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7. The provisions of this directive are effective immediately. My point of contact is Mr. Jerry O'Keefe, Deputy Administrative Assistant to the Secretary of the Army, at (703) 697-7741.



JOHN M. McHUGH

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