



DEPARTMENT OF THE ARMY
UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY
UNIT 29351
APO AE 09014-9351

AEADC

5 March 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Management Controls in USAREUR

This memorandum expires in 1 year.

1. Management controls are the rules, procedures, and devices we use to ensure that what should happen does happen in our daily operations. These controls also assure Army leaders and the American people that all of our resources—Soldiers, civilians, property, and dollars—are attended to and accounted for properly. To obtain the resources necessary to maintain the command, we share responsibility for convincing Congress that we are good stewards of the public's tax dollars. Effective management controls are essential to gaining and keeping that trust.

2. The USAREUR management-control process ensures the periodic evaluation of our most critical controls and full disclosure of the shortcomings we detect. It involves assessing safety operations, safeguarding resources, complying with laws and policy, and using resources efficiently. This process helps us identify vulnerabilities and minimize risks. Commanders and managers at all levels need to understand and use this process to improve our stewardship of physical, sensitive, and financial assets.

3. Management controls are not an end in themselves, but are a means to an end: mission accomplishment. Your leadership emphasis on management controls is critical, especially with the demands of redeployment and reintegration. The USAREUR G8 recently published guidance for the Fiscal Year 2004 Management Control Annual Assurance Statements. I need your help to ensure we have a management-control process that improves and is integrated into daily business practices. This is our responsibility as stewards of our limited resources.

FOR THE COMMANDER:

A handwritten signature in black ink, appearing to read "William E. Ward".

WILLIAM E. WARD
Lieutenant General, USA
Deputy Commanding General/
Chief of Staff

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