2024 Current Fiscal Year Report: Defense Business Board

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1. Department or Agency	2. Fiscal Year
Department of Defense	2024

3. Committee or Subcommittee	3b. GSA Committee No.
Defense Business Board	10725

4. Is this New During Fiscal Year?	5. Current Charter	6. Expected Renewal Date	7. Expected Term Date
No	07/01/2022	07/01/2024	

8a. Was Terminated During FiscalYear?	8b. Specific Termination Authority	8c. Actual Term Date
No		

9. Agency Recommendation for Next FiscalYear	10a. Legislation Req to Terminate?	10b. Legislation Pending?
Continue	Not Applicable	Not Applicable

11. Establishment Authority Agency Authority

12. Specific Establishment Authority	13. Effective Date	14. Commitee Type	14c. Presidential?
Secretary of Defense Determination	01/02/2002	Continuing	No

15. Description of Committee Non Scientific Program Advisory Board

16a. Total Number of Reports 2

16b. Report Date	Report Title
11/14/2023	FY24-01: A Review of Space Acquisition
11/14/2023	FY24-02: Improving the Business Operations Culture of the DoD

Number of Committee Reports Listed: 2

17a. Open	17b. Closed	17c. Partially Closed	Other Activities	17d. Total
1	0	4	0	5

Meetings and Dates

Purpose	Start	End

The Board met for its first quarterly meeting of FY24. The Board received classified briefings on Managing the Department During International Crises from Hon. Kathleen Hicks, Deputy Secretary of Defense; Acquiring Capabilities for the U.S. Space Force from Lt Col Raquel Salim, U.S. Space Force, Program Element Monitor, Space Domain Awareness & Space Control; and on the United States Army's Future Development and Joint Integration from GEN Randy George, Chief of Staff of the Army. The Board also received the following briefings which were open to the public: DoD Talent Management Update from Mr. Brynt Parmeter, Chief Talent Management Officer, and Ms. Angela Cough, Chief Digital and Artificial Intelligence Office Senior Advisor, Digital Workforce Talent & Functional Community Management; Enterprise Digitization: Emerging Technologies and Ecosystem Strategy at the Speed of Artificial Intelligence (AI) from Mr. Ryan McManus, Founder and CEO of Techtonic; Reshaping the Culture of the Office of the Director of Administration and Management and Office of the Secretary of Defense from Ms. Jennifer C. Walsh, Performance Improvement Officer and Director of Administration and Management and Mr. Sajeel Ahmed, Deputy Director of Administration and Management; along with the presentation, deliberation, and vote on Improving the Business Operations Culture of the Department of Defense from Gen. Larry Spencer (Ret), Chair, Talent Management, Culture, & Diversity Subcommittee; and presentation, deliberation, and vote on the Space Acquisition Study from Ms. Linnie Haynesworth, Chair, Business Operations Advisory Subcommittee.	11/14/2023 - 11/15/2023

The Board met for its second quarterly meeting of FY2024. The Board received classified discussions on the DoD Audit and Incremental Progress from Hon. Michael McCord, Under Secretary of Defense (Comptroller)/Chief Financial Office; the State of the Workforce – Recruiting, Training, Retention, Obstacles, and Solutions from Chief Master Sergeant of the Air Force, CMSAF JoAnne Bass; DoD Industry Partnerships from Mr. Jedidiah P. Royal, Principal Deputy Assistant Secretary of Defense for Indo-Pacific Security Affairs, Office of the Under Secretary of Defense for Policy; Current Operations, Crisis Action Planning, and Adaptive Decision Making in Dynamic Environments from Lt. Gen. Douglas A. Sims II, U.S. Army, Director of the Joint Staff; an update from Defense Advanced Research Projects Agency (DARPA) from Dr. Stefanie Tompkins, Director of DARPA; and on the “Replicator” Initiative from Hon. Kathleen Hicks, Deputy Secretary of Defense. The Board also received the following discussions that were open to the public: the Role of Private Industry and Business in the National Defense Industrial Strategy (NDIS) from Hon. Radha Iyengar Plumb, Deputy Under Secretary of Defense for Acquisition and Sustainment; and on Supply Chain Risk Management from Brig. Gen. Stephanie Howard, U.S. Army Reserve, Executive Director, Operational Contract Support, Office of the Under Secretary of Defense for Acquisition and Sustainment.	02/06/2024 - 02/07/2024
The Board held a virtual ad-hoc meeting to receive the presentation of the 'Creating a Digital Ecosystem' Study from Mr. Stan Soloway, Chair, Business Transformation Advisory Subcommittee. The Board then had an opportunity to ask questions and deliberate with the Subcommittee members. Deliberation concluded with an agreement on the importance of decisive action and strategic leadership in implementing a digital ecosystem within the Department. The Chair then called for a vote to approve the study and the motion was passed unanimously.	02/29/2024 - 02/29/2024
The Board will meet for its 3rd quarterly meeting of FY2024.	05/06/2024 - 05/07/2024
The Board will meet for its fourth quarterly meeting of FY2024.	08/01/2024 - 08/02/2024

Number of Committee Meetings Listed: 5

	Current FY	Next FY

18a(1). Personnel Pmts to Non-Federal Members	$0.00	$0.00
18a(2). Personnel Pmts to Federal Members	$0.00	$0.00
18a(3). Personnel Pmts to Federal Staff	$0.00	$0.00
18a(4). Personnel Pmts to Non-Member Consultants	$0.00	$0.00
18b(1). Travel and Per Diem to Non-Federal Members	$0.00	$0.00
18b(2). Travel and Per Diem to Federal Members	$0.00	$0.00
18b(3). Travel and Per Diem to Federal Staff	$0.00	$0.00
18b(4). Travel and Per Diem to Non-member Consultants	$0.00	$0.00
18c. Other(rents,user charges, graphics, printing, mail, etc.)	$0.00	$0.00
18d. Total	$0.00	$0.00
19. Federal Staff Support Years (FTE)	6.00	7.00

20a. How does the Committee accomplish its purpose?

The DBB shall provide independent advice and actionable recommendations to address critical matters and challenges to accelerate adoption of effective and efficient business processes and functions, organizational management constructs, and business and organizational cultural changes within the Department of Defense (DoD) in response to specific taskings from the Secretary of Defense or the Deputy Secretary of Defense. In response to the taskings, the DBB shall examine and advise on DoD executive management, innovative business processes, and governance from private, public, and academic sector perspectives. The DBB is specifically established to provide independent, strategic-level, private

sector and academic advice and counsel on enterprise-wide business management approaches and best practices for business operations and achieving National Defense goals. This advice will include topics such as executive management, corporate governance, business process improvement and innovation, global business services/shared services, audit and finance, supply chain & logistics, human resources/talent management, data/analytics management and use, real property management, energy and climate, technology, and organizational design and optimization.

20b. How does the Committee balance its membership?

The DBB is composed of no more than 20 members. In selecting potential candidates for the DBB, the DOD reviews the educations and professional credentials of individuals and bases its selection on this review and the subject matters expected to be handled by the DBB. Each member, based on his or her individual and professional experiences, provides his or her best judgement on matters before the DBB, and does so without representing any particular point of view and in a manner that is free from conflict of interest. Membership is not static and the Secretary of Defense or Deputy Secretary of Defense may change the membership based upon work assigned to the DBB by the Secretary of Defense and the Deputy Secretary of Defense.

20c. How frequent and relevant are the Committee Meetings?

The Board will meet at the call of the Board's Designated Federal Officer, in consultation with the Board's Chair. The estimated number of meetings of the Board is at least four per year.

20d. Why can't the advice or information this committee provides be obtained elsewhere?

The Board provides the Secretary of Defense with outside private sector perspectives and lessons learned on business management, culture, principles, and practices not otherwise available to the Secretary from within the Department. The Board's diverse, executive-level, global business skills and experience ensure its findings and advice are applicable and appropriate to the challenges faced by the Secretary. These private sector best business practices are highly applicable to large, complex enterprises such as the DoD, and have helped the Department achieve greater efficiency and effectiveness.

20e. Why is it necessary to close and/or partially closed committee meetings?

Meetings are not closed to the public unless the DoD determines the items on the planned agenda meet the closed-meeting provisions of 5 U.S.C. 552b(c). Pursuant to DoD policy closed meetings can only be authorized by the DoD Sponsor, Dr. Kathleen Hicks, Deputy Secretary of Defense and only after consultation with the DoD Office of General Counsel, Washington Headquarters Services and Pentagon Force Protection Agency.

21. Remarks

The Zero-Based Review Board concurs with the Board Sponsor that the DBB provides high value to the DoD and should resume. The DBB directly supports the Secretary's top priorities to defend the nation by providing independent advice and recommendations on critical matters concerning the Department.

Designated Federal Officer

Cara L. Allison Marshall Designated Federal Officer, Defense Business Board

Committee Members	Start	End	Occupation	Member Designation
Albright, Craig	08/05/2022	08/04/2026	CFO Americas Operations & Global Cash Center of Excellence, Xerox Corporation	Special Government Employee (SGE) Member
Alonso, Alexander	08/05/2022	08/04/2026	Chief Knowledge Officer-Society for Human Resource Management (SHRM)	Special Government Employee (SGE) Member
Anderson, Joseph	11/03/2021	11/02/2025	Chairman & CEO, TAG Holdings, LLC	Special Government Employee (SGE) Member
Beitel, David	11/03/2021	11/02/2025	CTO Zillow Group	Special Government Employee (SGE) Member
Donnelly, Sally	11/03/2021	11/02/2025	Founding Partner, Pallas Advisors	Special Government Employee (SGE) Member
Eliano, Cheryl	11/03/2021	11/02/2025	National Vice President District 10, American Federation of Government Employees	Special Government Employee (SGE) Member
Gopal, Christopher	11/03/2021	11/02/2025	Executive, Consultant, Author and Educator, Global Supply Chain & Operations	Special Government Employee (SGE) Member
Haynesworth, Linnie	11/03/2021	11/02/2025	Former Vice President Northrop Grumman & Independent Board Director	Special Government Employee (SGE) Member
Hill, Erin	11/03/2021	11/02/2025	Chief Administrative Officer, BNY Mellon	Special Government Employee (SGE) Member
Hobson, Mellody	04/27/2022	11/09/2023	Co-CEO & President at Ariel Investments	Special Government Employee (SGE) Member

James, Deborah	09/14/2021	09/13/2025	Board of Directors - Textron, Inc. and Unisys Cop.	Special Government Employee (SGE) Member
Leopoldi-Nichols, Suzanne	08/05/2022	08/04/2026	Former Chief Global Business Services Officer, WPP, Plc.	Special Government Employee (SGE) Member
McClure, Jennifer	11/03/2021	11/02/2025	Founder & Chief Executive Officer, Unbridled Talent	Special Government Employee (SGE) Member
Munoz, Oscar	11/03/2021	11/02/2025	Retired Chairman, President & CEO, United Airlines	Special Government Employee (SGE) Member
Spencer, Larry	11/10/2021	11/09/2025	President, Armed Forces Benefit Association	Special Government Employee (SGE) Member
Van Slyke, David	11/03/2021	11/02/2025	Dean and Louis A. Bantle Chair in Business-Government Policy, The Maxwell School of Citizenship and Public Affairs, Syracuse University	Special Government Employee (SGE) Member
Votel, Joseph	11/12/2021	11/11/2025	President & CEO, Business Executives for National Security	Special Government Employee (SGE) Member
Walker, David	11/03/2021	11/02/2025	Former U.S. Comptroller General	Special Government Employee (SGE) Member
Wilson, Johnnie	11/03/2021	11/02/2025	Former Director, Washington First Bank	Special Government Employee (SGE) Member
Wolf, Robert	11/07/2022	11/06/2026	Founder 32 Advisors LLC	Special Government Employee (SGE) Member

Yeboah-Amankwah, Safroadu	01/18/2022	01/17/2026	Chief Strategy Officer, Intel Corporation	Special Government Employee (SGE) Member
Skoch, Bernard [DBB Business Operations Advisory Subcommittee]	08/05/2022	08/04/2026	Executive Lead, AFA Strategic Events, Air Force Association	Special Government Employee (SGE) Member
Bahl, Anand [DBB Business Transformation Advisory Subcommittee]	05/08/2023	08/04/2026	Chief Information Officer, CVP - Micron Technology	Special Government Employee (SGE) Member
Bowman, Gregory [DBB Business Transformation Advisory Subcommittee]	05/08/2023	08/04/2026	Chief Innovation Officer & VP of Corporate Development, Siemens Government Technologies	Special Government Employee (SGE) Member
Knight, Marachel [DBB Business Transformation Advisory Subcommittee]	05/08/2023	08/04/2026	Independent Director and Fortune 20 senior technology and operations executive	Special Government Employee (SGE) Member
Rosenbach, Eric [DBB Business Transformation Advisory Subcommittee]	05/08/2023	10/20/2026	Co-Director, Belfer Center for Science & Int'l Affairs, Harvard Kennedy School	Special Government Employee (SGE) Member
Soloway, Stan [DBB Business Transformation Advisory Subcommittee]	05/08/2023	08/04/2026	President & CEO, Celero Strategies, LLC	Special Government Employee (SGE) Member
Daniel, Matthew [DBB Talent Management, Culture, & Diversity Advisory Subcommittee]	08/05/2022	08/04/2026	Principal, Employer Solutions - Guild Education	Special Government Employee (SGE) Member

Number of Committee Members Listed: 28

Narrative Description

The Defense Business Board published three studies in fiscal year 2023. A summary of study outputs (recommendations) is described below. • FY23-01 – Recommendations for the Next Generation of Business Health Metrics. This study resulted in a set of recommended business health metrics for DoD leadership consideration to aid the Department as it continues to mature its metrics program to best measure the performance of its business

operations. The proposed metrics were influenced by those consistently utilized by leaders in the public and private sectors to assess organizational performance. • FY23-02–Recommendations to Improve IT User Experience within DoD. This study resulted in recommendations to better posture the DoD IT enterprise to address current and future gaps in the IT user experience of DoD stakeholders. • FY23-03–Assessment of the DOD: Building a Civilian Talent Pipeline. This study proposed actions for the Department to execute to develop effective talent pipelines to better compete for talent in the future workforce marketplace. The recommendations address ways to overcome current challenges including organizational impediments, brand message problems, recruiting shortfalls, and insufficient performance measures and data.

What are the most significant program outcomes associated with this committee?

	Checked if Applies
Improvements to health or safety	☐
Trust in government	✓
Major policy changes	✓
Advance in scientific research	☐
Effective grant making	☐
Improved service delivery	✓
Increased customer satisfaction	✓
Implementation of laws or regulatory requirements	☐
Other	✓

Outcome Comments

Business Processes Improvement Improved Governance

What are the cost savings associated with this committee?

	Checked if Applies
None	☐
Unable to Determine	✓
Under $100,000	☐

$100,000 - $500,000 ☐
$500,001 - $1,000,000 ☐
$1,000,001 - $5,000,000 ☐
$5,000,001 - $10,000,000 ☐
Over $10,000,000 ☐
Cost Savings Other ☐

Cost Savings Comments
The DBB is committed to develop recommendations that will assist the DoD realize significant cost savings through efficiencies realized. Specific cost savings are not calculated in DBB reports; however, its recommendations are based on private-industry best practices employed by leading edge companies which have realized cost savings and other efficiencies through instituting similar improvements.

What is the approximate Number of recommendations produced by this committee for the life of the committee?
1,007

Number of Recommendations Comments
45 recommendations in FY2023. NOTE: The Civilian Talent Pipeline Study recommendations do not have implementation metrics yet and are not included in fully/partially metrics below.

What is the approximate Percentage of these recommendations that have been or will be Fully implemented by the agency?
25%

% of Recommendations Fully Implemented Comments
Some of the recommendations require Congressional action to fully implement. The DBB fully implemented recommendations percentage is a reflection of the implementation status of DBB recommendations implemented since the DBB was reconstituted after the 2020 Zero Based Review conducted by the Secretary of Defense. Previous implementation numbers has become difficult to track after 20 years. The DBB has instituted a new bi-annual process to follow up on implementation status of recommendations with affected organizations.

What is the approximate Percentage of these recommendations that have been or will be Partially implemented by the agency?
57%

% of Recommendations Partially Implemented Comments

The DBB partially implemented recommendations percentage is a reflection of the implementation status of DBB recommendations implemented since the DBB was reconstituted after the 2020 Zero Based Review conducted by the Secretary of Defense. Previous implementation numbers has become difficult to track after 20 years. The DBB has instituted a new bi-annual process to follow up on implementation status of recommendations with affected organizations.

Does the agency provide the committee with feedback regarding actions taken to implement recommendations or advice offered?

Yes ☑ No ☐ Not Applicable ☐

Agency Feedback Comments

Oversight of implementation of DBB recommendations is continuous. Many recommendations, if adopted, may not be measured for implementation within the same fiscal year as presented to the DoD, as the implementation of such requires more than a year's time to effect. Agency feedback is available by request. Send email request to the Defense Business Board at: osd.pentagon.odam.mbx.defense-business-board@mail.mil

What other actions has the agency taken as a result of the committee's advice or recommendation?

	Checked if Applies
Reorganized Priorities	☑
Reallocated resources	☑
Issued new regulation	☑
Proposed legislation	☑
Approved grants or other payments	☐
Other	☑

Action Comments

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Is the Committee engaged in the review of applications for grants?

No

Grant Review Comments

NA

How is access provided to the information for the Committee's documentation?

	Checked if Applies
Contact DFO	✓
Online Agency Web Site	✓
Online Committee Web Site	✓
Online GSA FACA Web Site	✓
Publications	✓
Other	

Access Comments

N/A