

# 1998 Current Fiscal Year Report: Task Force on Defense Reform

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## 1. Department or Agency

Department of Defense

## 2. Fiscal Year

1998

## 3. Committee or Subcommittee

Task Force on Defense Reform

## 3b. GSA Committee No.

5176

## 4. Is this New During Fiscal Year?

## 5. Current Charter

## 6. Expected Renewal Date

## 7. Expected Term Date

No

05/06/1997

11/25/1997

## 8a. Was Terminated During Fiscal Year?

Yes

## 8b. Specific Termination Authority

## 8c. Actual Term Date

11/25/1997

## 9. Agency Recommendation for Next Fiscal Year

Terminate

## 10a. Legislation Req to Terminate?

No

## 10b. Legislation Pending?

## 11. Establishment Authority

Authorized by Law

## 12. Specific Establishment Authority

SECDEF Memo

## 13. Effective Date

06/11/1997

## 14. Committee Type

Ad hoc

## 14c. Presidential?

No

## 15. Description of Committee

National Policy Issue Advisory Board

## 16a. Total Number of Reports

No Reports for this Fiscal Year

## 17a. Open

1

## 17b. Closed

11

## 17c. Partially Closed

0

## Other Activities

0

## 17d. Total

12

## Meetings and Dates

### Purpose

### Start

### End

To analyze information collected by task force members and staff and to discuss oral presentations. 10/07/1997 - 10/07/1997

To analyze information collected by task force members and staff and to discuss oral presentations. 10/14/1997 - 10/14/1997

To analyze information collected by task force members and staff and to discuss oral presentations. 10/16/1997 - 10/16/1997

To provide an opportunity to the public to voice ideas and to meet with employee labor unions. 10/21/1997 - 10/21/1997

To analyze information collected by task force members and staff and to discuss oral presentations. 10/28/1997 - 10/28/1997

To analyze information collected by task force members and staff and to discuss oral presentations. 10/30/1997 - 10/30/1997

To analyze information collected by task force members and staff and to discuss oral presentations. 11/04/1997 - 11/04/1997

To analyze information collected by task force members and staff and to discuss oral presentations. 11/06/1997 - 11/06/1997

To analyze information collected by task force members and staff and to discuss oral presentations. 11/13/1997 - 11/13/1997

To analyze information collected by task force members and staff and to discuss oral presentations. 11/18/1997 - 11/18/1997

To analyze information collected by task force members and staff and to discuss oral presentations. 11/20/1997 - 11/20/1997

To analyze information collected by task force members and staff and to discuss oral presentations. 11/25/1997 - 11/25/1997

#### **Number of Committee Meetings Listed: 12**

	<b>Current FY</b>	<b>Next FY</b>
<b>18a(1). Personnel Pmts to Non-Federal Members</b>	\$25,375.00	\$0.00
<b>18a(2). Personnel Pmts to Federal Members</b>	\$0.00	\$0.00
<b>18a(3). Personnel Pmts to Federal Staff</b>	\$91,057.00	\$0.00
<b>18a(4). Personnel Pmts to Non-Member Consultants</b>	\$0.00	\$0.00
<b>18b(1). Travel and Per Diem to Non-Federal Members</b>	\$0.00	\$0.00
<b>18b(2). Travel and Per Diem to Federal Members</b>	\$0.00	\$0.00
<b>18b(3). Travel and Per Diem to Federal Staff</b>	\$0.00	\$0.00
<b>18b(4). Travel and Per Diem to Non-member Consultants</b>	\$0.00	\$0.00

<b>18c. Other(rents,user</b>			
<b>charges, graphics, printing,</b>	\$0.00	\$0.00	
<b>mail, etc.)</b>			
<b>18d. Total</b>	\$116,432.00	\$0.00	
<b>19. Federal Staff Support</b>			
<b>Years (FTE)</b>	0.90	0.00	

**20a. How does the Committee accomplish its purpose?**

The Task Force on Defense Reform was a short-term (approximately six months) Federal advisory committee, established by the Secretary of Defense, to find ways to improve the organization and procedures in DoD. The primary emphasis was on the operation and functions of the Office of the Secretary of Defense (including Defense Support Activities and DoD Field Activities), Office of the Joint Chiefs of Staff, the Military Department's management headquarters, the Defense Agencies, and several functional areas including intelligence, Defense health program, and the audit and investigative function. The results of the task force's efforts were included in the Secretary's rollout on November 10, 1997, of the Defense Reform Initiatives. The Task Force on Defense Reform contributed to each of the four pillars of the Defense Reform Initiative, specifically, reengineering by adopting best business practices, consolidating organizations, competing functions, and eliminating excess infrastructure.

**20b. How does the Committee balance its membership?**

The membership of the Task Force on Defense Reform was balanced in terms of members' expertise, experience, points of view, and academic backgrounds. The membership included senior officials from corporations; a Federally

funded research and development center, a trade association, and independent consultants. All of the members had federal government experience. Several of the members have worked on either the U.S. Senate or U.S. House of Representative Armed Services Committee or served in senior leadership positions within the Department of Defense.

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

The Task Force on Defense Reform generally met two afternoons (Tuesday and Thursday) per week, 1:00 to 6:00 p.m., to receive briefings from senior officials of the Department; to hold discussions with previous Defense officials; to meet with business executives from private sector corporations; and to discuss information and data collected by task force members and staff. The task force also used this time to critique presentations developed for senior leadership. The majority of the work of the task force was completed prior to the rollout of the Defense Reform Initiative on November 10, 1997. The task force was disestablished on November 25, 1997.

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

The members of the Task Force on Defense Reform were persons from outside the Department who brought unique perspectives derived from their broad and varied experiences in the executive and legislative branches and private business. Their views constituted unbiased and independent suggestions that generally cannot be obtained from other sources. Some members of the task force were experts on the Department of Defense, having worked on previous organizational studies of the Department or were

authors of legislation that has shaped the Department. It is difficult to find individuals within the Department with the organizational knowledge and depth that these members possessed.

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

Most of the meetings held during FY 1998 were closed to the public because of security classification. The determinations were based on the expectation that discussions would involve classified matters of national security throughout the meetings. Classified materials were inextricably intertwined with the unclassified portions so that the discussions could not reasonably be segregated into separate discussions of classified and unclassified material, without seriously jeopardizing the effectiveness and utility of the meetings.

## **21. Remarks**

The results of the efforts by the Task Force on Defense Reform were included in the Secretary's Defense Reform Initiative Report, dated November 1997. No separate report was issued.

## **Designated Federal Officer**

Blair G. Ewing Under Secretary of Defense  
(Comptroller)/Ofc of the Dep Chief Financial Ofcr

<b>Committee Members</b>	<b>Start</b>	<b>End</b>	<b>Occupation</b>	<b>Member Designation</b>
Bayer, Michael	05/06/1997	11/25/1997	Independent Consultant	Special Government Employee (SGE) Member
Chu, David	05/06/1997	11/25/1997	RAND	Special Government Employee (SGE) Member
Dawson, Rhett	05/06/1997	11/25/1997	Information Technology Industry Council	Special Government Employee (SGE) Member

Locher, James	05/06/1997	11/25/1997	Independent Consultant	Special Government Employee (SGE) Member
Punaro, Arnold	05/06/1997	11/25/1997	Science Applications International Corporation (SAIC)	Special Government Employee (SGE) Member
Wincup, G.	05/06/1997	11/25/1997	Science Applications International Corporation (SAIC)	Special Government Employee (SGE) Member
Zakheim, Dov	05/06/1997	11/25/1997	System Planning Corp (SPC)	Special Government Employee (SGE) Member

**Number of Committee Members Listed: 7**

## Narrative Description

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

Checked if  
Applies

Improvements to health or safety	<input type="checkbox"/>
Trust in government	<input type="checkbox"/>
Major policy changes	<input type="checkbox"/>
Advance in scientific research	<input type="checkbox"/>
Effective grant making	<input type="checkbox"/>
Improved service delivery	<input type="checkbox"/>
Increased customer satisfaction	<input type="checkbox"/>
Implementation of laws or regulatory requirements	<input type="checkbox"/>
Other	<input type="checkbox"/>

## Outcome Comments

**What are the cost savings associated with this committee?**

Checked if Applies

- |                            |                                     |
|----------------------------|-------------------------------------|
| None                       | <input checked="" type="checkbox"/> |
| Unable to Determine        | <input type="checkbox"/>            |
| Under \$100,000            | <input type="checkbox"/>            |
| \$100,000 - \$500,000      | <input type="checkbox"/>            |
| \$500,001 - \$1,000,000    | <input type="checkbox"/>            |
| \$1,000,001 - \$5,000,000  | <input type="checkbox"/>            |
| \$5,000,001 - \$10,000,000 | <input type="checkbox"/>            |
| Over \$10,000,000          | <input type="checkbox"/>            |
| Cost Savings Other         | <input type="checkbox"/>            |

**Cost Savings Comments**

**What is the approximate Number of recommendations produced by this committee for the life of the committee?**

0

**Number of Recommendations Comments**

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

%

**% of Recommendations Fully Implemented Comments**

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

%

**% of Recommendations Partially Implemented Comments**

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

Yes ☐    No ☐    Not Applicable ☒

**Agency Feedback Comments**

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

Checked if Applies

- |                                   |                          |
|-----------------------------------|--------------------------|
| Reorganized Priorities            | <input type="checkbox"/> |
| Reallocated resources             | <input type="checkbox"/> |
| Issued new regulation             | <input type="checkbox"/> |
| Proposed legislation              | <input type="checkbox"/> |
| Approved grants or other payments | <input type="checkbox"/> |
| Other                             | <input type="checkbox"/> |

**Action Comments**

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

No

**Grant Review Comments**

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

Checked if Applies

- |                           |                          |
|---------------------------|--------------------------|
| Contact DFO               | <input type="checkbox"/> |
| Online Agency Web Site    | <input type="checkbox"/> |
| Online Committee Web Site | <input type="checkbox"/> |
| Online GSA FACA Web Site  | <input type="checkbox"/> |
| Publications              | <input type="checkbox"/> |
| Other                     | <input type="checkbox"/> |

**Access Comments**