DEFENSE BUSINESS PRACTICE IMPLEMENTATION BOARD

Minutes of Quarterly Meeting Board Meeting
January 29, 2003

Mr. Gus Pagonis, Chairman of the Board, opened the meeting at 8:00 a.m., in Room 1E801#1, the Pentagon. The list of attendees and the agenda for the meeting are attached.

The first session allowed for administrative updates (Tom Modly), an introduction of the new Deputy Director (Ivan Thompson), and a brief review of the 2002 deliverables and next steps. A public session was held in the morning to discuss the Human Resources – MBA recruitment Study (Fred Cook). MG Peter Chiarelli and Laura Downing of the Balanced Scorecard Collaborative briefed the Board on what the Army is doing with the Balanced Scorecard. A luncheon was held for the Board Members in which Lou Kratz of AT&L presented his briefing on the Future Logistics Enterprise.

The afternoon began with a photograph session of the Defense Business Implementation Board with Mr. Rumsfeld. This was followed by a twenty minute meeting with the Secretary to inform him of the work that the Board has been doing.

The Board then broke into four teams to meet with representatives from the Department of Defense to clarify specific deliverables that the Board can supply that would provide value to the Department. The four task groups were: Supply Chain, HR Outplacement Services, Financial Management and Defense Core Competencies. The Board's next scheduled sessions is May 14, 2003.

- ❖ 0800 Gus Pagonis → The Board may get a few minutes to meet the Secretary. I think we will have a 2 or 3 minute update on each of the projects we have been working on. If we weren't in the current situation, he would make more time. Dov has been a great advocate of what we are doing. The Secretary wants these projects to be tracked and make sure that we follow through. We want to concentrate on a few topics but do them thoroughly. Meetings offsite can be set up. Please talk to Tom Modly.
  - ➢ The Board introduced new member Herb Shear, CEO of Genco.
- ❖ Tom Modly → It is important that we measure improvement. We are developing a mechanism for the SEC to give us feedback on all of the reports that we provide. It will help us develop metrics on how we are performing. This afternoon we will be breaking into the task groups. They are:
  - ▪ BRAC → Fred Cook
  - ▪ Supply Chain → Herb Shear
  - ▪ FM → Bill Phillips
  - ▪ Defense Core Competencies → Travis Engen

<u>**Working Session I**</u>

<u>**Financial Management Modernization Program (FMMP) (Tom Modly)**</u>

❖ 0815 Tom Modly → The role for COO in the Department of Defense on this project would be to provide continuity to ensure that this project to be successful. All the stakeholders, including the process owners need to be involved.
  ➢ JoAnn Boutelle
    ▪ The Defense Business Board's recommendations have been very helpful and consistent with GAO's findings.
    ▪ The Department has implemented several of these recommendations. We have actively been working with folks to understand that this is an end-to-end business process. The project is going to change its name to the Business Modernization Program.
  ➢ Gus Pagonis → Have you used the name Change Management?
  ➢ JoAnn Boutelle → We have used this name with process owners.
  ➢ David Walker → Has this been linked to the transformation initiative?
  ➢ JoAnn Boutelle
    ▪ We have set up groups to focus on specific areas.
    ▪ We are looking for the right talent to fill key areas including a CIO, so they can bring the necessary expertise to this group.
    ▪ We have started the recruitment process.
    ▪ The biggest thing we have done is setting up a governance system. We move responsibility to domain owners and they will choose a lead agent to manage the effort.
    ▪ We have tremendous buy-in from the domain owners. We still have to clearly define their roles and responsibilities.
    ▪ We also have to control the spending and strategy to develop a portfolio management framework.
  ➢ Gus Pagonis→ Any budget request for IT needs to go through a central point to avoid duplication and ensure tie in to the architecture. We have done this successfully at Sears.
  ➢ David Walker → Is there central control over new initiatives?
  ➢ JoAnn Boutelle
    ▪ We have mechanisms in place. Some of the details need to be worked out.
    ▪ The controls will be in place in another 2 months. By the time we meet again that should be laid out.
    ▪ We are into the final path of getting the architecture completed.
    ▪ Team IBM owes us the final architecture this week and then there will be a fine tuning process. They will also have a transition strategy by the end of April.
    ▪ This will be Implementable but not executable architecture. It needs to be taken down a little bit lower to get to the data element level.
  ➢ Gus Pagonis → Will IBM stay around to take it to the next level?
  ➢ JoAnn Boutelle

- It will require a new statement of work for the detailed architecture. The timeline shows that an RFP will occur in about a year.
- IBM promised to lay out a framework. Now we are managing expectations. Domain owners really didn't know what the architecture meant to them. It was presented in very technical terms. We are moving to plain English terms.
- Her office is writing a new statement of work.
- There is not a slip in schedule. It has always shown delivery at the end of April and then another year for the pilots.
- We need the executable level. I am not overly thrilled with what the Department has bought. We need to go further to execute.
- We have the right people on board who understand what needs to happen to make this work. I feel confident we get to where the Department needs to be.

➢ David Walker → There is a high risk involved because of the difficulty in managing expectations.

➢ Bob Hale → Are you thinking of having a product by the end of this administration?

➢ JoAnn Boutelle
- We are working with IBM to get quick wins, to show successes next year.
- HR is flowing out processes to make strides quickly.
- There are a few areas that can show progress quickly.
- GAO has been critical of the schedule. Do we push folks to get a quality project? Or rush delivery with a lower level of quality? I am hopeful that we will get some quick wins.

➢ Dana Mead → How are we managing expectations? What are we doing to avoid surprises in the future?

➢ JoAnn Boutelle
- We created a CIO working group. We have a Financial Management working group. To keep them in the loop on all major decisions. They are helping us. JoAnn is accountable and is a CPA with strong technical knowledge.
- The attitude has changed. The domain owners are truly being engaged. We are doing a much better job of managing expectations.

➢ Gus Pagonis → What can the Board do to help?

➢ JoAnn Boutelle
- We need help on the portfolio management piece and how to educate the Department on how to do that.
- You should consider moving people back to their domains to be cheerleaders for the effort.
- The change management and communication is the hardest challenge in this whole effort.
- I want a tool kit with some hard hitting tools.
- The process owners are key to make the change management successful.

➢ Dana Mead → How fast can this be done? I would work with the contracts folks to make the requirement clear. I would pick one domain and make it happen. To be an example of potential success.

➢ Gus Pagonis → You should focus on one domain and make it an example.

➢ Dana Mead → If you give IBM a pilot and 6 months to complete, it can be used

as a success story. Accountability is critical, especially in an organization this size. You must drive home accountability.

➤ Gus Pagonis → are there incentives we can tie to the accountability aspect.
➤ David Walker → get the domain experts involved in making the requirements and get control of the money.
➤ Gus Pagonis → Sears put together a Steering Committee to control IT spending. Its one of the best things we've done.
➤ David Walker → Accountability needs to be on both the politicals and career folks.
➤ Bob Hale → You can't give all of the money before anything has been delivered.
➤ Michael Bayer → The longer a projects takes, the less control you have.
  ▪ The Department needs to have performance incentives on their contracts.

Balanced Scorecard Metrics (Tom Modly for Neil Albert)

❖ 0853 Tom Modly for Neil Albert → Balanced Scorecard Metrics
  ➤ Gus Pagonis → We have implemented the Balanced Scorecard successfully at Sears.
    ▪ The definition Balanced Scorecard covers a huge area and I extract from that a dashboard of items I want to concentrate on for a short term. I read Kaplan and I simplified it more to fit my organization's needs.
    ▪ The dashboard is flexible but the actual Balanced Scorecard is less flexible. Everyone's incentives are tied to the Scorecard. Rumsfeld has to extract exactly what he wants to focus on for the implementation to be successful.
    ▪ My Scorecard ties into the top goals of Sears.
  ➤ David Walker → The results oriented measure, client measures and employee measures need to fit into a total portfolio management framework. It is at a high level that links into pay and other incentives.
  ➤ JoAnn Boutelle → It shows you where you need to focus efforts.
  ➤ Tom Modly → The four quadrants of the private sector scorecard are customer, learning and growth, financial, internal. We added financial management metrics that ties in with Bill Phillips's work.
    ▪ Rumsfeld has bought into the four areas. His schedule will not allow for the time to focus on this. He wants a starting point. This reinforces the ideas of a having COO who can focus on these issues.

Financial Indicators (Bill Phillips)

❖ 0900 Bill Phillips → Financial Indicators
  ➤ Bill Phillips
    ▪ The only change is #1, which is what our budget measure is. This number is not helpful. We are interested in what the "management reserve" is.
  ➤ Michael Bayer → #2 how do you describe that other than an input?
  ➤ Bob Hale → There are other metrics measures to monitor output.
  ➤ JoAnn Boutelle → The Department hasn't looked at metrics in this way before. If we can focus on what we obligated. We are making the services accountable for

measuring outcome to what they have spent. We don't want to have to budget for the same item more than once. These trends and measures should be looked at across the entire federal government.

➢ Gus Pagonis → #4 can your committee break this down to see the results side?

➢ David Walker → You need a total portfolio to see what we are getting for the money that we spend.

➢ Bob Hale → Ken has more specifics on the Scorecard than what is presented here.

➢ Gus Pagonis → At Sears, I have found having the dashboard very useful. Over time, you can eliminate some measures that don't help you that much and add others that you want to focus on. When you have the dashboards you can look for common threads. This way I can be sure that my people are working on what I want them to work on.

➢ Bill Phillips → Each of these measures would drill down to operational level.

➢ Travis Engen → There are problems with frequency and latency. You need to stay on top of these measures for them to provide value.

➢ Gus Pagonis → The review of the metrics has to occur at least monthly. Each of the Services may have a little different twist on how they implement their Scorecards.

➢ Dana Mead → Once you decide on the metrics you want and everything cascades from there. There may be some acquisition cycle aberrations. Trends need to looked at monthly. Reviewing the metrics quarterly is not enough.

➢ Bill Phillips → Over time the trend analysis will point this out.

➢ Gus Pagonis → We should take the Secretaries top 10 priorities list, and develop the dashboard to align with those priorities.

➢ David Walker → This needs to be implemented using sound management principles so that stand the change in administration. We should consider activity based costing.

➢ JoAnn Boutelle → The Department is working on a process that changes how we track execution of the budget. We don't capture the right information to do that right now. How do we reorganize the information to capture that? We don't break out our costs by process.

➢ Dana Mead → You need to show the Secretary why tracking these things is important. It needs to tie back to the mission.

➢ Gus Pagonis → Takes these as a start and take the top 10 priorities and superimpose them and see where we are. Then look to see how we are tracking this right now.

➢ Bill Phillips → Activity based costing will isolate problem areas quickly.

➢ Gus Pagonis → The dashboard is flexible enough to change to the priorities of now and maintain continuity. The CEO needs to focus on what is important to him. The dashboard does change.

➢ Tom Modly → We should look to see how the Army's Balanced Scorecard ties into our effort.

Review of 2003 Taskings (Tom Modly)

❖ 0920 Review 2003 Taskings
  ➢ Tom Modly
    ▪ Dr. Dov Zakheim wanted to board to focus on acquisition, general management, financial management, supply chain.
    ▪ Acquisition → In the area of supply chain reform with AT&L, what processes and HR insights does the Department need.
    ▪ Diane Morales is open to ideas.
  ➢ David Walker → How broad is the definition of the supply chain?
    ▪ That is something the subcommittee will have to decide.
  ➢ JoAnn Boutelle → The logistics group's research has brought concern from the people in uniform. It needs to be neutral. It is a change management issue because you are changing the thought process.
  ➢ Gus Pagonis → You either use it or stop working on it. There is a perceived loss of control when you do strategic sourcing. What specific items does Diane want us to focus on?
  ➢ Travis Engen → What are the factors that we would like better? What are we trying to optimize?
  ➢ Michael Bayer → This is nothing new to the building. Where can we provide leverage? There are many books on this topic.
  ➢ Bob Hale →We should start small and build confidence with the Services
  ➢ Arnold Punaro → We can improve how we support the troops in the field.
  ➢ Michael Bayer → We can't make a recommendation on boot distribution.
  ➢ Dana Mead → Folks on the ground know the most about how well things run and what can be improved.
  ➢ Gus Pagonis → We can have a shoe shop that can make changes before the mission begins.
  ➢ Travis Engen → This could be a quick win. We have to focus on specific impediments.
  ➢ David Walker → We measure success by budget. This is a fundamental problem for the government.

World-Class Outplacement Services in Support of BRAC activities (Fred Cook)

❖ 0930 Contracting World-Class Outplacement Services Support of BRAC activities (HR issues and BRAC and dislocation of people)
  ➢ Should we look globally or in the US?
  ➢ You should focus on US and only on Civilians.
  ➢ What does change management mean?
  ➢ Gus Pagonis → How do your people buy-in to change?
  ➢ Tom Modly → Need to focus all deliverables on the fact that the Department may be aware of the best business practices but that they need help in knowing how to implement them. How do we make these things happen?
  ➢ David Walker→ We need to consider how people can stay in the civil service system. We also need to consider the unions. They have made partnership that

some of the government folks that will be absorbed into the private sector funds.

- The Conversion of Current Financial Reporting needs to Reflect Operating and Capital Budgets
- What is the implementation plan and mechanisms to achieve this?
- How do we identify money that combatant commanders need for day-to-day operations?
- You have income statements for units in private sector to give you that insight.
- David → Sustainability is key. You need to think of lifecycle cost and portfolio management

➢ General Management → Ken Krieg and Core Competency Issues
➢ Travis Engen → How do you translate this into government terms? What is the driver here? There are core business and key people.
➢ Dana Mead → We would identify competencies for opportunities. Pfizer found Viagra and moved into a new business area.
➢ David Walker → You need to attract the right people to do these things too.
➢ Gus Pagonis → You have to attack areas that are dangerous or people say you can't do that.

Public Deliberation: Top Tier MBA Recruiting (Fred Cook)

❖ 0950 Fred Cook → MBA Recruiting
➢ Fred Cook
- There is no DoD presence at any top business school right now.
- The Program will be modeled after the White House program but it will be a two year rotational program with a conversion to permanent employment.
- The Department is considering hiring about 50 MBA recruits a year.
- It will capture the attention of the Business Schools.
- Implementation may start with a group of less than 50.
- The experience will have value on the resumes of these recruits. They have to have meaningful work to be successful
- It will be run through HR but needs the support of the line managers to be successful.
- The Department will hire at a GS 12 and prepare them for SES positions in the future while charting their career path
- The Department of the Navy was our sponsor.
- This is a two year process. The best recruits are gone already for this year. They want to bring folks on as interns this summer and hire after that.
- The hire of these interns would be permanent conversion.
➢ Travis Engen → I think it's a talent succession process. It's a different process and seeding talent should lend itself to the possibility of long term employment.
➢ Dana Mead → What goes on in these two years? To attract this caliber people, the best thing is to give them a highly meaningful job as soon as possible. High visibility with challenge and reward. Although, these folks probably won't know a whole lot about DoD operations. Maybe some time of bringing them up to speed and then move them into the field.

- David Walker → It may take sometime to put them in a position to succeed.
- People will be hired for a skill set but would move into different agencies. They will also rotate into active military units.
- Travis Engen→ The ability to hire candidates fast is key. You need to be able to cut the hiring process. You can lose these people in that process.
- Fred Cook → McKinsey and others take their time in hiring these people. The recruiters on campus did not have the authority to hire.
- Dana Mead → An internship program is key. If you handle them well, you get a good evaluation and you hook them in. To get these people, you need to get senior leadership to go on campus to make a sales job on these folks.
- Michael Bayer → It's hard to find any project with a 6 month lifecycle. Anything meaningful takes time. It's a large bureaucracy. These people want a place where they can shine.
- David Walker → Most MBA candidates are not motivated by public service. This makes long term retention very difficult.
- Arnold Punaro → The University of Georgia would have interest.
- Fred Cook → There is interest from some groups of MBA students. Dr. Chu suggested dropping the local schools. You need to go national. There are also political issues too about what school you take people from. The program office in PNR will start the process. The Department should allow any MBA candidate to apply.
- Travis Engen → This is oriented defense-wide. You have to interview 500 for 50 spots. A service doing this with 5 people, might be a more effective way of launching this program.
  - The interview process is important to find a person who will fit in your organization.
- David Walker → An intern program can be good to get the word out. The web has a posting for a limited time. It allows any one to apply but you advertise at the target schools.
- Dana Mead → It needs to be broader for multiple reasons. You still want to target but not limit.
- Fred Cook
  - One salary offer, no negotiation. It would be a GS 12 Step 8 at a $70,000 salary.
    - This maybe too high to start. There will be a two year minimum work experience requirement.
    - The White House fellow program starts at GS 14 Step 3.
    - Money will come from non-appropriated funds that will be centrally run through P&R.
    - It gives talent to agencies for two years at no cost and then they will start paying.
- David Walker → Legally, if someone is with you for a certain time you can make non-competitive offers.
- JoAnn Boutelle → Question about candidates needing to pass a physical examination?

Working Session II

Presentation: U.S. Army Balanced (MG Chiarelli and Laura Downing)

- ❖ 1030 Army Balanced Scorecard
  - ➢ Laura Downing from the Balanced Scorecard Collaborative
    - ▪ The Balanced Scorecard was developed from a research program from Harvard Business School.
    - ▪ In 1993 it was focused on measurement.
    - ▪ Over time the concept has developed to a management process and put strategy at the center.
    - ▪ The core of Balanced Scorecard is a strategy map.
    - ▪ What are the cultural enablers necessary to make this happen? → This is a key question for successful implementation.
    - ▪ How are you going to monitor progress?
    - ▪ The Scorecard and the strategy and the budget all need to align.
    - ▪ MOBIL → became the most profitable oil company for 5 years running.
    - ▪ Cigna was losing money and now is worth $3B.
    - ▪ Implementation of Balanced Scorecard is different because they are driven by mission.
    - ▪ Duke Children's hospital cut costs by 33% by implementing Balanced Scorecard.
    - ▪ The fastest growth area for Balanced Scorecard is in the Defense Community.
    - ▪ Any organization can become better through Balanced Scorecard.
    - ▪ The Guiding Principle was to create an enterprise that can work and grow in a dynamic environment.
    - ▪ Army personnel need to be responsible for building their own Scorecard.
    - ▪ Each unit would support the higher level
    - ▪ Developed a process to add new organization to their Scorecard.
  - ➢ 1050 MG Chiarelli
    - ▪ This is really about change and how the Army looks at itself.
    - ▪ Metrics haven't changed since the early 60s and it doesn't connect in to anything else.
    - ▪ AR220-1 looks a look at the Army but not at other important areas.
    - ▪ It takes the medal system to another level. In this way it was easy for the Army.
    - ▪ The Army developed their 6 core competencies. What they need to do to be successful.
    - ▪ MRR they take a look at what needs to be fixed. It was informal before. There was no formal linkage before.
    - ▪ TRADOC they have implemented their own readiness reporting system. They also developed a yearly reporting system.
    - ▪ 5500 different systems tracking this data.
    - ▪ 26 separate ammunition databases.
    - ▪ The U.S. Army still does not have an institution vision of readiness.
    - ▪ The easy part of the process has been tying the systems together.

- The hard part what figuring out what we wanted to measure.
- The new USR is going to go to the USR, and we will focus on what is not green on the Balanced Scorecard.
- There will be some manual input at first, so we have to allow some time for the data to become available.
- Our core competencies are at the top of our Scorecard. It is the single thing that all efforts tie to.
- Behind every objective we have a metric. We hold people accountable. Bad metrics are ones that are too specific.
- There has been some organizational resistance to relinquishing data.
- We are working against some legacy systems.
- There has been vertical and horizontal integration taking place.
- This is compatible with AKO →.Army Knowledge Online Portal.
- We wanted to allow anyone in the Army access to it. We used a tool called Core view. We need to get something out even a 50% solution. We learned a lot by being able to learn a lot quickly.
- We started putting the card online in august and we are moving fast.
- It's a point and click system.
- Try to hold people to two measures. If people wanted more they had to come to MG Chiarelli directly.
- Knowing the data, opens the debate on the requirements for specific munitions,
- Green arrows give you trends.
- It also allows for insight into the long term.
- Gus Pagonis → thank you for your presentation. We came up with a Balanced Scorecard for the SECDEF. Can we provide you our Balanced Scorecard and then you could review it. The Service Secretaries need to buy into this.
- MG Chiarelli → Data on dollars is the most difficult
- Dana Mead → this is an excellent way to integrate operational issues, mission driven piece.
- U.S. Army Col. ? → Link resources to readiness. The
- Dana Mead → We had managers report their scorecard to their peers.
- Michael Bayer → While you were building this, did you look at SES key tasks to find correlations.
- Build the card around competencies, but we have to revisit it to see what we missed.
- Gus Pagonis → evaluation report is based on Balanced Scorecard at Sears. This might be tough for you to do this. You can tie this to the production line eventually.
- The Chief approved the Scorecard.
- We are going through the cascading process.
- Dana Mead → need a procedure to review criteria for requirements.

<u>Luncheon Presentation: Future Logistics Enterprise (Lou Kratz)</u>

- ❖ 1220 Future Logistics Enterprise ➔ Lou Kratz of AT&L
  - ➢ Definition of Footprint ➔ Number of personnel not directly related to mission ➔ tooth to tail
  - ➢ 3 Major Elements
    - ▪ Fix the weapon systems support (end-to-end)
    - ▪ Real time demand data
    - ▪ Integrate logistics enterprise
  - ➢ There are about 180 major weapon systems.
  - ➢ There are about 400 total weapon systems.
  - ➢ At the end of the day are we getting the Warfighter what they need, where they need and when they need.
  - ➢ Navy Marine Corps Intranet (NMCI) effort found out there were over 1000 logistics systems.
  - ➢ Output is measured in terms of readiness.
  - ➢ Coordination with the comptroller is taking place.
  - ➢ DoD is learning how to be a good partner. They want to move about 80% of the work into industry.
  - ➢ Tom Modly ➔ these are the questions that Diane Morales wants the DBB to consider.
    - ▪ Long term support agreements ➔ how does the department manage contracts through the lifecycle?
  - ➢ JoAnn ➔ what best practices have you already implemented?
    - ▪ Issue of fragmentation
    - ▪ Market segmentation
    - ▪ PM accountability ➔ customer relationship management
    - ▪ Inventory reduction
  - ➢ Bob Hale ➔ Do you have buy in from the Services?
    - ▪ We have secretary level and uniform level agreement.
    - ▪ Major resistance at the operational level.
    - ▪ JoAnn Boutelle ➔ What challenges have you encountered?
      - • When you create the domain and now you have the ability to really implement.
      - • Ms. Morales enjoys stepping up as a domain owner

- ❖ Dr. Dov Zakheim regarding financial management study topic
  - ➢ How will the department depreciate capital assets?
  - ➢ Is the value the of the facility of importance to the tax payer?
    - ▪ The important issue is the replacement value.
    - ▪ We don't have the numbers to support this.
    - ▪ Qualified opinions are also a tough road too.
    - ▪ Spares need to be in your calculation also.
    - ▪ It is a more generic concern. You should talk to GAO.
    - ▪ We don't have depreciation tables.
  - ➢ Travis Engen ➔ What is the replacement interval for capital assets?

- Do you mean one for one?
- Most people think this way.
- Navy and Marine Corps are combining their air forces that torque the replacement value calculation.
- Think about what you are investing that is a hard asset and think about the maintenance cost.

➢ Gus Pagonis → Is this what you want to board to look at?
- The Secretary sent a note around with his concerns on the topic.
- We don't have a clear sense of how to attack this.
- The Department needs to benchmark what the systems are doing now and they need to look at rate of return on investment.

➢ Bob Hale → How are capital budgets useful to the department.
- How do you use capital budgets as a tool?
- Is there a better management tool to make better decisions?

➢ David Walker
- You are going to replace parts more frequently than the platform

Meeting with the Secretary of Defense

➢ Photo session
➢ Brief meeting held with the Secretary of Defense to:
- Review 2002 deliverables
- Preview 2003 deliverables
- Secretary expressed an interest in holding a meeting/review with the Board on balanced scorecard metrics

Working Session III

❖ Working Sessions held for each task group (separate notes held by Task Group executive secretaries)

Meeting Wrap Up (Gus Pagonis)

➢ Gus Pagonis and Tom Modly → Meeting wrap up
➢ Thank you and we were fortunate to get that much time with the Secretary.
➢ We are moving in the right direction.
➢ Tom Modly → The purpose of the task groups was to the define the deliverables. Tasks have to be officially assigned from the Comptroller. Within next several weeks, we need to have those deliverables defined.

Defense Business Practices Implementation Board

Attendee	Working Session I (Old Business)	Public Deliberation (MBA Recruitment Study)	Working Session II (by MG Chiarelli on Army Balanced Scorecard)	Lunch	Presentation (by Lou Kratz on Future Logistics Enterprise)	Photo and Meeting with the SecDef	Working Session III (BENS Meeting)	Working Session III (Supply Chain Task Group)	Working Session III (HR Outplacement Services Task Group)	Working Session III (Financial Management Task Group)	Working Session III (Action on Defense Core Competencies Task Group)
Secretary Donald Rumsfeld						1					
Larry Di Rita, Special Assistant to the SecDef						1					
Under Secretary Dov Zakheim					1	1					
Ken Krieg, Executive Secretary of the SEC											
Mark Everson, Controller, Office of Federal Financial Management, OMB											
David Walker, Comptroller General GAO	1	1			1	1			1		
Jeffrey Steinhoff, Managing Director GAO	1	1		1	1	1					
Jo Ann Boutelle, Deputy Chief Financial Officer	1	1	1	1	1	1			1		
MG Peter Chiarelli, U.S. Army			1								
Laura Downing, Balanced Scorecard Collaborative			1								
Lou Kratz, AT&L					1	1		1			
Alex Smirnow, AT&L					1	1					
Gus Pagonis, Sears, Roebuck and Company (Chairman)	1		1	1	1	1	1		1		
Michael Bayer, Vice Chairman of DBB	1	1	1	1	1	1					
Fred Cook, Frederick Cook & Company	1	1	1	1	1	1			1		
Herb Shear, CEO Genco	1	1	1	1	1	1		1			
Arnold Punaro, SAIC	1	1	1	1	1	1			1		
Bill Phillips, IBM Global Services	1	1	1	1	1	1			1		
Robert Hale, Logistics Management Institute	1	1	1	1	1	1		1			
Travis Engen, Alcan, Inc.	1	1	1	1	1	1					
Dana Mead	1	1	1	1	1	1		1			
Tom Modly, Executive Director, DBB	1		1	1	1	1	1				
Ivan Thompson, Deputy Director of DBB	1	1	1	1	1	1					
Kelly Van Niman, Consultant to the Executive Director of the DBB	1	1	1	1	1	1					
Alex Zemek, Defense Fellow of the DBB	1		1	1	1	1			1		
Jim Ireland, Sears	1	1	1	1	1	1					
Maj. Seth O'Cloo, Defense Business Fellow	1	1	1	1	1	1			1		
Deputy Under Secretary (P&R) Charlie Abell	1	1									
Deputy Under Secretary (P&R) Gail McGinn	1	1							1		
Civilian Policy Ginger Groeber											
Terry McKay, Accounting Policy										1	
Mike Powers, Accounting Policy											
Charlie Baker										1	
Capt. Ed Gray, USAF, Accounting Policy										1	
Charlie Rogers, OUSD (P+R)	1	1							1		
Steve Tabone										1	
Larry Lanzillotta, Principal Deputy Undersecretary for Comptroller										1	
General Boyd, BENS							1				
Andrea Kames, BENS							1				
Paul Taibl, BENS							1				
Ken Beeks, BENS							1				
John Vonglis, OUSD (P+R)							1				
Greg Kuchler, OUSD (Comptroller)	1		1								
Lois Douglas, OUSD (Comptroller)	1		1								
Jason Reis, SAIC	1	1	1	1	1	1		1			