



DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

APR 17 2017

MEMORANDUM FOR CHAIRMAN, DEFENSE BUSINESS BOARD

SUBJECT: Terms of Reference – Implications of Technology on the Future Workforce

Over the last few years, reductions in the Department's budget have adversely impacted readiness, force structure, and acquisition programs. As a result, the Department must work to continuously leverage advances in technology to reduce personnel, operations, and maintenance costs.

The private sector has made significant progress in the use of automated systems in an effort to reduce workforce staffing and its associated costs. In addition to performing physical and administrative repetitive tasks and streamlining processes, intelligent autonomous systems are moving toward performing higher functions, including assessing environmental conditions, cognitive analysis, and problem solving. At the same time, the cost of these systems has decreased. Many of these capabilities have potential applications to the Department and offer an opportunity to reduce force structure and costs associated with support functions.

To assist DoD in maximizing its resources, I am establishing a task group under the Defense Business Board ("the Board") to study and develop recommendations that:

- Examine how the private sector is utilizing or planning to utilize automated systems in the workplace for non-discretionary functions similar to those performed within the DoD;
- Assess the potential risks and benefits of utilizing this technology in support of DoD's non-warfighting workforces: civilian, uniformed, and contractor. Identify technologies within the private sector that have potential application to the DoD;
- Recommend courses of action and timelines for the Department to best take advantage of these trends; and
- Review such other matters as the DBB determines relevant.

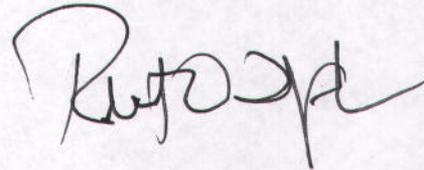
Task group recommendations will be presented to the DBB for thorough, open deliberation in a noticed public meeting in accordance with the Federal Advisory Committee Act and the Government Sunshine Act. The Board will provide its final findings and recommendations to the Secretary of Defense or the Deputy Secretary of Defense, no later than twelve months from the signing of these terms of reference.



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In conducting its work, the DBB has my full support in all requests for data or information that may be relevant to its research or fact-finding under the terms of reference. As such, the office of Secretary of Defense and Component Heads are requested to fully cooperate and promptly facilitate requests by the DBB staff to access relevant personnel and information deemed necessary, as directed by paragraphs 5.1.8. and 5.3.4. of DoD Instruction 5105.04, "Department of Defense Federal Advisory Committee Management Program," and in conformance with applicable security requirements.

As a subcommittee of the DBB, this task group shall not work independently of the DBB's charter and shall only report its recommendations to the full DBB for public deliberation and majority approval, pursuant to the Federal Advisory Committee Act of 1972 as amended, the Government in the Sunshine Act of 1976 as amended, and other applicable federal statutes and regulations. The task group does not have the authority to make decisions on behalf of the DBB. The members of the task group and the DBB are subject to 18 U.S. Code §208, governing conflicts of interest.

A handwritten signature in black ink, appearing to read "Rutledge". The signature is written in a cursive, flowing style with a large initial 'R'.