



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

APR 17 2017

MEMORANDUM FOR CHAIRMAN, DEFENSE BUSINESS BOARD

SUBJECT: Terms of Reference – Major Headquarters Reductions

Over the years the DoD has attempted to control the growth of its major headquarters elements and their proportionality to the operating forces. The most recent efforts have resulted in substantial delayering and reduction of the overall size of those headquarters.

In order to ensure the Pentagon spends resources responsibly, I am establishing a task group under the Defense Business Board (“the Board”) to provide advice and recommendations to DoD through the comparison of the current state of DoD management headquarters to similarly complex private sector entities on how the Department might find efficiencies by further restructuring its headquarters elements. The study should:

- Examine DoD data in regards to the size of major headquarters elements across DoD to establish a basis of comparison to private sector-like or similar entities.
- Review any other such matters as the Board, with authorization of the Deputy Chief Management Officer, determines relevant in this topic area.

Task group findings, observations, and recommendations will be presented to the full Board for thorough, open discussion and deliberation in a noticed, public meeting. The Board will provide its final findings and recommendations, in the form of a Power Point presentation, to the Secretary of Defense no later than twelve months after the signing of this terms of reference.

In conducting its work, the Board has my full support in all requests for data or information that may be relevant to its fact finding and research under this Terms of Reference. As such, the Office of the Secretary of Defense and Component Heads are requested to cooperate and promptly facilitate requests by the Board staff regarding access to 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 classifications.

As a task group of the Board, this subcommittee shall not work independently of the Board's charter and shall only report its recommendations to the full Board 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 or recommendations on behalf of the Board, nor may it report directly to any federal representative. The members of the task group and the Board are subject to 18 U.S. Code §208, governing conflicts of interest.

