

## DEFENSE BUSINESS BOARD

Meeting Minutes  
August 2, 2017  
9:00 AM to 3:45 PM  
The Pentagon, Washington, D.C.

The Defense Business Board (DBB) is a federal advisory committee within the Department of Defense (DoD) operating pursuant to the Federal Advisory Committee Act of 1972, the Government in the Sunshine Act of 1976, and other appropriate federal regulations. The DBB meets quarterly and held its fourth session for fiscal year 2017 on August 2, 2017 with a public meeting from 9:30 AM to 11:15 AM in room 3E863 in the Pentagon, Washington, D.C.

### **DBB Members (voting) (18 present)**

Michael Bayer (Chair)	Cynthia Trudell (Vice Chair)	Denis Bovin
Robert Holland	Jerry Hultin	David Langstaff
Shelly Lazarus	Lon Levin	John O'Connor
Phillip Odeen	William Phillips	Arnold Punaro
Mark Ronald	William Swanson	Atul Vashista
Joseph Wright	Dov Zakheim	Jack Zoeller

### **DBB Consultants (non-voting) (1 present)**

Neil Albert

### **DBB Ex-Officios (non-voting) (1 present)**

The Honorable Gene Dodaro, Comptroller General of the United States, Head of the GAO

### **DBB Staff (non-voting)**

Webster Bridges, Deputy Director, Alternate Designated Federal Officer  
Captain Garrett Campbell, USN, Military Representative  
Lieutenant Colonel Jason Knight, ANG, Military Representative  
Captain Thomas Koch, USMC, Military Representative

### **Public Session Attendees**

Michael Aimone, Energy Management & Analytics, LLC  
Justin Doubleday, Inside the Pentagon  
Susan Ebner, Fortney & Scott, LLC  
Jon Etherton, Etherton and Associates, Inc.  
Aileen G. Sedmak, Deputy Director for Systems Engineering Policy, Guidance, and Workforce, Office of the Assistant Secretary of Defense for SD Research and Engineering  
Robin Thurman, Director, Work Force Policy, Aerospace Industries Association

## **PREPARATORY WORK SESSION**

At 9:00 AM Chairman Michael Bayer requested fellow DBB member John O'Connor to brief the Board on Chinese economic strategy.

## **PUBLIC MEETING SESSION**

At 9:30 AM, Web Bridges, Alternate Designated Federal Officer, opened the public session and welcomed the members of the public. Michael Bayer, DBB Chairman, thanked everyone for attending and spoke briefly about the DBB's upcoming work.

## DEFENSE BUSINESS BOARD

### Task Group Presentations

Mr. Bayer introduced the Honorable Jerry Hultin, Task Group Chair for *Implications of Technology on the Future Workforce*, who briefed how this study evaluated the potential for transformation of the Department's back office functions using artificial intelligence, machine learning, automation, and robotics. The task group identified how the private sector is utilizing (or is planning to utilize) technological advancements in the workplace and how this can be replicated within DoD.

Atul Vashistha, Task Group member, followed with a discussion about government and business automation and that this effort is not about buying technologies and pushing them in. The focus is on finding the single source of truth in the data. He outlined how automation benefits in the private sector are diverse across sectors and healthcare, and what the various outcomes of automation are on the private sector.

Mr. Hultin then presented the study's findings with a discussion on data, culture, talent management, and governance. The DBB Members discussed the concept that automation is a journey, that the scope of the study is important, and that strong leadership and governance is essential. Mr. Hultin concluded the presentation with a summary of the task group's findings.

### Task Group Recommendations

Recommendation 1: Automation as a Strategic Enabler was presented by Mr. Hultin.

Recommendation 2: Leadership Actions was presented by Dr. Cynthia Trudell, Task Group member

Recommendation 3: Build Capability and Capacity was presented by Mr. Vashistha.

Recommendation 4: Develop Automation Talent was presented by Dr. Trudell.

Recommendation 5: Methods to Facilitate Adoption was presented by Mr. Vashistha.

A motion was made to accept the study recommendations, was seconded, voted on, and unanimously approved.

A copy of the Board's recommendations for the presentations may be found at:

<http://dbb.defense.gov/Meetings/Meeting-August-2017/>

Mr. Bridges noted that no written or electronic comments had been received at the time of the public meeting and that insufficient time was available for public comments; however, written comments could be submitted to the DBB website at any time.

### END OF PUBLIC SESSION

### ADJOURNMENT

Mr. Bridges adjourned the DBB's August 2, 2017 public meeting session at 11:15 AM.

### PREPARATORY WORK SESSION

The Board's preparatory work began with an Office of the Secretary of Defense (OSD) Cost Analysis and Program Evaluation (CAPE) briefing on its Full Cost of Manpower (FCoM) Tool led by Dr. Jerome Pannullo, Director, Economic and Manpower Analysis Division (EMAD), CAPE, supported by LTC Mike Kuzara, EMAD, CAPE. The briefing outlined the background that went into CAPE's development of the FCoM and how it is utilized in the Department.

## DEFENSE BUSINESS BOARD

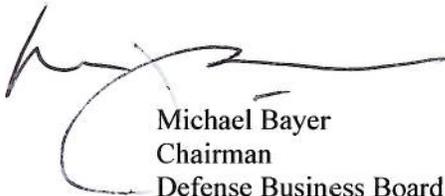
Mr. David Tillotson, Acting Deputy Chief Management Officer (ADCMO) spoke to the Board on OSD Reform Activity and Major Headquarters Reductions. Mr. Tillotson outlined themes from a meeting he had that morning with the Honorable Patrick Shanahan, Deputy Secretary of Defense, on how the Office of the Deputy Chief Management Officer is supporting the Secretary of Defense's focus on implementing previous DBB findings to improve Department efficiencies.

The Board received a classified briefing from officials from the Intelligence Community. Following that briefing, Mr. Isaac Taylor, Defense Innovation Unit Experimental, presented a brief on accelerating innovation and bringing capabilities and cutting edge technology to the DoD in a faster, more effective way.

Chairman Bayer closed the preparatory work session at 3:45 PM.

### END OF PREPARATORY WORK SESSION

I hereby certify, to the best of my knowledge, the foregoing minutes to be accurate and complete.



Michael Bayer  
Chairman  
Defense Business Board  
September 21, 2017