

DEFENSE BUSINESS BOARD

Meeting Minutes

August 7, 2019

7:30 AM to 3:00 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 third session for fiscal year 2019 on August 7, 2019. The agenda included a scheduled closed session from 7:55 AM to 3:00 PM in room 3E869 in the Pentagon, Washington, D.C.

DBB Members (voting) (7 present)

Atul Vashistha (Interim Chair)

Paul Dolan

Scott Dorn

John O'Connor

Dina Powell

Arnold Punaro

David Venlet

DBB Staff (non-voting)

Mr. Webster Bridges III, Deputy Director & Alternate Designated Federal Officer (ADFO)

Mr. Steve Cruddas, Office Manager

ADMINISTRATIVE SESSION

At 7:30 AM, Mr. Bridges, ADFO, welcomed the Board members and introduced Karen Dalheim, Standards of Conduct Office, OGC WHS for the Board's annual ethics briefing.

CLOSED MEETING SESSION

At 7:55 AM, Mr. Bridges opened the meeting as a closed session.

Panel Discussion – Human Capital / Talent Management Reform

DBB Members: Paul Dolan, Scott Dorn, John O'Connor, Dina Powell (Panel Moderator), Arnold Punaro, Atul Vashistha, and David Venlet.

Host: Lisa Hershman, Deputy Chief Management Officer (CMO).

Panelists: Anita Blair - DASD for Civilian Personnel Policy; Andy Hendrickson – Chief Technology Officer, Activision; Dane Holmes - Head of Human Capital Management, Goldman Sachs; Hon. Ellen Lord - USD for Acquisitions and Sustainment; Jeff Sonnenfeld - Professor, Yale School of Management; James Stewart – Performing the duties of USD for Personnel and Readiness; and Mark Weinberger - Former Global Chairman & CEO, Ernst & Young.

Other Attendees: Mattijs Backx, Webster Bridges, DBB Staff, Steve Cruddas, DBB Staff, Jennifer Hill, CMO's Action Group, Office of the CMO, Dharika Hopkins, and Suzanne Leopoldi-Nichols.

The panel discussed confidential private sector strategies, processes, and unique challenges for human capital/talent management.

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Panel Discussion - Data Management Strategy Reform

DBB Members: Paul Dolan, Scott Dorn, John O'Connor (Panel Moderator), Dina Powell, Arnold Punaro, Atul Vashistha, and David Venlet.

Host: Lisa Hershman, Deputy CMO

Panelists: Michael Conlin - DoD Chief Data Officer; Kathy Cutler – Chief Information Officer, Business Systems, OCMO; Dana Deasy - DoD Chief Information Officer; Andy Hendrickson – Chief Technology Officer, Activision; Dharika Hopkins - Senior Director of Information Management, Cox Enterprises; and Gregory Little - OUSD (Comptroller).

Other Attendees: Mattijs Backx, Webster Bridges, Steve Cruddas, Jennifer Hill, and Suzanne Leopoldi-Nichols.

The panel discussed confidential private sector strategies, processes, and unique challenges in data management.

Panel Discussion - Shared Services Reform

DBB Members: Paul Dolan, Scott Dorn, John O'Connor, Arnold Punaro, Atul Vashistha (Panel Moderator), and David Venlet.

Panelists: Mattijs Backx - Senior VP and Head of Global Business Services, PepsiCo; Suzanne Leopoldi-Nichols - President of Global Business Services, United Parcel Service; Thomas Muir – Director, Washington Headquarters Services; Charles Phalen – Acting Director, Defense Counterintelligence and Security Agency; and Michael Scott - Vice Director, Defense Logistics Agency.

Other Attendees: Webster Bridges, Steve Cruddas, and Jennifer Hill

The panel discussed confidential private sector strategies, processes, and unique challenges in shared services and global business services.

The closed meeting session concluded at 11:45 AM for lunch.

ADMINISTRATIVE SESSION

Board members discussed the need to right size the Board and discussed new member recommendations. Consensus was 15 to 16 was probably the optimal size. Candidates should be either retired or from industries with little or no affiliation with DoD. Academia is another source.

Board members then discussed some of the DBB support to the ongoing DoD reform efforts through the provision of individual advise to the various reform leads. Mr. Vashistha pointed out that to date the Department has begun to show full cycle savings through imposing metrics and requiring measurable outcomes.

CLOSED MEETING SESSION

At 12:45 PM, Mr. Bridges reopened the meeting as a closed session for a classified discussion of strategic challenges facing the US.

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The closed meeting session concluded at 2:50 PM.

ADJOURNMENT

Following short administrative remarks, Interim Chair Vashistha adjourned the DBB at 3:00 PM.

By signature, certified to be accurate and complete.

A handwritten signature in black ink, appearing to read "Atul Vashistha". The signature is written in a cursive style with a horizontal line extending to the left.

Atul Vashistha
Interim Chair, Defense Business Board
4 September 2019