



## DEFENSE BUSINESS BOARD MEETING MINUTES MAY 9-10, 2023

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 at times out of cycle, when required. The DBB held its fourth session for fiscal year 2023 on May 9 and 10, 2023, at the Pentagon and the National Reconnaissance Office, Chantilly, VA. The meeting was partially closed with a scheduled open session held on May 10, 2023. Registered public participants joined via Zoom video and teleconference line.

### **DBB Members Present (16)**

Hon. Deborah Lee James (Chair)	Ms. Suzanne Leopoldi-Nichols
Ms. Linnie Haynesworth (Vice Chair)	Ms. Jennifer McClure
Mr. Craig Albright	Dr. David Van Slyke
Dr. Alex Alonso	Gen Larry Spencer USAF (Ret.)
Mr. Joseph B. Anderson, Jr.	GEN Joseph Votel, USA (Ret.)
Mr. David Beitel	Hon. David Walker
Ms. Sally Donnelly	GEN Johnnie Wilson, USA (Ret.)
Ms. Cheryl Eliano	Mr. Robert Wolf

### **DBB Members Not Present (5)**

Dr. Christopher Gopal  
Ms. Erin Hill  
Ms. Mellody Hobson  
Mr. Oscar Munoz  
Mr. Safroadu Yeboah-Amankwah

### **DBB Staff (non-voting) – attended 1 or more session(s)**

Ms. Jennifer Hill, Executive Director & Designated Federal Officer (DFO)  
CAPT Chad Graham, U.S. Navy Military Representative to the DBB  
Lt Col Kyle Harrington, U.S. Air Force Military Representative to the DBB  
MAJ Jamaal Kirkland, U.S. Army Military Representative to the DBB  
MAJ Michael McDonald, U.S. Army Military Representative to the DBB  
Dr. Sherri R. Malace, Senior Advisor  
Ms. Leah Glaccum, Operations Manager  
Ms. Kayla Cross, Management Analyst  
Ms. Gwyneth Murphy, Management Analyst  
Ms. Janice Mclaury, Research/Writer/Editor (Contractor)  
Mr. Ademola Oduyebo, Operations Analyst (Contractor)

Mr. Anand Bahl, Consultant to the Board  
COL Greg Bowman, J.D., Consultant to the Board  
Mr. Matthew Daniel, Consultant to the Board  
Ms. Marachel Knight, Consultant to the Board  
Ms. Sarah Mineiro, Consultant to the Board  
Hon. Eric Rosenbach, Consultant to the Board  
Brig Gen Bernard (Bernie) Skoch, USAF (Ret.), Consultant to the Board  
Mr. Stan Soloway, Consultant to the Board  
Ms. Pat Zarodkiewicz, Consultant to the Board



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### Public Attendees

The DBB received 9 requests from the public to participate in the open session. A list of all public attendees is attached as an addendum to these minutes.

### OPEN CLOSED SESSION

At 8:05 AM on May 9, Ms. Hill opened the first closed session of the meeting and turned the floor over to the Board Chair, Hon. Deborah Lee James, for opening remarks.

From 8:15-9:15 AM, Gen Charles Q. Brown, Jr., Chief of Staff of the Air Force, provided a classified brief on *Resourcing the Future Workforce*. During his presentation, Gen Brown praised the Pathfinder program as a significant Air Force effort to help personnel ensure they are on the right career path or to get the necessary cross-training needed for the one they desire. The Air Force promotes non-traditional career paths and sees benefit from partnering with industry in this area. Additionally, the Air Force is making progress to bring interns from industry on board to work for short durations to exchange ideas, build relationships, and share insights with DoD employees.

From 9:15-10:15 AM, A classified panel discussion was held on *Preparing the Industrial Base for Future Conflicts*. Panel participants included Mr. Young Bang, Principal Deputy Assistant Secretary of the Army for Acquisition, Logistics & Technology; Ms. Darlene Costello, Principal Deputy Assistant Secretary of the Air Force Acquisition, Technology & Logistics; and GEN Stephen Lyons, USA (Ret), former Commander of U.S. Transportation Command. The panel discussed critical supply chain shortages, long lead times, talent competition, constraints in multi-year procurement authorities, and managing the risk and investment associated with global integration. Future focus areas include deferred infrastructure upgrades, data sharing, interagency collaboration, and increasing agility and cross-utilization of skillsets.

From 10:15-11:15 AM, Hon. Kathleen Hicks, Deputy Secretary of Defense and Hon. Susanna V. Blume, Director, Cost Assessment and Program Evaluation Office, conducted a classified brief on the *DoD Budget*. Hon. Hicks discussed the alignment of strategy to budget, and Hon. Blume informed the Board on the new top-down budget build approach.

### ADJOURN CLOSED SESSION

At 11:15 AM, Ms. Hill adjourned the closed session.

### OPEN CLOSED SESSION

At 1:15 PM, Ms. Hill opened the second closed session at the National Reconnaissance Office (NRO) and turned the floor over to Hon. Deborah James for opening remarks.

From 1:25-2:00 PM, Dr. Troy Meink, Principal Deputy Director, NRO, provided a *NRO Classified Brief*.

From 2:00-3:00 PM, Hon. Frank Calvelli, Assistant Secretary of the Air Force for Space Acquisition and Integration, provided a classified brief on the *New Acquisition Paradigm for Space Operations*

From 3:00-3:30 PM, Dr. Troy Meink provided a classified brief on the *NRO Acquisition Model*.

### ADJOURN CLOSED SESSION

At 3:30 PM, Ms. Hill adjourned the afternoon closed session.



## DEFENSE BUSINESS BOARD MEETING MINUTES

### MAY 9-10, 2023

#### OPEN CLOSED SESSION

At 5:55 PM, Ms. Hill opened the last closed session of the day.

From 6:15-7:30 PM, Hon. Hicks hosted the Board, and members received a classified presentation from Gen Eric M. Smith, Assistant Commandant of the Marine Corps, on *Marine Corps Modernization and Force Design 2030*.

#### ADJOURN CLOSED SESSION

At 7:30 PM, Ms. Hill adjourned the final session of the day.

#### OPEN PUBLIC SESSION

At 8:30 AM on May 10, Ms. Hill convened the first open session of the Board meeting and provided administrative remarks. Hon. James welcomed the Board members, guests, and public attendees.

From 8:40-9:45 AM, Mr. Brynt Parmeter, Office of the Under Secretary of Defense for Personnel and Readiness, briefed the Board in his new role as the inaugural DoD *Chief Talent Management Officer (CTMO)*. Mr. Parmeter discussed his initial impressions about where the role fits within the institution and the purpose, value, and meaning the position has for the entire Department. Process stability, creativity, risk aversion and tolerance, culture, strategic communications, and authority were among the themes he touched on. The CTMO outlined some initial objectives for his first ninety days and is looking to introduce several pilot programs to gauge success of the office within the first eighteen months.

The Board members raised a variety of topics for CTMO attention. One member advised Mr. Parmeter to meet with other service and functional leaders to gain a deeper appreciation for workforce issues aside from those communicated by manpower and human resource leaders. Another member offered that the Department needs to establish a workforce plan that considers the career progression of new hires well before they are on-boarded. Further workforce planning conversation advocated for the identification and inventory of existing DoD skills to realign to priority areas first. This will help retain and expand institutional knowledge and increase morale by better matching personnel with interests where possible. Another member implored the CTMO to look at moving civilian pay out of the operations and maintenance budget account to reduce the friction between personnel compensation and mission execution.

From 9:45-10:45 AM, a panel discussion was held on *Improving How We Do Business*. Panel members included Mr. Robin Swan, Director, U.S. Army Office of Business Transformation; Ms. Wendy Kay, Assistant Deputy Under Secretary of the Air Force, Management and Assistant Deputy Chief Management Officer; Mr. Roger Dean Huffstetler, Director, Department of the Navy, Performance Improvement Office; and Dr. Silvana Rubino-Hallman, Deputy Performance Improvement Officer, U.S. Department of Defense. Following panel member introductions, the Board initiated discussion on the primary levers to improve the business culture. The forum first discussed how the pressure to meet budget expenditure goals has created a culture of suboptimal resource allocation in the Department. It then discussed some approaches and ways the performance improvement function could aid in correcting this behavior. The panel then discussed its work in establishing progress assessment and performance framework alignment and how results achieved will be value added to the Department and the taxpayer. One member remarked that the DoD Strategic Management Plan (SMP) is great for those in the Pentagon, but most of the workforce is in the field and recommended looking beyond the headquarters to garner performance improvement success as well. Several members also remarked that business operations and cultural



## DEFENSE BUSINESS BOARD MEETING MINUTES MAY 9-10, 2023

improvement is not ingrained in workforce culture. To improve, fundamental training should be implemented, and managers should be measured against performance improvement metrics as a criterion of promotion.

### **ADJOURN PUBLIC SESSION**

At 10:45 AM, Ms. Hill adjourned the public session for the day.

### **OPEN CLOSED SESSION**

At 10:58 AM, Ms. Hill opened the day's first closed session.

From 11:00-11:30 AM, Hon. Lloyd Austin, Secretary of Defense, held a classified brief on *DoD Current Affairs*. As part of his remarks, the Secretary asked DBB members to help lead talent to the DoD by being a center of influence to communicate the value of service in DoD, whether military or civilian. He asked members to talk with their industry peers, congressional leaders, and others about the positives of DoD service.

### **ADJOURN CLOSED SESSION**

At 11:30 AM, Hon. James provided closing remarks to the Board, and Ms. Hill adjourned the closed session.

By my signature, certified to be accurate and complete.

A handwritten signature in cursive script that reads "Deborah Lee James".

Deborah Lee James  
Chair  
Defense Business Board



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**May 10 Open Session - Attendees Sign-In Sheet**  
**ALL INFORMATION ON THIS SHEET IS**  
**PART OF THE PUBLIC RECORD**

<b>Name</b>	<b>Organization</b>
Angela Rey	Private Citizen
Kristopher R. Haag	Senior Advisor, DON Performance Improvement Office
Amanda J. Villwock	DoD CIO – Information Enterprise Defense Business Systems (DBS) IT Portfolio Management
Dr. Todd Fore, SES	Assistant Secretary of the Army for Civilian Personnel Department: Army, Manpower and Reserve Affairs (M&RA)
Drew White	DON Performance Improvement Office
Adeline Mishler	DON Performance Improvement Office (PIO)
Dr. Paula Harkins	LSSBB, Business Process Reengineering Consultant DON Performance Improvement Office
J. Schwartz	ODA&M PIB
Ricks Robert	DON Performance Improvement Office