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Nov 08, 2022

Department of Defense
OFFICE OF PREPUBLICATION AND SECURITY REVIEW



Defense Business Board Meeting

November 9 - 10, 2022

23-S-0354

Meeting Agenda

WEDNESDAY, NOVEMBER 9, 2022, Pentagon Room 1E840

CLOSED SESSION

- 9:15 – 9:20 AM Opening Remarks / Open Closed Session – Ms. Jennifer Hill, Designated Federal Officer (DFO)
9:20 – 9:25 AM Chair’s Welcome – Hon. Deborah James
9:25 – 10:05 AM FACA and Ethics Brief – Ms. Karen Dalheim, Senior Attorney, Office of General Counsel, Standards of Conduct Office, and Ms. Elaine Crowley, Assistant General Counsel, Washington Headquarters Services and Pentagon Force Protection Agency, Office of General Counsel
10:05 – 11:05 AM Subcommittee Meetings/Break
11:05 – 11:10 AM Close Administrative Session – Ms. Jennifer Hill, DFO

CLOSED SESSION

- 11:10 – 11:15 PM Open Closed Session – Ms. Jennifer Hill, Designated Federal Officer (DFO)
11:15 – 12:00 PM Classified Discussion by Deputy Secretary of Defense on the Resiliency of the Defense Industrial Base – Hon. Kathleen Hicks and Hon. Deborah G. Rosenblum, Performing the Duties of Assistant Secretary of Defense for Industrial Base Policy
12:00 – 12:05 PM Adjourn Closed Session – Ms. Jennifer Hill, DFO

CLOSED SESSION

- 3:25 – 3:30 PM Open Closed Session – Ms. Jennifer Hill, Designated Federal Officer (DFO)
3:30 – 4:00 PM Classified Update on DoD Events by Secretary of Defense – Hon. Lloyd J. Austin III
4:00 – 5:00 PM Classified Discussion on Streamlining Intelligence Processes – Hon. Ronald S. Moultrie, Under Secretary of Defense for Intelligence & Security
5:00 – 5:05 PM Adjourn Closed Session – Ms. Jennifer Hill, DFO

CLOSED SESSION

- 5:30 – 5:35 PM Open Closed Session – Ms. Jennifer Hill, Designated Federal Officer (DFO)
5:35 – 5:45 PM Chair’s Remarks – Hon. Deborah James
5:45 – 5:55 PM Deputy Secretary Remarks – Hon. Kathleen Hicks
5:55 – 7:30 PM Classified discussion on how the Department is Preparing for Future Conflicts – Hon. Heidi Shyu, Under Secretary of Defense for Research and Engineering
7:30 – 7:35 PM Adjourn Closed Session – Ms. Jennifer Hill, DFO



Meeting Agenda

THURSDAY, NOVEMBER 10, 2022, Pentagon Room 1E840

OPEN SESSION

- 8:30 – 8:35 AM Opening Public Session – Ms. Jennifer Hill, DFO
- 8:35 – 8:45 AM Chair’s Welcome to Members and Guests – Hon. Deborah James
- 8:45 – 10:15 AM Presentation, Deliberation, and Vote on “Recommendations to Improve Department of Defense Business Health Metrics” Study – Ms. Erin Hill, Chair, Business Transformation Advisory Subcommittee
- 10:15 – 10:30 AM Break
- 10:30 – 11:30 AM Update on DoD Civilian Training - Hon. Gilbert Cisneros, Under Secretary of Defense for Personnel and Readiness
- 11:30 – 12:25 PM Follow up to the Dissolution of the Office of the Chief Management Officer and Current Business Improvement Efforts - Hon. Michael B. Donley, Director, Administration and Management
- 12:25 – 12:30 PM Chair’s Closing Remarks - Hon. Deborah James
- 12:30 – 12:35 PM Adjourn Public Session – Ms. Jennifer Hill, DFO





Open Closed Session

Ms. Jennifer Hill
Designated Federal Officer



Chair's Opening Remarks

Hon. Deborah James

Chair, Defense Business Board



***FACA and Ethics Brief* by Office of General Counsel**

Ms. Karen Dalheim and Ms. Elaine Crowley

Senior Attorney and Assistant General Counsel



Ethics for Federal Advisory Committee Members

**Department of Defense
Standards of Conduct Office
OSD.SOCO@mail.mil**

What We Will Cover

- FACA members are “Special Government Employees”
- Conflicts of Interest
- Representational Activities
- Misuse of Position

What is an SGE

- Advisory Committee Members are Appointed as Consultants and serve as Special Government Employees (SGEs).
- SGEs are part-time intermittent Federal employees, who serve less than 130 days in any consecutive 365 day period.
 - Note: The 130 day period is aggregate of all Executive & Legislative Branch Service (not just service at DoD)).
 - As SGEs, FACA members are subject to the ethics rules but to a lesser extent.

What is an SGE

- Counting days is critical!
 - Any day or part of a day, regardless of the amount of time worked, counts as a full day
 - Exception: Brief non-substantive interactions such as scheduling meetings, meeting preparation for a meeting performed at home, etc.; and
 - Any day for which you are paid.
- Best Practice – Use a Day Tracking Chart

Conflict of Interest (18 U.S.C §208)

- Members are chosen because of their expertise in a given field... but... this means they may have conflicts because of their non-Federal: employment, outside affiliations, spouse's employment, financial holdings.
- Financial Disclosure Forms:
 - Assists in identifying & avoiding conflicts
 - Even if exempt from filing – you are responsible for monitoring potential conflicts
- DFO must be informed of member's affiliations and employment throughout SGE's term to assist avoiding conflicts.
- **Best Practice – Before each meeting inform DFO about new affiliations, employment, holdings.**

Conflict of Interest (18 U.S.C §208)

SGEs are *prohibited* from:

- Participating personally and substantially in an official capacity
- In any particular matter that has a direct and predictable effect on their own financial interests
- Or upon those financial interests imputed to them:
 - Immediate Family: spouse and minor child
 - Employment or Affiliation: an organization in which the SGE serves as an officer, director, trustee, general partner, or employee, or the SGE's general partner
 - Future Employment: an organization with which SGE is negotiating or has an arrangement for prospective employment.

Conflict of Interest (18 U.S.C §208)

What is a “Particular Matter?”

- Involves: "deliberation, decision, or action that is focused upon the interests of specific persons, or a discrete and identifiable class of persons."
- Example 1- FACA committee deliberates and makes recommendations that DoD adopt specific criteria concerning domestic manufacture of critical communications components. Result is that only five U.S. companies are eligible to compete. This is a particular matter affecting a discrete class of communications component manufacturers.
- Example 2 – Committee makes recommendations establishing management priorities over the next four years, to include establishing priorities for modernizing communications capabilities, the deliberations are focused on broad policy and would not be a particular matter.
- Most OSD FACAs do not routinely handle particular matters, but instead are more focused on policy recommendations that affect only DoD personnel, not outside companies and entities.

Examples of Conflicts

- An SGE may have a conflict of interest if she participates in a review to determine whether a particular weapons program should be continued and:
 - the SGE owns stock in the prime or subcontractor that supplies the weapon;
 - the spouse of the SGE owns stock in, or works for, the contractor;
 - the SGE is a consultant, employee, or member of the board of directors of the contractor.

Remedies for Conflicts

- Disqualification – All SGE’s complete a blanket disqualification acknowledging their obligation not to participate in any part of the discussion—deliberation, presentation, voting or report drafting, relative to their outside financial or employment interests.
 - **Best Practices**
 - Leave the room
 - Note the disqualification for the record
- Waivers – Ethics counselors should be consulted where the DFO determines that the need for the SGE’s service outweighs the potential for a conflict of interest, thereby warranting a waiver.
 - Waivers are released to the public and are rarely issued.

Representational Activities (18 U.S.C. §§ 203 & 205)

Two statutes, 18 U.S.C. 203 and 205 limit the representational activities of members.

Can not represent a third party with or without compensation before Executive or Judicial branch, in the following circumstances:

- **For all particular matters involving specific parties in which they were personally and substantially involved as FACA members: and**
- **After serving 60 days, any particular matter involving specific parties pending at DoD.**

Representational Activities (18 U.S.C. §§ 203 & 205)

Impact of serving more than 60 days -

- Members who serve more than 60-days during the immediately preceding 365 days, are prohibited from representing their primary employers/clients back to DoD on **any** particular matter involving specific parties pending before DoD.
- No prohibition on self-representation.

Best Practice – Day Tracking Chart and calculate the number of days that members will be working prior to appointment.

Post-Employment (18 U.S.C. § 207)

- **Lifetime Ban**: Bars SGEs from representing another before any Federal agency or court regarding **particular matters involving specific parties** in which they participated personally and substantially during Federal service. “Lifetime” means lifetime of the particular matter (e.g., 3-year contract, 1-year study).
- **Best Practice – Confer with SOCO on post-employment rules.**

Misuse of DoD Position

SGEs are *prohibited* from:

- Using their title, position, or authority for their own private gain, or the private gain of friends, relatives, clients, or anyone with whom members are affiliated in a non-Governmental capacity;
- Using non-public information in a financial transaction to further their private interests or those of another, or disclosing confidential or non-public information without authorization; or
- Using Government property and time for unauthorized purposes.

Reference to DoD Position

Personal Capacity

- As an introduction to a personal speech, FACA members may permit use of their DoD title as one of several biographical details, provided it is not given undue emphasis.
- Where the subject of the speech relates to DoD FACA work and their DoD title is referenced, members must include a disclaimer clearly stating that they are not representing the views of DoD.

Example of Misuse of DoD Position

- Soliciting business for private employer while at a FACA meeting.
- Using status as a member of a FACA to gain access to government facilities & personnel, while not engaged in FACA work.

Key: Remember what hat you are wearing!



Subcommittee Meetings/Break



Adjourn Closed Session

Ms. Jennifer Hill
Designated Federal Officer



Open Closed Session

Ms. Jennifer Hill
Designated Federal Officer



***Classified* Discussion on the Resiliency of the Defense Industrial Base**

**Hon. Kathleen Hicks and Hon. Deborah G.
Rosenblum**

Deputy Secretary of Defense and Assistant Secretary of Defense for
Industrial Base Policy



Adjourn Closed Session

Ms. Jennifer Hill
Designated Federal Officer



Open Closed Session

Ms. Jennifer Hill
Designated Federal Officer



Classified Update on DoD Events

Hon. Lloyd J. Austin
Secretary of Defense



Classified Discussion on Streamlining Intelligence Processes

Hon. Ronald S. Moultrie

Under Secretary of Defense for Intelligence and Security



Adjourn Closed Session

Ms. Jennifer Hill
Designated Federal Officer



Open Closed Session

Ms. Jennifer Hill
Designated Federal Officer



Chair's Remarks

Hon. Deborah James

Chair, Defense Business Board



Deputy Secretary Remarks

Hon. Kathleen Hicks
Deputy Secretary of Defense



***Classified* Discussion on how the Department is Preparing for Future Conflicts**

Hon. Heidi Shyu

Under Secretary of Defense for Research and Engineering



Adjourn Closed Session

Ms. Jennifer Hill
Designated Federal Officer



Open Public Session

Ms. Jennifer Hill
Designated Federal Officer



Chair's Welcome to Members and Guests

Hon. Deborah James
Chair, Defense Business Board



Recommendations to Improve Department of Defense Business Health Metrics

Ms. Erin Hill

Chair, Business Transformation Advisory Subcommittee



Defense Business Board

Recommendations for the Next Generation of

Business Health Metrics

November 10, 2022

Task

The Deputy Secretary of Defense directed the DBB to identify:

1. Private Sector Best Practice Metrics

11 Functional Areas

- Policy
- Acquisition & Contracting
- Digital Modernization & IT
- Energy, Installation, & Environment
- Financial Management
- Human Resources
- Health (Medical)
- Innovation
- Logistics
- Resource Planning
- Security

2. Lagging & Leading Indicators

Recommendations on the lagging & leading private sector indicators that would benefit Department leaders

3. Suggestions to Change Behavior

Suggestions for how to best utilize metrics to change behavior at the business unit and executive levels



Subcommittee & Methodology

03

Members

Erin Hill, Study Chair

Hon. David Walker, Study Co-Chair

Craig Albright

Dr. Christopher Gopal

Linnie Haynesworth

Mellody Hobson

Suzanne Leopoldi-Nichols

Dr. David Van Slyke

Pat Zarodkiewicz

DBB Staff

Jennifer Hill, Executive Director

Lt Col Kyle Harrington, USAF

Janice McLaury, Analyst

Process & Methodology

- 12 week study
- Informed by data from 65+ public & private sector organizations / individuals
 - Yielded 600+ metrics
- Interviewed 8 DOD Leaders to better understand mission & to validate perspectives
- Prepared & analyzed responses to questionnaires from 12 Defense Agencies & Field Activities; and all 3 Military Departments
- Literature review included 85 publications, policies, plans, prior studies, videos, webinars, or other literary items



I. DOD Business Health Metrics: The First Generation

04

- DOD recognizes the benefit metrics can provide:
 - May 2021 “Creating Data Advantage” memo:
 - Data is a strategic asset – DOD CIO shall have access to all
 - ADVANA will be the “single source of truth”
 - Senior leader forums will rely on ADVANA—OSD shall use, Components coordinate
- Firm foundation exists, including:
 - Support and engagement from senior department leadership
 - An analytics application—with over 400 data systems on board
 - An initial set of ~300 business health metrics
 - An executive level dashboard



II. Why the DOD Needs Metrics

- Supervising the DOD is a significant challenge:
 - Size, Scale, and Complexity
- Federated Model
- Enterprise-wide visibility
- Metrics provide insight on progress toward strategy



DOD by the numbers

PERSONNEL:

2.91M

Inclusive of active duty, reserve, guard, and DoD appropriated fund civilian personnel

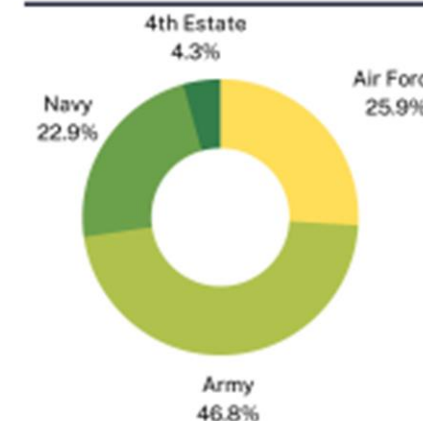
BUDGET:

\$752.9B



170

Countries host facilities that support DoD personnel across **4,800** sites



PERSONNEL BREAKDOWN

Includes the Active, Reserve, Guard, and Civilian workforce across the 3 military departments and 4th Estate

III. How to Mature the Next Generation of DOD Enterprise Metrics

06

1. Outcome-based Metrics

- Increase use

2. Standardization

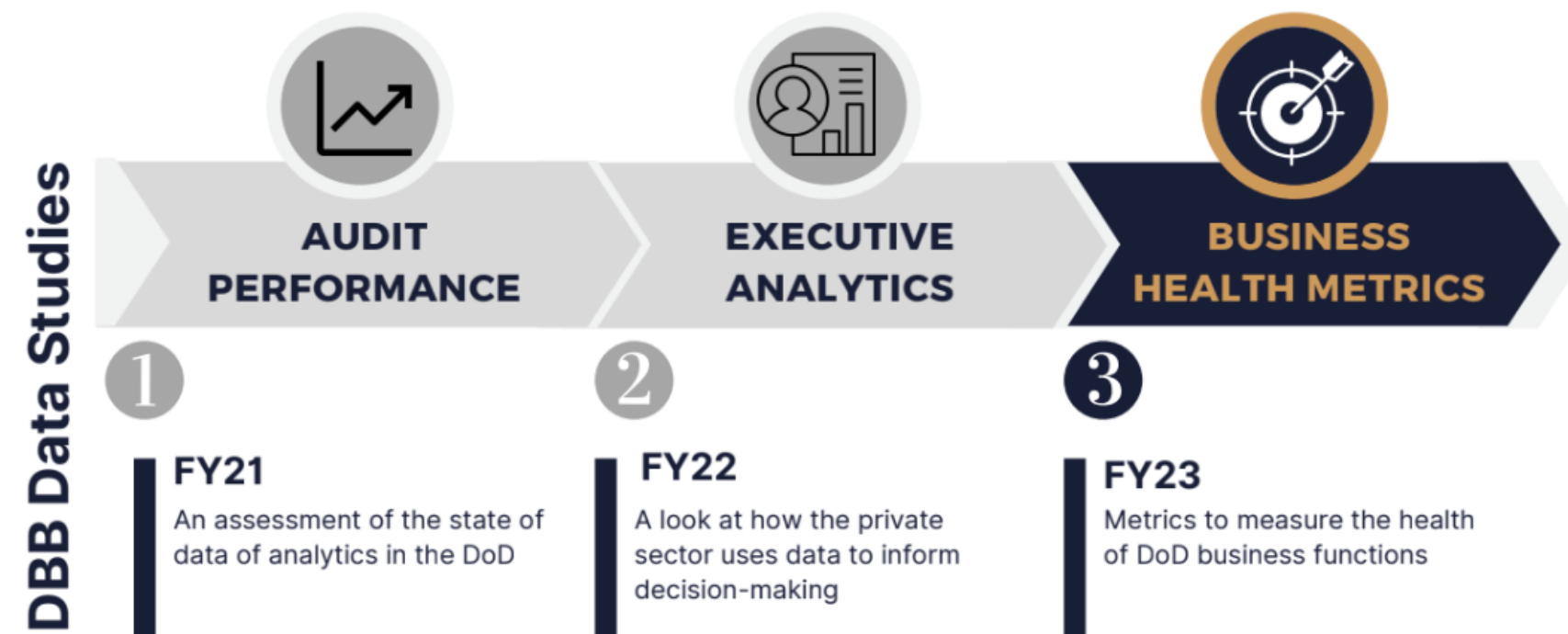
- Of Data, Policies, Processes, & Metrics

3. Culture

- Must continue shift towards data-driven decision making

4. Apply the principles of prior DBB Data Studies

- Rigorous Change Management
- Governance
- Transformational Leadership
- Resourcing
- Reporting Culture
- Standardizing Data & Codifying Requirements
- Good is better than Perfect



IV. What the DOD Can Learn from the Private Sector

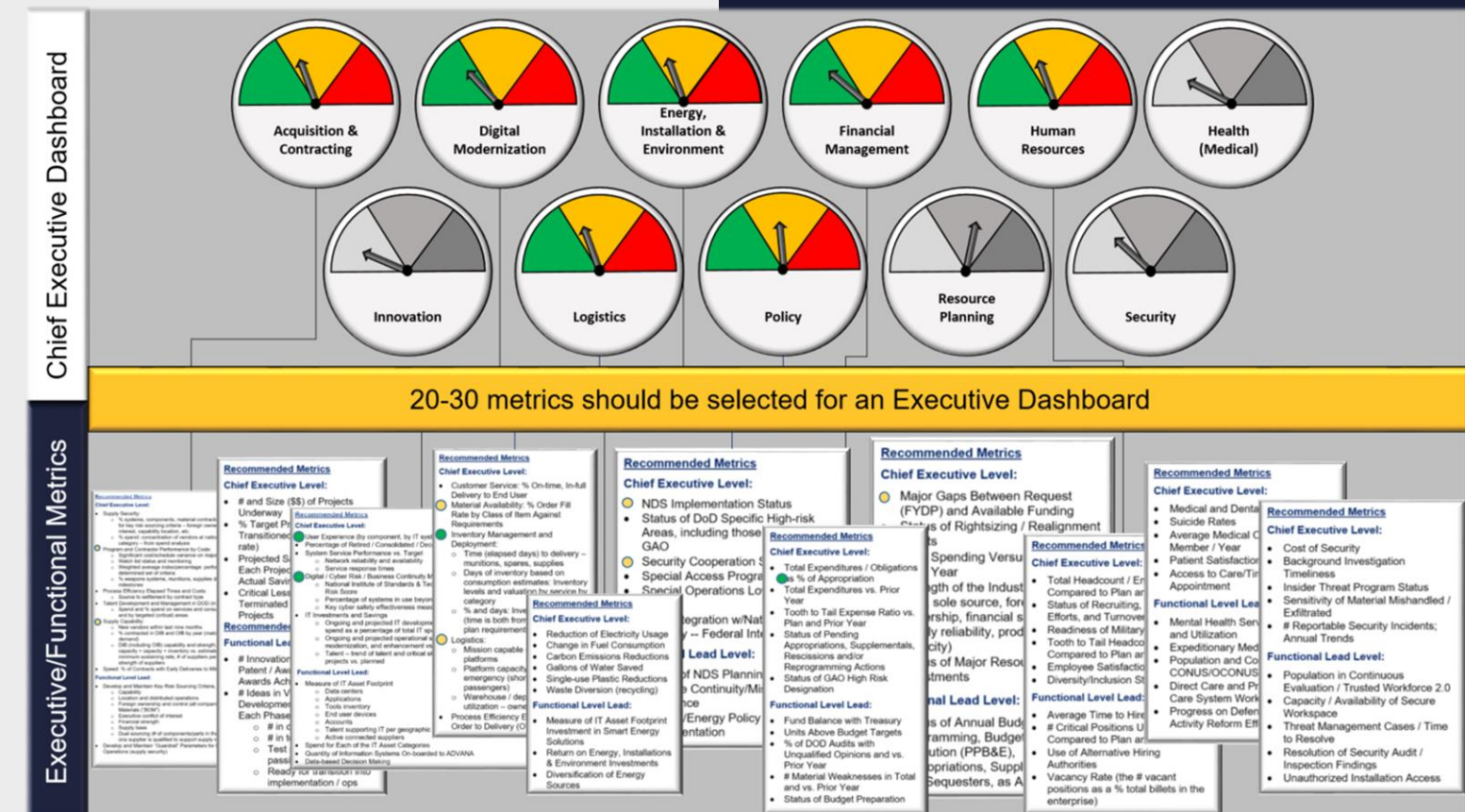
- C-Suite executives rely on metrics to run their organizations
 - Metrics must be timely, reliable, standardized, balanced, & data-driven
 - Used to drive progress & make decisions
 - Should be kept to an “essential minimum”
- Innovation
 - Appreciates innovative thinking, but “innovation metrics” are not common
 - Ideas must be aligned with strategy
- Red Metrics
 - Are focus areas for improvement
 - Repeated failure is met with accountability



V. Recommended Metrics for the Next Generation

08

- The following slides depict recommended metrics by functional area
- An objective individual should be appointed to select which to implement
 - Selection should not be limited by data availability
- Intent is that metrics “roll up” to a composite view
- 20-30 should be selected for an Executive Dashboard
 - May not always include every functional area
 - May change over time



Policy

09

Executive Level Metrics

- Major Variances from Current NDS
- Major Variances from War Plans, including Positioning and Readiness of Forces, Platforms, and Munitions
- Status of DoD Specific High-risk Areas as Identified by GAO
- Security Cooperation Status
- Status of Rightsizing / Realignment Efforts

Functional Level Metrics

- Status of NSS / NDS Planning
- Defense Continuity/Mission Assurance
- Special Operations Low Intensity



The symbols indicate examples of Leading (*) and Lagging (^) indicators; however, it is not all inclusive.

Acquisition & Contracting

10

Executive Level Metrics

- **Supply Security**
 - % systems, components, material contractors who have been assessed for key risk sourcing criteria
 - % spend: concentration of vendors at national level & number of vendors by category*
- **Program & Contractor Performance by Code**
 - Significant cost / schedule variance on major acquisition programs
 - Watch list status & monitoring
 - Weighted average index / %: performance by vendor by pre-determined set of criteria
 - % weapons systems, munitions, supplies delivery performance to milestones*
- **Process Efficiency Elapsed Times and Costs**
 - Source to settlement by contract type
- **Talent Development and Management in DOD**
 - Spend & % spend on services & consultancy contractors by service / targeted areas
- **Supply Capability**
 - New vendors selected for onboarding in last nine months*
 - % contracted in DIB and OIB by year*
 - DIB (including OIB) capability and strength, % by category^
- **Speed**
 - % Contracts with Early Deliveries to Milestones^

Functional Level Metrics

- **Develop and Maintain Key Risk Sourcing Criteria, including Supply Security**
 - Capability
 - Location and distributed operations
 - Foreign ownership and control
 - Executive conflict of interest
 - Financial strength
 - Supply base
 - Dual sourcing
- **Develop and Maintain “Guardrail” Parameters for Private, DOD, and NGO Operations (supply security)**

The symbols indicate examples of Leading (*) and Lagging (^) indicators; however, it is not all inclusive.



Digital Modernization & IT

Executive Level Metrics

- User Experience vs. Target[^]
- Percentage of Retired / Consolidated / Decommissioned Systems vs. Target*
- System Service Performance vs. Target*
 - Network reliability and availability
 - Service response times
- Digital / Cyber Risk / Business Continuity Measures
 - National Institute of Standards & Technology Cyber Risk Score
 - % systems in use beyond end-of-life/support
 - Key cyber safety effectiveness measures: system recovery timelines
- IT Investments and Savings
 - Ongoing and projected IT development, modernization, and enhancement spend as a percentage of total IT spend
 - Ongoing and projected operational savings resulting from IT development, modernization, and enhancement vs. target
 - Talent – trend of talent and critical skills

Functional Level Metrics

- Measure of IT Asset Footprint
 - Data centers
 - Applications
 - Tools inventory
 - End user devices
 - Accounts
 - Talent supporting IT per geographic location
 - Active connected suppliers
- Spend for Each of the IT Asset Categories
- Quantity of Information Systems On-boarded to ADVANA*

The symbols indicate examples of Leading (*) and Lagging (^) indicators; however, it is not all inclusive.



Energy, Installation, & Environment

12

Executive Level Metrics

- Climate / Energy Plan Implementation (plan / actual)
- Reduction of Electricity Usage
- Change in Fuel Consumption
- Carbon Emissions Reductions[^]
- Gallons of Water Saved
- Single-use Plastic Reductions
- Waste Diversion (recycling)

Functional Level Metrics

- Measure of IT Asset Footprint
Investment in Smart Energy Solutions
- Return on Energy, Installations and
Environment Investments*
- Diversification of Energy Sources

The symbols indicate examples of Leading (*) and Lagging (^) indicators; however, it is not all inclusive.



Financial Management

13

Executive Level Metrics

- Total Expenditures / Obligations as % Appropriation*
- Total Expenditures as % of Appropriations vs. Prior Year^
- Tooth to Tail Expense Ratio vs. Plan and Prior Year
- Status of Pending Appropriations, Supplemental, Rescissions and/or Reprogramming Actions*
- Status of GAO High Risk Designation

Functional Level Metrics

- Fund Balance with Treasury
- Units Above Budget Targets
- % DOD Audits with Unqualified Opinions and vs. Prior Year
- # Material Weaknesses in Total and vs. Prior Year
- Status of Budget Preparation

The symbols indicate examples of Leading (*) and Lagging (^) indicators; however, it is not all inclusive.



Human Resources

14

Executive Level Metrics

- Total Headcount / End Strength as Compared to Plan and Prior Year[^]
- Status of Recruiting, Re-enlistment Efforts, and Turnover Rates*
- Readiness of Military Troops
- Tooth to Tail Headcount Ratio Compared to Plan and Prior Year
- Employee Satisfaction Results*
- Diversity/Inclusion Statistics*

Functional Level Metrics

- Average Time to Hire
- # Critical Positions Unfilled Compared to Plan and Prior Year
- Use of Alternative Hiring Authorities
- Vacancy Rate



The symbols indicate examples of Leading (*) and Lagging (^) indicators; however, it is not all inclusive.

Health (Medical)

15

Executive Level Metrics

- Medical and Dental Readiness
- Suicide Rates[^]
- Average Medical Cost Per Member / Year
- Patient Satisfaction
- Access to Care / Time to Appointment

Functional Level Metrics

- Mental Health Services Availability and Utilization*
- Expeditionary Medical Support
- Population and Cost by Category; CONUS/OCONUS
- Direct Care and Private Sector Care System Workload
- Progress on Defense Health Activity Reform Efforts

The symbols indicate examples of Leading (*) and Lagging (^) indicators; however, it is not all inclusive.



Innovation

16

Executive Level Metrics

- # and Size (\$\$) of Projects Underway*
- % Target Projects that Transitioned Into Use^
- Projected Savings / Benefit of Each Project vs. Target vs. Actual Savings / Benefit
- Critical Lessons Captured from Terminated and Completed Projects

Functional Level Metrics

- # Innovations Submitted for Patent / Awards vs. Patent / Awards Achieved
- # Ideas in Various Phases of Development and \$\$ Spent in Each Phase:
 - # in development
 - # in test
 - Test pass % and rate of passing
 - Ready for transition into implementation / ops
- # Employees / Teams Recognized for Innovative Results
- # Ideas that Achieved Intended Savings / Benefit
- # External Partners / Suppliers Supporting Innovation

The symbols indicate examples of Leading (*) and Lagging (^) indicators; however, it is not all inclusive.



Logistics

17

Executive Level Metrics

- Customer Service: % On-time, In-full Delivery to End User*
- Material Availability: % Order Fill Rate by Class of Item Against Requirements
- Inventory Management and Deployment
 - Time to delivery – munitions, spares, supplies*
 - Days of inventory based on consumption estimates: Inventory levels and valuation by service by category*
 - % and days: Inventory ageing
- Logistics Process
 - Mission capable status of logistics platforms^
 - Platform capacity for normal and emergency
 - Warehouse / depot capacity utilization
- Process Efficiency Elapsed Times: Order to Delivery (OTD) to End User

Functional Level Metrics

- Mental Health Services Availability and Utilization*
- Customer Service: by Category and Region, Weapons Systems, Munitions, Spares
 - % delivered on-time, in-full
 - Order and request response time
- Inventory Management by Weapons Systems, Category, Service
 - Material availability to customer request
 - Backorders, quality-defect free shipments
 - Stock outs by category and region
 - Pre-positioning status (troops, systems, and stockpiles)
 - Inventory levels/valuation by region, category, type
 - Inventory ageing by category, type
- Logistics Process
 - Mission capable status of logistics platforms
 - Platform capacity for normal and emergency
 - Warehouse/depot capacity and utilization by region, service
 - On-time delivery performance
 - Vehicles and equipment utilization rate
 - Time definite delivery



The symbols indicate examples of Leading (*) and Lagging (^) indicators; however, it is not all inclusive.

Resourcing Planning

18

Executive Level Metrics

- Major Gaps Between Request (FYDP) and Available Funding[^]
- Status of Rightsizing / Realignment Efforts
- R&D Spending Versus Budget and Prior Year
- Strength of the Industrial Base
- Status of Major Resource Investments*

Functional Level Metrics

- Status of Annual Budget, Planning, Programming, Budgeting, & Execution (PPB&E), Appropriations, Supplemental, and Sequesters, as Applicable
- Resources Against Current Strategy vs. Resources Against Future Strategy
- Status of Resource Planning Process
- % Resource Planning Projects On / Off Track
- Status of Execution of Key Resource Allocation Projects
- Status of Meeting Supply Commitments to Allies and Partners
- Congressional Marks Review



The symbols indicate examples of Leading (*) and Lagging (^) indicators; however, it is not all inclusive.

Security

19

Executive Level Metrics

- Enterprise Cost of Physical Security
- Background Investigation Cost / Timeliness
- Special Access Programs Oversight Plan / Actual
- Insider Threat Program*
- Sensitivity of Material Mishandled / Ex-filtrated^
- # Reportable Security Incidents; Annual Trends

Functional Level Metrics

- Population in Continuous Evaluation / Trusted Workforce 2.0
- Capacity / Availability of Secure Workspace
- Threat Management Cases / Time to Resolve
- Resolution of Security Audit / Inspection Findings
- Unauthorized Installation Access



The symbols indicate examples of Leading (*) and Lagging (^) indicators; however, it is not all inclusive.

Key Recommendations for Improvement

1. Governance

The DOD should ensure the governance body for business health metrics includes representatives outside of the group responsible for determining and delivering on such metrics.

2. Transformational Leadership

The Deputy Secretary should consider creating a separate and independent Performance Improvement Officer.

3. Resourcing

The DOD should develop a resourcing model that enables it to assess the performance of the Components as well as the Enterprise.

4. Reporting Culture

DOD Senior Leadership must publicly and consistently celebrate those who report the status of projects objectively and fairly.

5. Decision Making

DOD leaders should insist that all meetings use live electronic data from approved data pools, with decisions made based on this data.

6. Standardizing Data & Codifying Requirements

Once it has identified the metrics of the future, the DOD should publish updates to their functional instructions to formalize data requirements in DOD instruction.

7. Business Culture Study

The Deputy Secretary should direct the DBB to conduct a study on how to improve the business culture of the Department.

8. Metrics

The Deputy Secretary should empower an objective individual to review each recommended metric with the appropriate subject matter experts for consideration and implementation.

9. Data

The individual appointed by the Deputy Secretary to select metrics from this report should not reject proposed indicators simply due to lack of data. If the DOD does not currently have the data available to provide the recommended metrics, it should take steps to fill the related gaps.

10. Leading & Lagging Indicators

The individual appointed by the Deputy Secretary to select metrics should consider adopting leading and lagging indicators to properly measure the DOD's business functional areas.



Conclusions



- Developing metrics is a daunting task
- Solid foundation in place, still work to do
- Metrics programs are iterative; need steady resources & leadership to achieve their potential
- Critical to DOD achieving its ultimate objective

Like military operations, business operations must be measured through objectives and goals to ensure success..



Full Board Discussion, Deliberation, and Vote on Business Health Metrics Study



Break



Update on DoD Civilian Training

Hon. Gilbert Cisneros

Under Secretary of Defense for Personnel and Readiness

Remarks on Civilian Talent Management to the Defense Business Board

November 10, 2022

Honorable Gil Cisneros
Under Secretary of Defense for Personnel and Readiness





Agenda

- Opening Remarks
- DoD Governance for Civilian Talent Management
- Capturing Civilian Talent Management Efforts
- Talent Management Workstreams
- Continuing and Expanding Efforts
- Discussion / Questions



Talent Management Governance

**Workforce Planning
Advisory Group
(WPAG)**

Chair: DASD(CPP)

**Talent Management
Executive Council
(TMEC)**

Chair: ASD(M&RA)

**Workforce
Management
Group (WMG)**

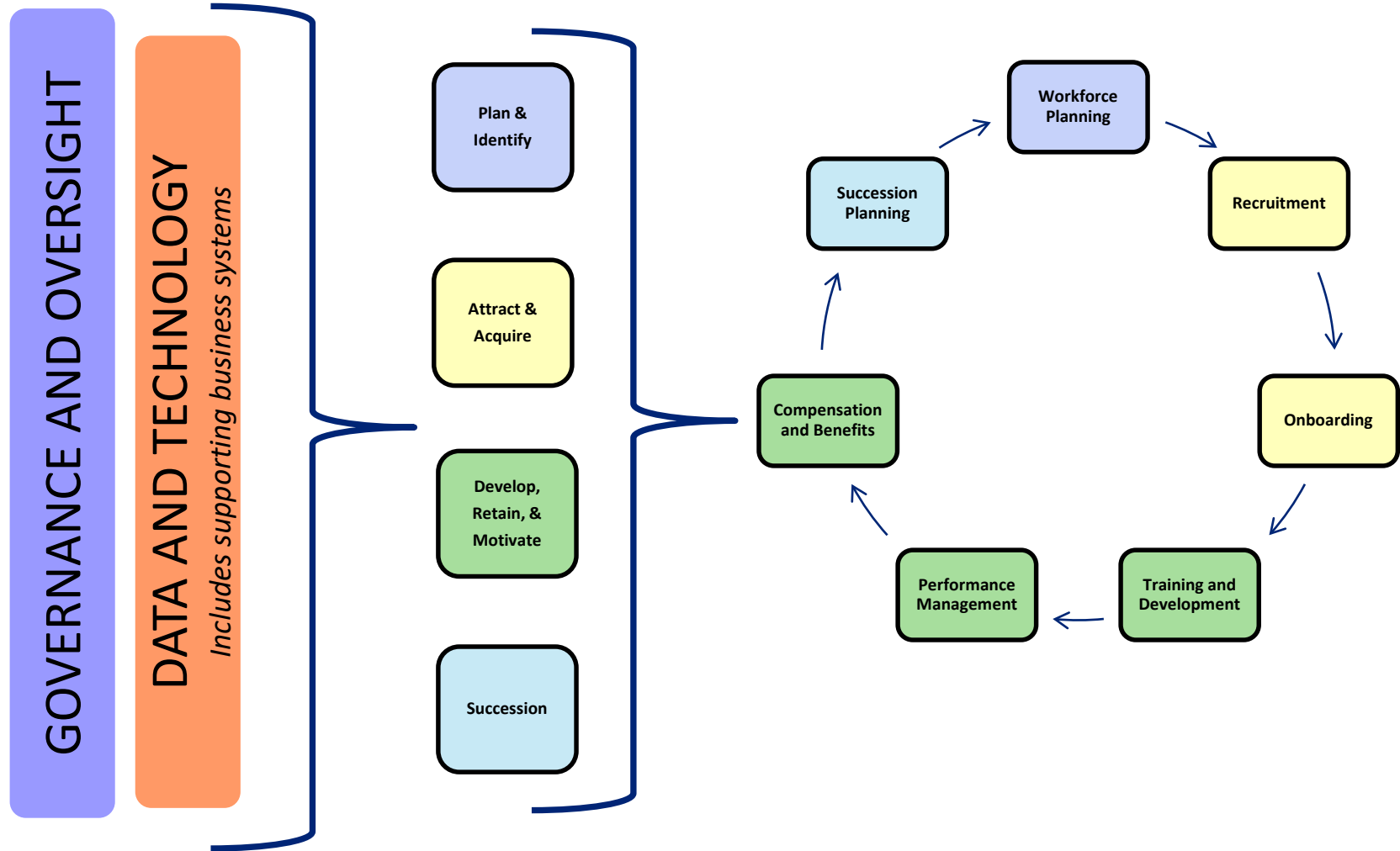
Chair: USD(P&R)

**Deputy's Workforce
Council (DWC)**

*Co-Chairs: DSD &
VCJCS*



Capturing Civilian Talent Management Efforts





Talent Management Workstreams

Implementation Plan

Centralized talent management framework outlining goals, objectives, activities, timelines, and metrics

Sprint Support

Drive activities and develop related materials for **three priority initiatives** to maintain momentum throughout the duration of the project:

Best Practices Playbook

A central point of reference to guide on-going efforts to enhance talent management.

Strategic Communications Plan

Integrated plan for effective communications strategy to support and increase talent management initiatives across DoD at all echelons.

Functional Community Toolkit

A compilation of tools, templates, and best practices from across functional communities and industry.

Pilot Launch

Identify a key activity and launch as a pilot in early calendar year 2023

Stakeholder Engagement

Promote/ensure key partner engagement and collaboration in support of upcoming reform efforts and revitalized/elevated governance structure and processes



Continuing and Expanding Ongoing Efforts

- Outreach and Marketing
- Mission Training and Leadership Development
- Upskilling Opportunities
- Talent Exchanges

Discussion / Questions



Back-Up





Civilian Recruitment Outreach and Social Media Links

DoD employs social media to target highly sought-after talent, and to engage them in conversations about DoD's diverse and impactful civilian career opportunities. DoD social media outlets include:

- Website: <https://www.dodciviliancareers.com/>
- Facebook: [DOD Civilian Careers | Facebook](#)
 - <https://www.facebook.com/DODCivilianCareers>
- Twitter: [DODCivilianCareers \(@DODCivilians\) / Twitter](#)
 - <https://twitter.com/DODCivilians>
- YouTube: <https://www.youtube.com/channel/UCI3YhtZDUQr4A72TJhNVzkw>
 - (does not work on GFE)
- LinkedIn: <https://www.linkedin.com/company/dodciviliancareers>



Follow up to the Dissolution of the Office of the Chief Management Officer and Current Business Improvement Efforts

Hon. Michael B. Donley
Director, Administration and Management



Chair's Closing Remarks

HON Deborah James
Chair, Defense Business Board



Adjourn Public Session

Ms. Jennifer Hill
Designated Federal Officer



DEFENSE BUSINESS BOARD

