

Defense Business Board Meeting Minutes
November 9-10, 2022

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 first session for fiscal year 2023 on November 9 and 10, 2022, at the Pentagon. The meeting was partially closed with a scheduled open session held on November 10, 2022. Registered public participants joined via Zoom.

DBB Members Present (15 voting)

Hon. Deborah Lee James (Chair)
Mr. Craig Albright
Mr. Joseph B. Anderson, Jr.
Mr. David Beitel
Ms. Sally Donnelly
Dr. Christopher Gopal
Ms. Erin Hill
Ms. Suzanne Leopoldi-Nichols

Ms. Jennifer McClure
Dr. David Van Slyke
GEN Joseph Votel, USA (Ret)
Hon. David Walker
GEN Johnnie Wilson, USA (Ret)
Mr. Robert Wolf
Mr. Safroadu Yeboah-Amankwah

DBB Members Not Present (6)

Mr. Alex Alonso
Ms. Cheryl Eliano
Ms. Linnie Haynesworth
Ms. Mellody Hobson
Mr. Oscar Munoz
Gen Larry Spencer USAF (Ret)

DBB Staff (non-voting)

Ms. Jennifer Hill, Executive Director & Designated Federal Officer (DFO)
CAPT Daryl Wilson, 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
Ms. Leah Glaccum, Operations Manager
Ms. Janice Mclaury, Research/Writer/Editor
Ms. Kayla Cross, DoD Intern
Dr. Sherri R. Malace, Senior Advisor/Detail

Public Attendees

The DBB received four 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 11:10 AM, Ms. Hill opened the first closed session of the meeting and turned the floor over to the Board Chair, Honorable Deborah Lee James for opening remarks.

From 11:15 AM -12:00 PM, the Deputy Secretary of Defense, Honorable Kathleen Hicks, led a classified discussion with the board members on the Resiliency of the Defense Industrial Base.

ADJOURN CLOSED SESSION

At 12:00 PM, Ms. Hill adjourned the closed session.

OPEN CLOSED SESSION

At 3:25 PM, Ms. Hill convened the second closed session of the day.

From 3:30 – 4:00 PM, the Secretary of Defense, Honorable Lloyd J. Austin III, provided a classified update to the Board on DoD Events.

From 4:00 – 5:00 PM, Honorable Ronald S. Moultrie, the Under Secretary of Defense for Intelligence & Security, presented a classified discussion on Streamlining Intelligence Processes.

ADJOURN CLOSED SESSION

At 5:00 PM, Ms. Hill adjourned the closed session.

OPEN CLOSED SESSION

At 5:30 PM, Ms. Hill opened the final closed session of the day.

From 5:30 – 7:30 PM, the Board was hosted by Hon. Hicks and received a classified presentation on, How the Department is Preparing for Future Conflicts, by Honorable Heidi Shyu, the Under Secretary of Defense for Research and Engineering.

ADJOURN CLOSED SESSION

At 7:30 PM, Ms. Hill concluded the closed session for the evening.

OPEN PUBLIC SESSION

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

From 8:45 – 10:15 AM, Ms. Erin Hill, Chair of the Business Transformation Advisory Subcommittee and other members from the study, presented for deliberation and vote, *Recommendations to Improve Department of Defense Business Health Metrics*. Metric recommendations were conveyed by functional area, while the study group advised 20-30 be selected for an Executive Dashboard. The intent presented was for metrics to “roll up” to a composite view. The study group further recommended an objective individual be appointed to select which metrics to implement, with the selection not limited by data availability. Following presentation of the proposed metrics, the group provided an additional ten key recommendations for improvement overall.

Hon. James thanked the team for their work and opened the floor for Board members to ask clarifying questions and comments on the study. The members asked the subcommittee about several of their recommendations and findings including how other nations approached the role of the Performance Improvement Officer (PIO), how to measure successful implementation, the

functional areas where benchmarking would best apply, metrics to identify non-value-added work to terminate, the role of the independent government arbiter in selecting the 20-30 executive metrics, and the merits of measuring DoD suicide statistics against those of the American population.

Hon. James invited public questions or comments. Mr. Stan Soloway commented on the benefit of access to data as a driver towards getting metrics right. He added that a fitting title of the study recommendations really seemed to be, “Creating a culture of why,” because the inclusion of metrics will allow the Department to understand more about itself at every level.

Hearing no further comments, Hon. James requested a motion to approve. GEN Johnnie Wilson led the motion to approve the study, which Mr. Joseph Anderson seconded, and the remaining members agreed. At 10:15, the Board took a short break.

At 10:30 AM, Hon. Gilbert Cisneros, the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) provided the Board with an update on its progress implementing recommendations from the DBB’s study on *Strengthening Defense Department Civilian Talent Management*. Hon. Cisneros shared that since the Deputy Secretary’s Workforce Council (DWC) discussed the Board’s study in July 2022, improvements have been underway. These improvements include increasing USD(P&R) participation in federal chief human capital officer Council meetings, establishing a chief talent management officer, elevating oversight of the functional communities to the executive level, developing a virtual talent management best practices playbook, expanding talent exchanges, and raising awareness of the DoD’s civilian employment opportunities by promoting scholarships, internships, apprenticeships, and other entry opportunities through a defense civilian careers website.

The Board thanked Hon. Cisneros for the update and applauded the Department’s progress on various prior study recommendations. In the ensuing discussion, members encouraged a cultural focus that prioritizes results and managing risk over risk adversity. One member asked if any key metrics were being utilized to measure success of talent acquisition efforts. Hon. Cisneros stated that metrics were still in development and was looking forward to measures that could help the DoD understand what skillsets are available across the organization. Discussing further, the group talked about the lack of school requirements for civilian personnel as part of career progression, the need to include the success of subordinate career progression within the calculus of executive performance ratings, and whether to integrate broad banding to solve disparities in compensation. Another Board member remarked that DoD can become an employer of choice if it focuses messaging on the opportunities, skills, operating environment, responsibilities, and cutting-edge work it can offer. Ms. Angela Rey, public attendee, cautioned that DoD should not just inventory civilian talent but also specialized talent available through support contracts to fill gaps.

At 11:30 AM, the Board received a follow up presentation on the dissolution of the Office of the Chief Management Officer and current business improvement efforts from Honorable Michael Donley, the DoD Director of Administration and Management (DA&M). Hon. Donley described the progress his team has made to sort, catalog, and reorganize some 200 functions within the Department. The PIO was assigned to DA&M in September 2021 and since that time, the role

has evolved. A major focus of the current PIO has been to recalibrate and foster strategic partnerships with Policy, Comptroller, CAPE, and the Chief Data and Artificial Intelligence Office. Also, the PIO has emphasized improving its efforts required under the Government Performance and Results Act Modernization Act by re-establishing the Defense Business Council, aligning the Strategic Management Plan with the National Defense Strategy, broadening the Defense Reform definition with a performance improvement framework, better positioning audit management, and establishing the Defense Management Institute.

At 12:25 PM, Hon. James thanked all the presenters and subcommittee leads for their time and energy in assisting the Department with becoming more efficient. Hon. James recognized Ms. Erin Hill and her team for the incredible work on their business health metrics report.

ADJOURN OPEN SESSION

At 12:30 PM, Ms. Jennifer Hill adjourned the public 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

Defense Business Board
Quarterly Meeting November 9 – 10, 2022
Attendees Sign-In Sheet
ALL INFORMATION ON THIS SHEET IS
PART OF THE PUBLIC RECORD

Name	Organization
Ms. Valerie Thompson	CPP Chief of Staff, Personnel & Readiness
Ms. Angela Rey	Private citizen
Ms. Patricia Zarodkiewicz	DBB Subcommittee Member
COL Gregory Bowman	DBB Subcommittee Member