Defense Business Board Meeting

November 14 - 15, 2023

Meeting Agenda

TUESDAY, NOVEMBER 14, 2023
Pentagon Room 1E840

CLOSED SESSION

9:15 – 9:20 AM	Begin Closed Session – Ms. Cara Allison Marshall, Designated Federal Officer (DFO)
9:20 – 9:30 AM	Chair's Welcome – Hon. Deborah James
9:30 – 10:30 AM	Classified Discussion on Managing the Department During International Crises – Hon. Kathleen Hicks, Deputy Secretary of Defense
10:30 – 11:15 AM	Classified Overview: Acquiring Capabilities for the U.S. Space Force – Lt Col Raquel Salim, U.S. Space Force, Program Element Monitor, Space Domain Awareness & Space Control
11:15 – 11:20 PM	Adjourn Closed Session – Ms. Cara Allison Marshall, DFO
11:20 – 11:25 AM	Break

OPEN SESSION

11:25 – 11:30 AM	Open Public Session – Ms. Cara Allison Marshall, DFO
11:30 – 11:35 AM	Chair's Welcome – Hon. Deborah James
11:35 AM – 12:30 PM	DoD Talent Management Update – Mr. Brynt Parmeter, Chief Talent Management Officer, and Ms. Angela Cough, Chief Digital and Artificial Intelligence Office Senior Advisor, Digital Workforce Talent & Functional Community Management

Meeting Agenda

LUNCH BREAK

1:45 – 1:50 PM	Chair's Remarks – Hon. Deborah James
1:50 – 2:50 PM	Enterprise Digitization: Emerging Technologies and Ecosystem Strategy at the Speed of AI – Mr. Ryan McManus, Founder and CEO of Techtonic
2:50 – 3:00 PM	Break
3:00 – 4:40 PM	Presentation, Deliberation, and Vote on Improving the Business Operations Culture of the Department of Defense – Gen. Larry Spencer (Ret), Chair, Talent Management, Culture, & Diversity Subcommittee
4:40 – 4:45 PM	Adjourn Public Session – Ms. Cara Allison Marshall, DFO

Air Force Mess Room 4D880

CLOSED SESSION

5:30 – 5:35 PM	Begin Closed Session – Ms. Cara Allison Marshall, 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 Update on the United States Army's Future Development and Joint Integration – GEN Randy George, Chief of Staff of the Army
7:30 – 7:35 PM	Adjourn Closed Session – Ms. Cara Allison Marshall, DFO

DEFENSE BUSINESS BOARD

Meeting Agenda

--- Day 2 ---
WEDNESDAY, NOVEMBER 15, 2023
Pentagon Room 1E840

OPEN SESSION

|	
9:00 – 9:05 AM	Open Public Session – Ms. Cara Allison Marshall, DFO
9:05 – 9:10 AM	Chair's Welcome – Hon. Deborah James
9:10 – 10:45 AM	Presentation, Deliberation, and Vote on Space Acquisition Study - Ms. Linnie Haynesworth, Chair, Business Operations Advisory Subcommittee
10:45 – 10:55 AM	Break
10:55 – 11:30 AM	Reshaping the Culture of the Office of the Director of Administration and Management and Office of the Secretary of Defense – Ms. Jennifer C. Walsh, Performance Improvement Officer and Director of Administration and Management and Mr. Sajeel Ahmed, Deputy Director of Administration and Management
11:30 – 11:35 AM	Adjourn Public Session – Ms. Cara Allison Marshall, DFO

Day 1, November 14, 2023

Open Closed Meeting
JSCC Room 1E840

Ms. Cara Allison Marshall
Designated Federal Officer
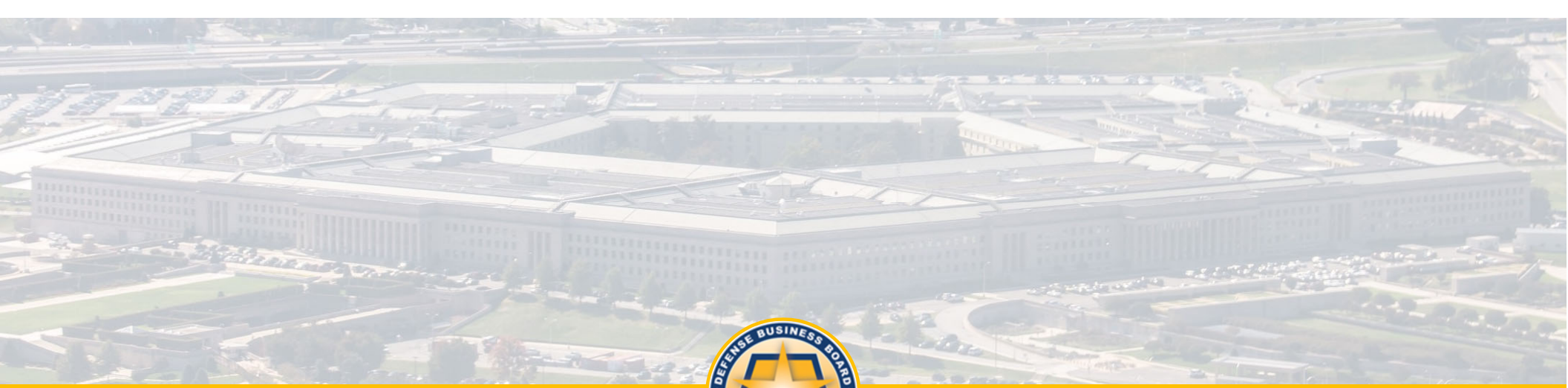
Chair's Welcome

Hon. Deborah James
Chair, Defense Business Board

Classified Discussion
Managing the Department During International Crises

Hon. Kathleen Hicks
Deputy Secretary of Defense

Classified Discussion
Acquiring Capabilities for the U.S. Space Force

Lt Col Raquel "Shady" Salim
United States Space Force

Space Force Primer

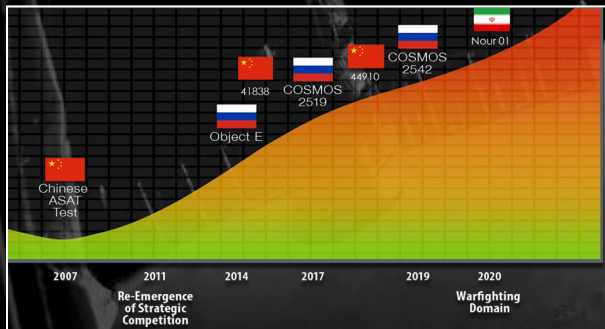UNITED STATES
SPACE FORCE

Lt Col Raquel "Shady" Salim

Topics

- Setting the Stage
- Space Force Structure & Leadership
- Mission Areas & Capabilities
- Space Acquisition Primer

The Rise of Great Power Competition

GREAT POWER COMPETITION

SPACE CAPABILITY

🇺🇸 NATIONAL POWER

Military

Informational

Diplomatic

Financial

Intelligence

Economic

Law

Development

Space Power is Foundational to All Facets of American National Power

Winning In, From, And To Space

Objective: Deterrence

If Deterrence Fails…
- *The conflict will extend into space*
- *That conflict may start in space and cyberspace*
- *When called to fight in, from, to space, we will win*

Victory in Space Means:
- *Freedom of action in, from, and to space*
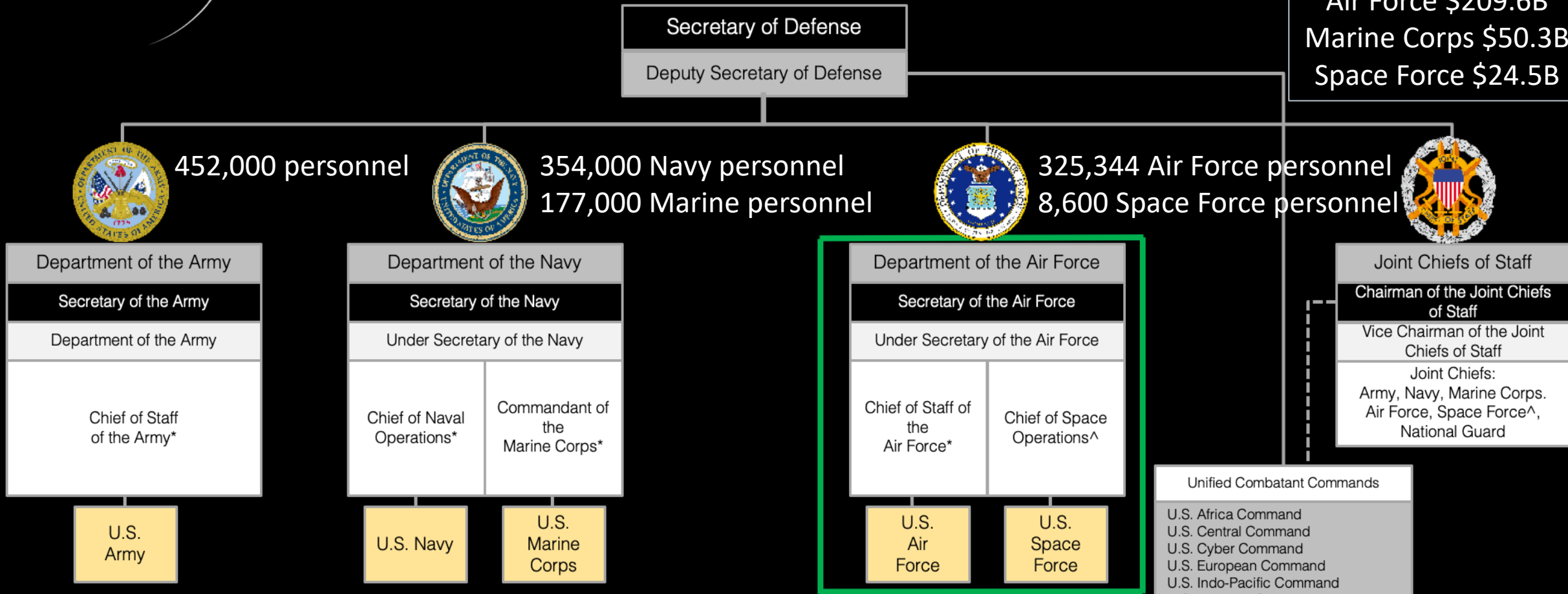 - *Space Superiority – Where we need it, when we want it, and how we decide to achieve it…*

Victory at all costs, **victory** in spite of all terror, **victory** however long and hard the road may be; for without **victory**, there is no survival.

Winston Churchill

THEORY OF VICTORY = SPACE SUPERIORITY

Service Alignment

Secretary of Defense

Deputy Secretary of Defense

452,000 personnel

354,000 Navy personnel
177,000 Marine personnel

325,344 Air Force personnel
8,600 Space Force personnel

Department of the Army

Secretary of the Army

Department of the Army

Chief of Staff of the Army*

U.S. Army

Department of the Navy

Secretary of the Navy

Under Secretary of the Navy

Chief of Naval Operations*	Commandant of the Marine Corps*
U.S. Navy	U.S. Marine Corps

Department of the Air Force

Secretary of the Air Force

Under Secretary of the Air Force

Chief of Staff of the Air Force*	Chief of Space Operations^
U.S. Air Force	U.S. Space Force

Joint Chiefs of Staff

Chairman of the Joint Chiefs of Staff

Vice Chairman of the Joint Chiefs of Staff

Joint Chiefs:
Army, Navy, Marine Corps. Air Force, Space Force^, National Guard

Unified Combatant Commands

U.S. Africa Command
U.S. Central Command
U.S. Cyber Command
U.S. European Command
U.S. Indo-Pacific Command
U.S. Northern Command
U.S. Southern Command
U.S. Space Command
U.S. Special Operations Command
U.S. Strategic Command
U.S. Transportation Command

*JCS member
^Invited by the CJCS to participate in the JCS process in anticipation of his
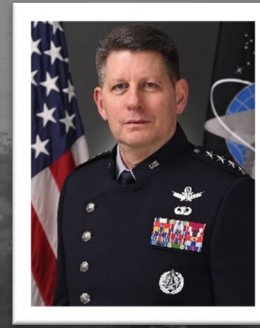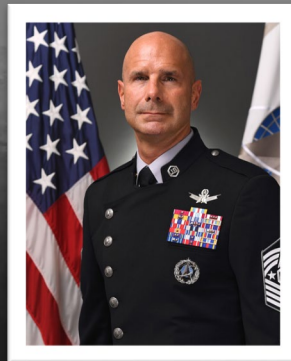 membership on the JCS a year after the enactment of the NDAA for FY 2020

Space Force Structure

Space Force Leadership

Comparing USAF to USSF

U.S. Space Force Organization

Chief Of Space Operations
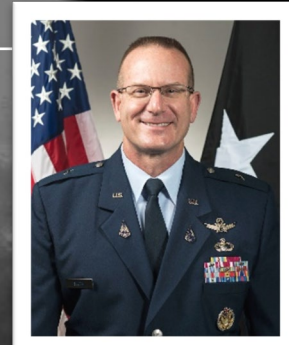
Space Force Headquarters Staff

**Space Operations Command
Lt Gen Whiting**

Responsible For Generating, Presenting, and Sustaining Space Warfighting Capability for Combatant Commanders

**Space Systems Command
Lt Gen Guetlein**

Responsible For Developing, Acquiring, Equipping, Fielding, And Sustaining Lethal And Resilient Space Capabilities

**Space Training & Readiness Command
Brif Gen Sejba**

Responsible For Lethality By Developing Combat-ready Space Forces And Space Warfighting Capabilities And Expertise

Space Force Mission: Secure our Nation's interests in, from and to space.

SPACE OPERATIONS COMMAND
SPACE MISSION DELTAS AND SPACE BASE DELTAS

SPACE DELTA 2 • SDA
Space Domain Awareness | Peterson SFB

Integrates ISR, space observation and environmental monitoring to enable space battle management and support ground operations

SPACE DELTA 4 • MW
Missile Warning | Buckley SFB

Provides strategic and theater missile warning to the United States and our International Partners

SPACE DELTA 6 • CYBER OPS
Cyberspace Operations | Schriever SFB

Executes cyber operations to protect space operations, networks, and communications, and operates the Air Force Satellite Control Network

SPACE DELTA 8 • SATCOM + NAVWAR
Satellite Communications + Navigational Warfare | Schriever SFB

Provides position, navigation, timing and satellite communications to U.S. military, coalition partners, interagency partners, and commercial / civilian users

SPACE DELTA 18 • NSIC
National Space Intelligence Center | Wright-Patterson AFB

Delivers unparalleled technical expertise and game-changing Intelligence to outwit, outreach and win in the space domain

SPACE BASE DELTA 1
Colorado Springs, CO

Peterson SFB, Schriever SFB, Thule AB, Cheyenne Mtn SFS, Kaena Point SFS, New Boston SFS and 16 USSF mission locations worldwide

SPACE OPERATIONS COMMAND
SpOC
Peterson SFB, CO

SPACE DELTA 3 • SEW
Space Electronic Warfare | Peterson SFB

Operates electronic attack, protection, and support capabilities to protect and defend the space domain

SPACE DELTA 5 • C2
Command and Control | Vandenberg SFB

Maintains global awareness of operational environments and space forces to enable data-driven decisions

SPACE DELTA 7 • ISR
Intelligence, Surveillance and Reconnaissance | Peterson SFB

Provides intelligence data to allow for the detection and characterization of adversary space capabilities

SPACE DELTA 9 • OW
Orbital Warfare | Schriever SFB

Conducts protect and defend operations from space and provides response options to deter and defeat adversary threats in space

SpOC WEST • CFSCC
Global Space Operations | Vandenberg SFB

Integrates, conducts, and assesses global space operations in order to deliver combat relevant space capabilities

SPACE BASE DELTA 2
Aurora, CO

Buckley SFB, Cape Cod SFS, Cavalier SFS, Clear SFS and 10 USSF mission locations worldwide

Space Base Deltas operate installations and provide infrastructure and support to Space Mission Deltas

SEMPER SUPRA

DELTA 4: Missile Warning

Space Delta 4: Missile Warning - YouTube

Space Systems Command

Assured Access to Space

MilComm & Position, Navigation, and Timing

Space Sensing

Space Domain Awareness & Combat Power

Battle Management Command & Control, Communication (BMC3)

Each mission area portfolio is led by a Program Executive Officer (PEO)

Space Force Mission Areas & Systems

Space Acquisition

Acquisition Primer

The Organizations:
Congress, Office of Management & Budget (OMB), Office of the Secretary of Defense for Acquisition & Sustainment (OSD (A&S)), Office of the Secretary of Defense for Research & Engineering (OSD (R&E)), Assistant Secretary of the Air Force for Space Acquisition and Integration (SAF/SQ), Cost Assessment and Program Evaluation (CAPE), Plans & Programs (S8), Space Requirements (S5), Space Systems Command, Space Development Agency, Space Rapid Capabilities Office, National Reconnaissance Office, Missile Defense Agency

Major Acquisition Positions:
Defense Acquisition Executive (DAE), Service Acquisition Executive (SAE), Program Manager (Material Leader), Contracting Officer

Guidance & Directives:
Federal Acquisition Regulation, Department of Defense Instruction 5000, Financial Management Regulation, NDS, and others.

The Horse-Blanket

Integrated Defense Acquisition, Technology, & Logistics Life Cycle Management Framework
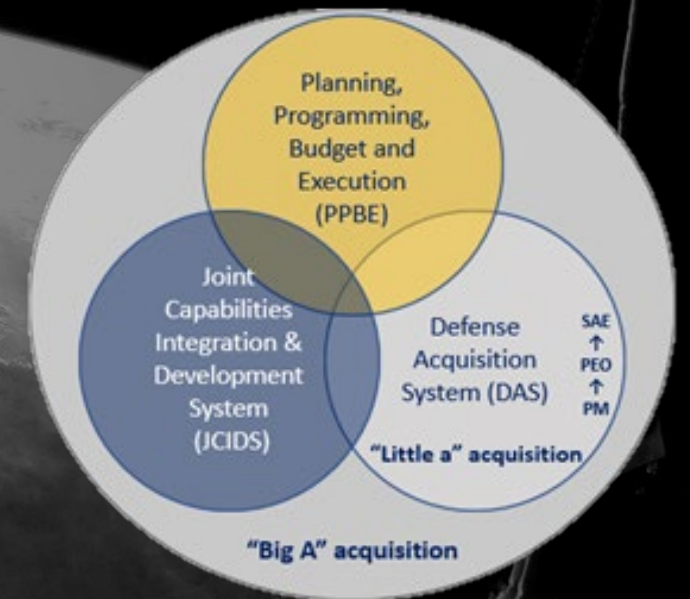
NEW for 2020
The Adaptive Acquisition Framework
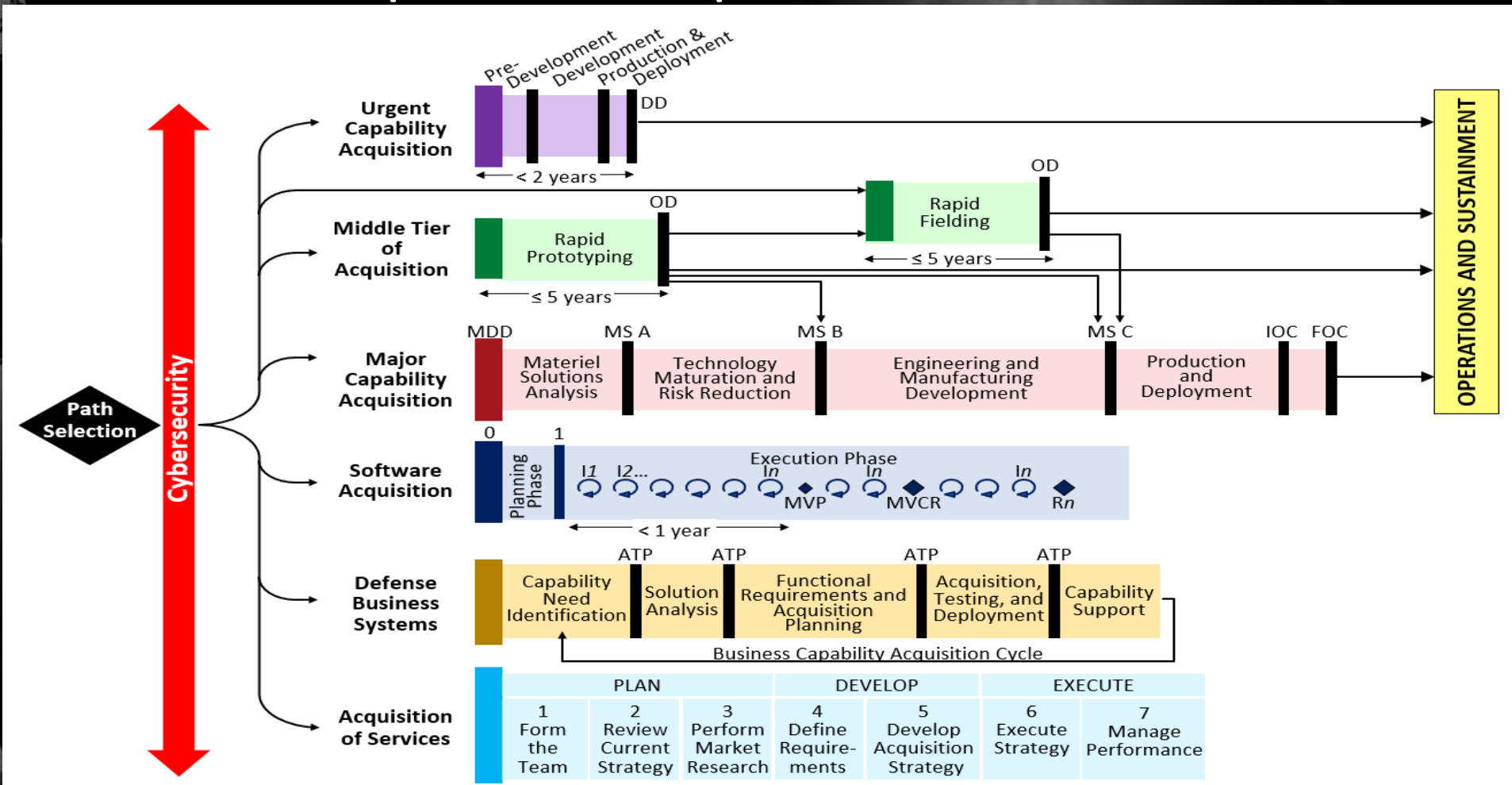
Tailor, combine, and transition between pathways to create your program strategy!

Space Acquisition <u>before</u> the Space SAE

Air Force Program Executive Officers

Assistant Secretary of the Air Force for Acquisition (Service Acquisition Executive)

PEO Fighters & Bombers	PEO Business & Enterprise Systems	PEO Weapons	PEO Combat & Mission Support	PEO Rapid Capabilities	TEO
PEO Mobility	PEO ISR & SOF	PEO Tankers	PEO Strategic Systems	PEO NC3	
PEO Battle Management	PEO Agile Combat Support	PEO C3I&N	PEO Presidential Airlift & Recapitalization	JPEO F-35	PEO Space Systems

C3I&N – Command, Control, Communications, Intelligence, & Networks
ISR – Intelligence, Surveillance, & Reconnaissance
NC3 – Nuclear Command, Control, & Communication
PEO – Program Executive Officer
SOF – Special Operations Forces
TEO – Technology Executive Officer

As of October 2017

Space Acquisition <u>after</u> the Space SAE
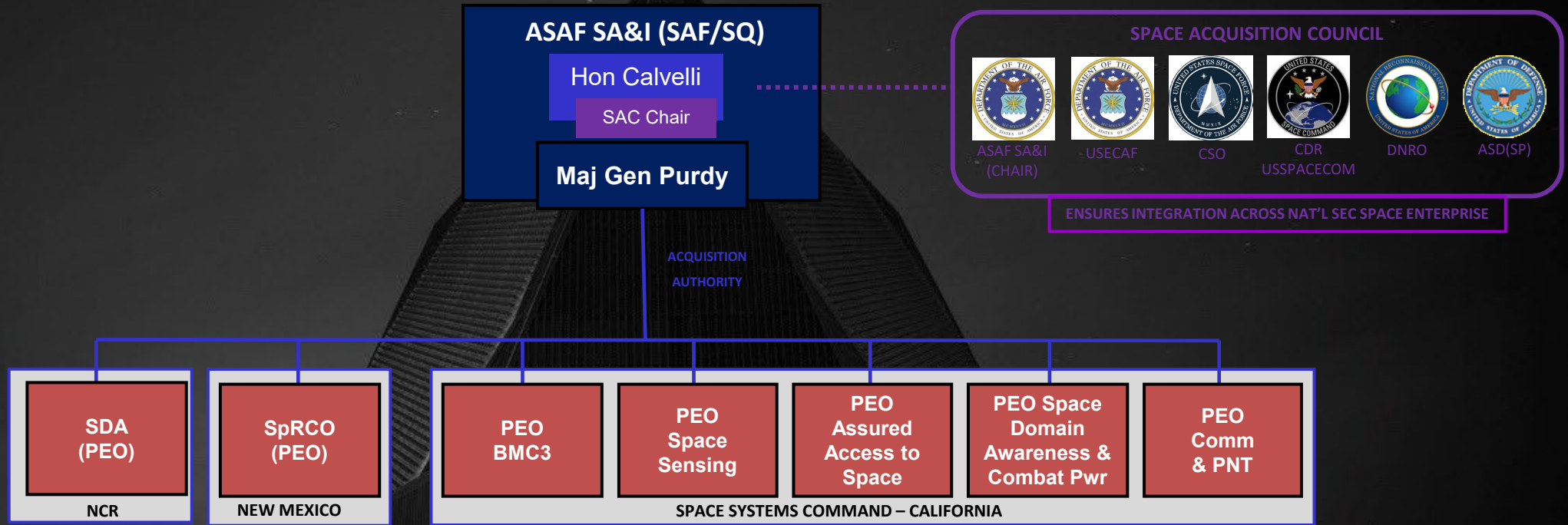
ASAF SA&I (SAF/SQ)

Hon Calvelli

SAC Chair

Maj Gen Purdy

ACQUISITION AUTHORITY

SPACE ACQUISITION COUNCIL

| ASAF SA&I (CHAIR) | USECAF | CSO | CDR USSPACECOM | DNRO | ASD(SP) |

ENSURES INTEGRATION ACROSS NAT'L SEC SPACE ENTERPRISE

| SDA (PEO) | SpRCO (PEO) | PEO BMC3 | PEO Space Sensing | PEO Assured Access to Space | PEO Space Domain Awareness & Combat Pwr | PEO Comm & PNT |

NCR   **NEW MEXICO**   **SPACE SYSTEMS COMMAND – CALIFORNIA**

Questions?

Adjourn Closed Session

Ms. Cara Allison Marshall
Designated Federal Officer

Break

Open Public Session
JSCC Room 1E840

Ms. Cara Allison Marshall
Designated Federal Officer

Chair's Welcome

Hon. Deborah James
Chair, Defense Business Board

DoD Talent Management Update

Mr. Brynt Parmeter
Chief Talent Management Officer

Ms. Angela Cough
Chief Digital and Artificial Intelligence Office Senior Advisor
Digital Workforce Talent & Functional Community Management

Talent Management Update

Mr. Brynt Parmeter
U.S. Department of Defense,
Chief Talent Management Officer

14 November 2023

The Labor Market Framework builds pipelines of talent through:
1. *Whole-of-Government; Whole-of-Nation ecosystem*
2. *Better user experience through the point of hire*
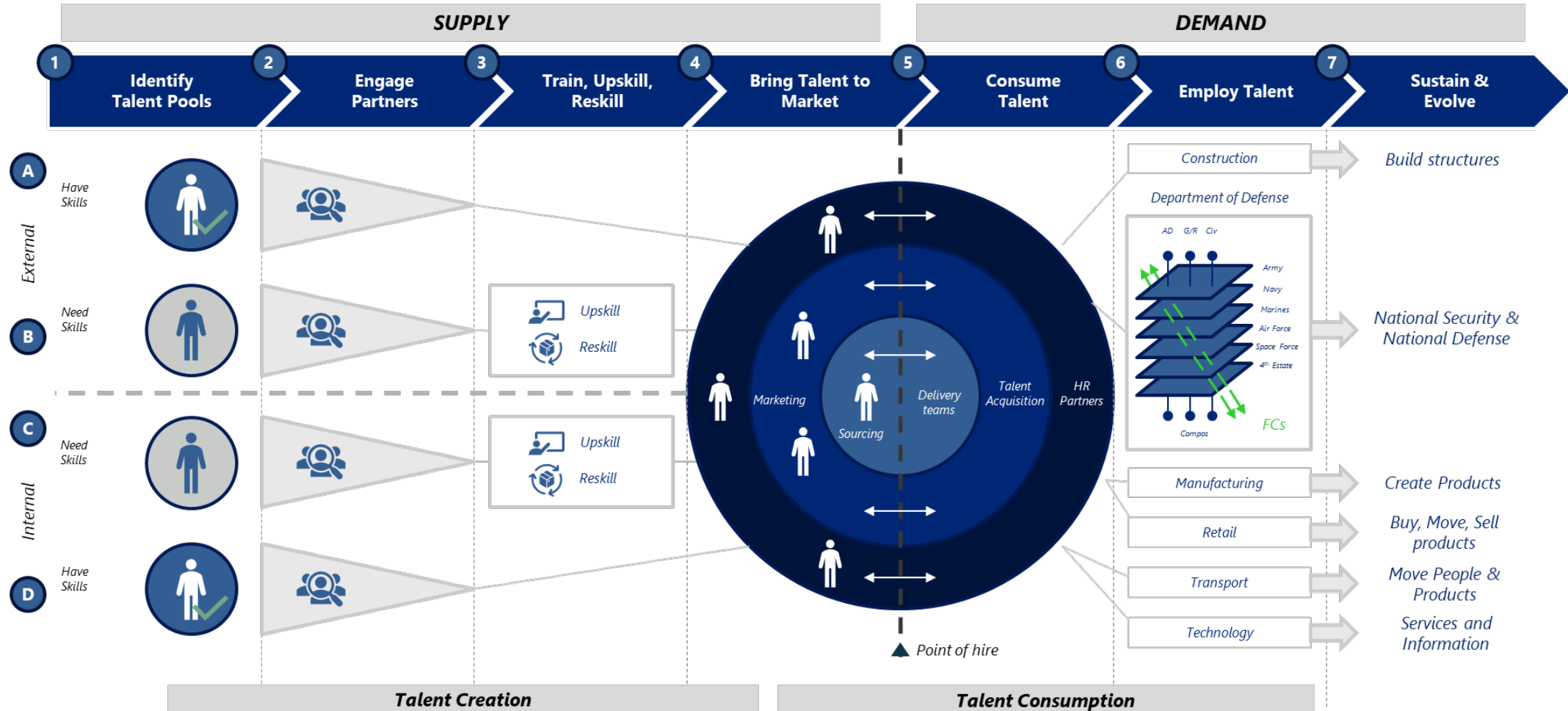
Talent Management Action Plan Lines of Effort

Employ the Labor Market Framework (LMF) to organize and integrate Demand, Supply, and Marketplace activities to achieve DoD Talent Management goals

Activate a Whole-of-Government and Whole-of-Nation approach to build civilian pipelines and improve applicant quality

Integrate technological and process improvements to reduce overall time-to-hire and deliver a better user experience for job seekers and hiring managers

Conduct Tabletop Exercises (TTXs) and Hiring Pilots to validate approaches, implement processes, and achieve stated talent management goals

Adjourn Public Session

Ms. Cara Allison Marshall
Designated Federal Officer

Lunch /
Subcommittee Time

Digital Ecosystem Study – Stays in JSCC Main Conference Room

Space Acquisition Study – Small JSCC Conference Room

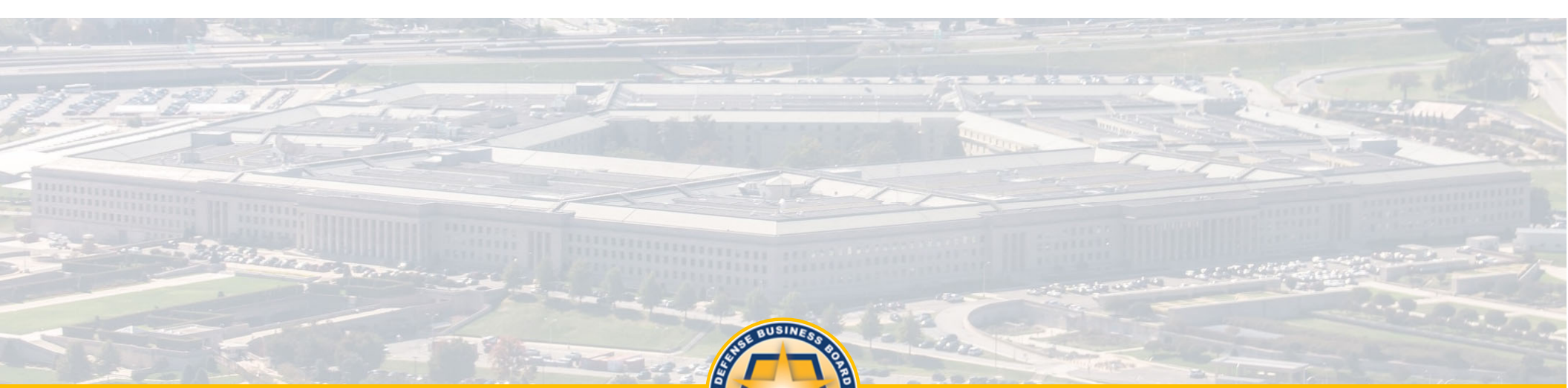**Improving Business Culture – Moves to Room 5C842**

Open Public Session
JSCC Room 1E840

Ms. Cara Allison Marshall
Designated Federal Officer

Chair's Welcome

Hon. Deborah James
Chair, Defense Business Board

Enterprise Digitization:
Emerging Technologies and Ecosystem Strategy at the Speed of AI

Mr. Ryan McManus
Founder and CEO, Techtonic

Presented By:
RYAN MCMANUS

Enterprise Digitization: emerging technologies and ecosystem strategy at the speed of AI

November 14, 2023

Topics

o   Evolution of the Digital Economy

o   Web 1 → Web 4

o   Leadership and Culture

o   Discussion

Context

Battlefield to Boardroom

Application - Defense Business Board subcommittees:

- Improve Business Operations Culture
- Digital Ecosystem

Source: NACD

Three things to remember

o   Speed + Scale

o   Transformation > Automation

o   Experiment with what's next or fall behind

THE NUMBERS

Tesla's market capitalization compared to the combined market cap of major car manufacturers

$1,200B

$900B

$600B $1,239B

$300B $435B

$0B
January 3, 2022   December 20, 2022

Source: Yahoo Finance

statista

SIX TRILLION
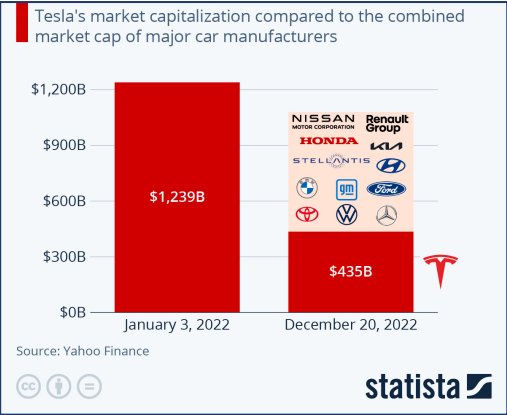
Sources: McManus and Leroy, http://theventurelab.blogspot.com/2016/07/value-creation-and-corporate-survival.html, statista

Evolution of the Revolution

Digitization Focus	Content	Services	Human Identity Mgmt	Physical Products and Machines	Complex Analysis and Prediction	Biology	What's Next?
Primary Enabling Tech	Web Mobile AR/VR Metaverse	eCommerce Web Services Cloud Blockchain SaaS Cyber	Social Media	Internet of Things Sensors 3D Printing Robotics Edge Computing	Analytics Machine Learning Chatbots Quantum Computing	Genome Editing	5G ESG ??
Primary Sectors Impacted	Advertising Publishing Media Education	Software Travel Retail Financial Svcs	Advertising Media	CPG Logistics Industrials Electronics Manufacturing Agriculture Medical Device	All	Health Medicine Pharma	?
Sample Phase Leaders	AOL Google Yahoo! Netflix Spotify	Amazon Dell Expedia SalesForce Airbnb Azure	Facebook Twitter Instagram Pinterest Tik Tok	GE Tesla Autonomous Solutions Uber Dell	Alphabet Amazon Nvidia Microsoft Open AI Tesla	Crispr 23andme Kernel	?

It's hard to navigate the transformation economy with tools from the analog era

Analog Economy

Investors → Corporations → Ideas / Investment Options

Digital Economy

Investors, Corporations → Incubators, Accelerators, Ecosystems → Startups → Ideas / Investment Options

7
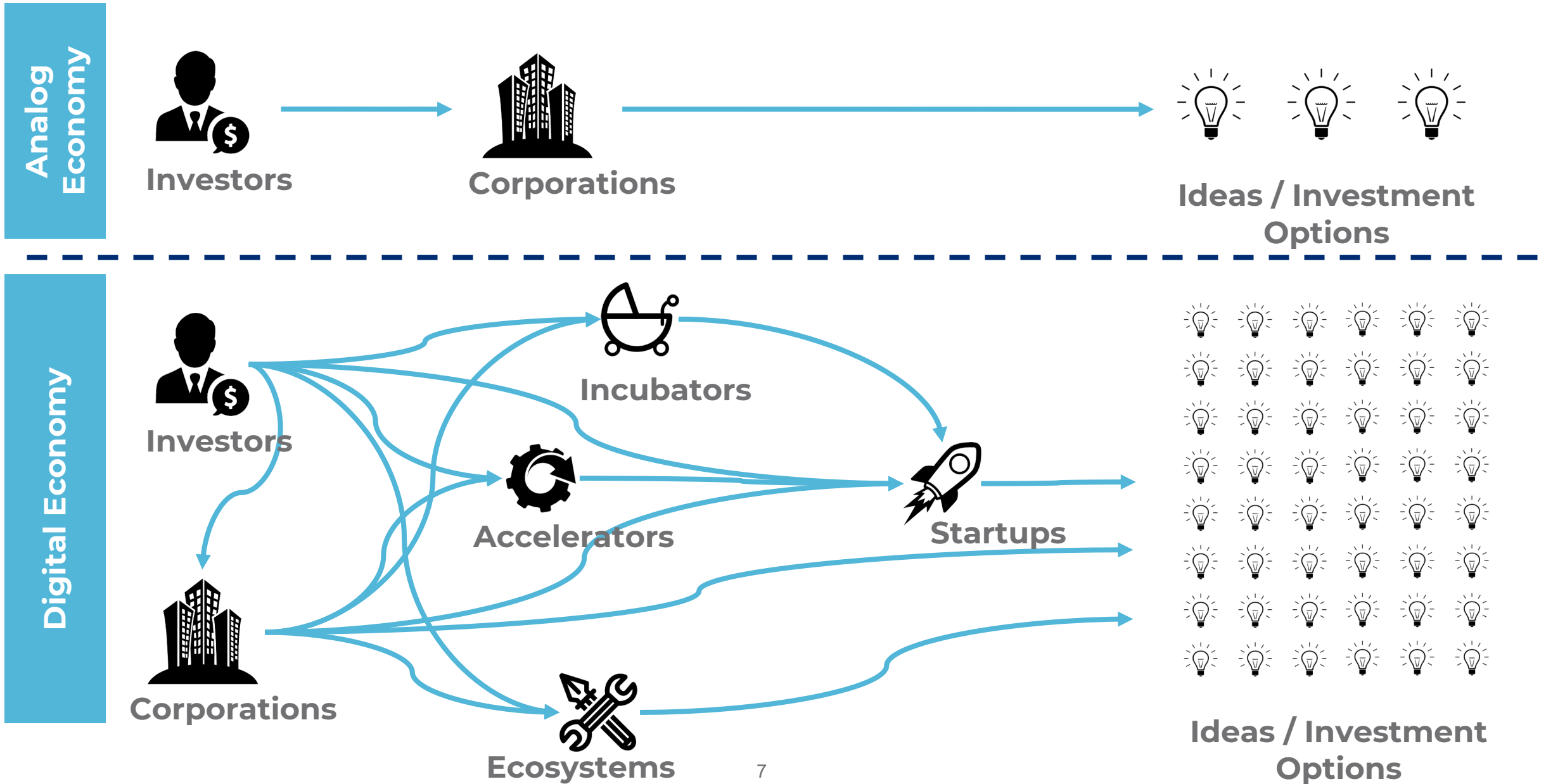
How important was AI to your strategy 2 years ago?

How comfortable are you that your organizations are able to keep pace?
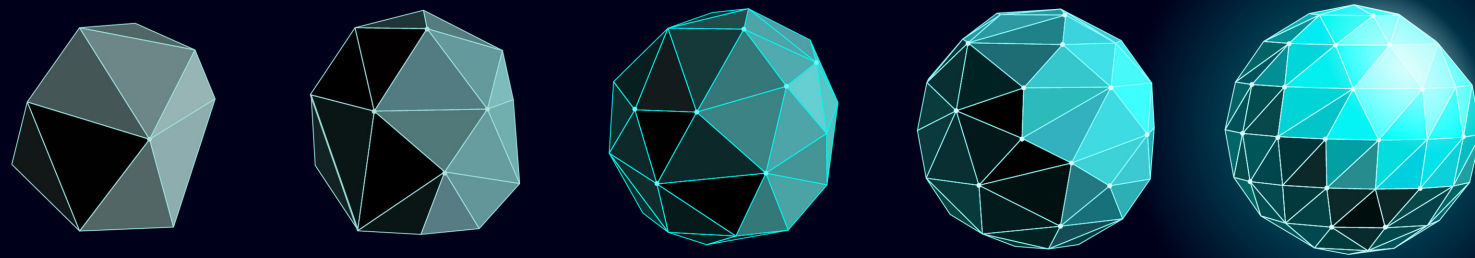
Transformation ≠ Automation

—

A common mistake

What's Next

Web 1.0

Information Economy

Web 2.0

Platform Economy

Web 3.0

Ownership Economy

Web 4.0

Autonomous Economy

Already here: web 3

- Sustainability = digital
- End-to-end supply chains
- Central bank digital currencies
- Challenges to US dollar
- Long tail: new transaction models

Walmart

De Beers

JPMorgan Chase & Co.

PROPY

Source: Walmart, De Beers, JPMorgan Chase & Co, Propy

~~Four~~ Five Levels of Data Strategy

**Generative:
What can we create?**

Prescriptive:
What should we do next?

Where are you?

Predictive:
What might happen next?

Diagnostic:
Why did this happen?

Descriptive:
What happened?

12
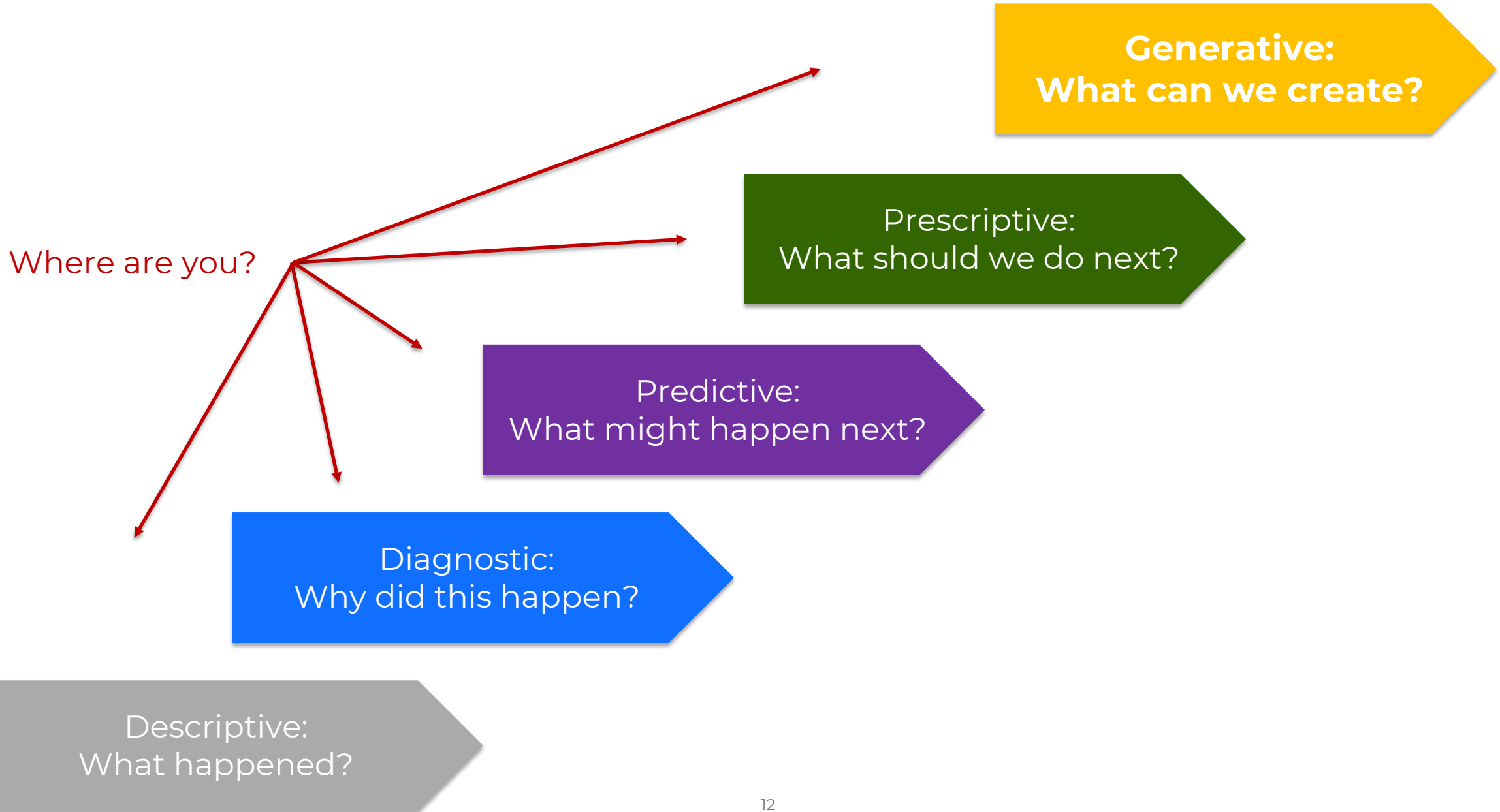
Golden Age of AI

- Experimental → Mission Critical

- Pattern recognition → Generative

- Narrow Tasks/Domain Specific → Intelligent Systems

- CoPilots → Productivity Spikes

- Goldman Sachs: Global business investment in AI could approach $200bn by 2025

- Next: Quantum acceleration

Source: Goldman Sachs, DeepMind, Insilico Medicine, University of Toronto, Tesla, Sidewalk Labs
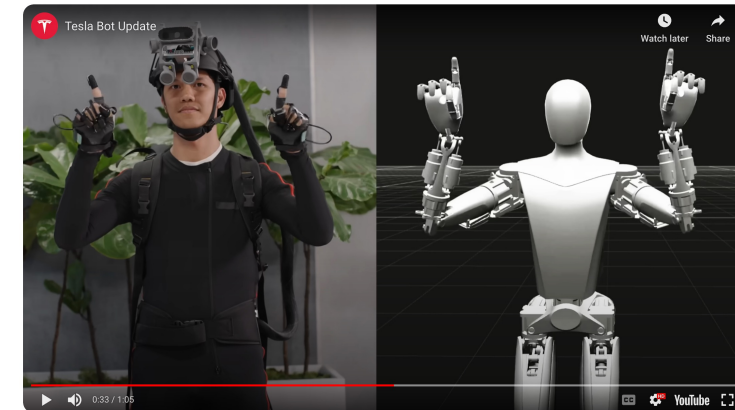
Already here: web 4

"If we used ... even six-month-old machine learning systems we would be so far behind the curve it would be embarrassing.

If you are using technology from several years ago, you are exposing your company to a ton of risk,"

David Bach, Founder and CEO @ Optios

The atomic unit of strategy

Cybersecurity: Continuously Expanding Attack Surface

- Misuse of credentials /fishing: 80% of data breaches are the result of poor or reused passwords

- Ransomware doubled in frequency in 2021 to 37% of global organizations

- Deepfake attacks up 43% since 2019. Example: spoofing CEO voice to transfer funds

- 30% of companies reported an attack on their videoconferencing systems in 2021

- Cryptojacking increased globally 21% in Q3 2021, 461% in Europe

AI vs AI / behavior recognition

Passwords → Biometric Passwordless

VPN → Zerotrust Networks

Employee Training
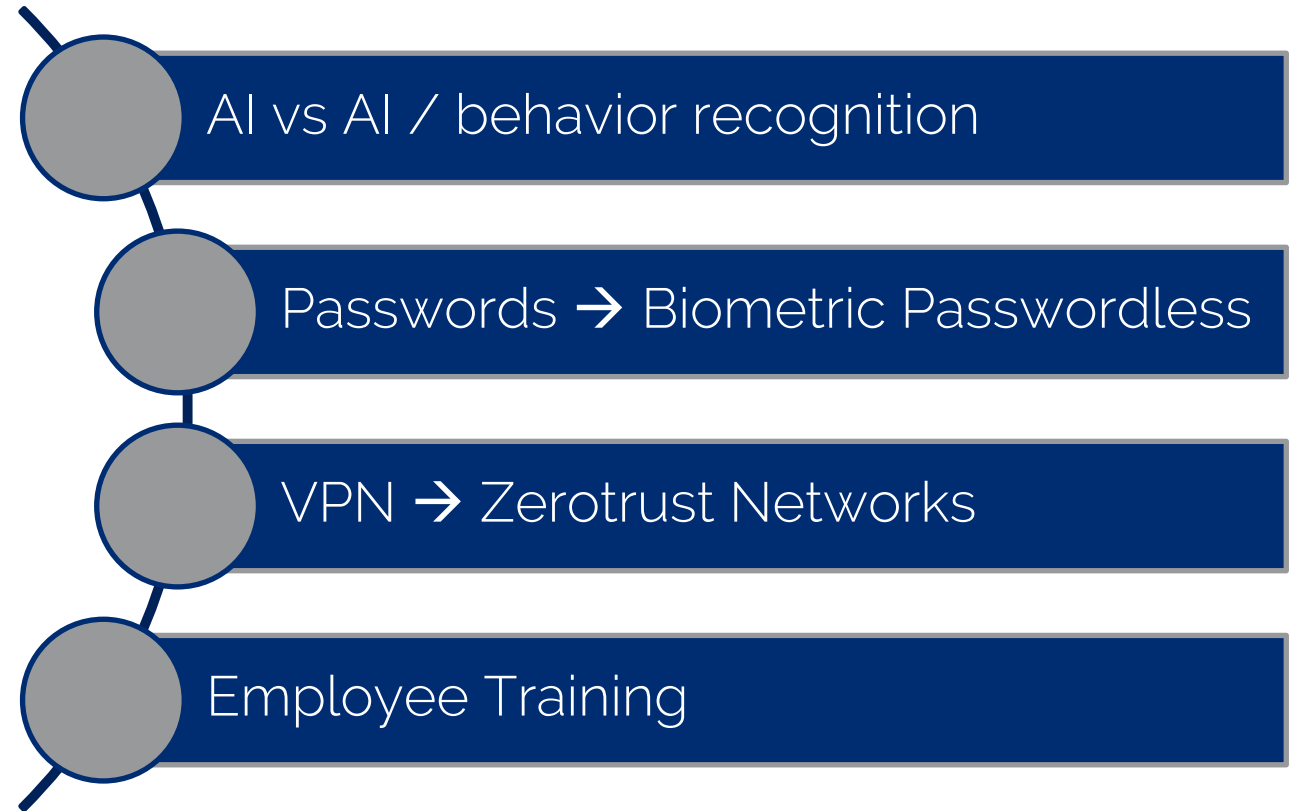
Just a few things are changing...

- What we sell

- How we power

- How we transact

- How we hire, retain, and reward

- How we invest

- How we compete

- How we win

Tec(h)tonic shift

Strategy → Digital

3 Horizon Model
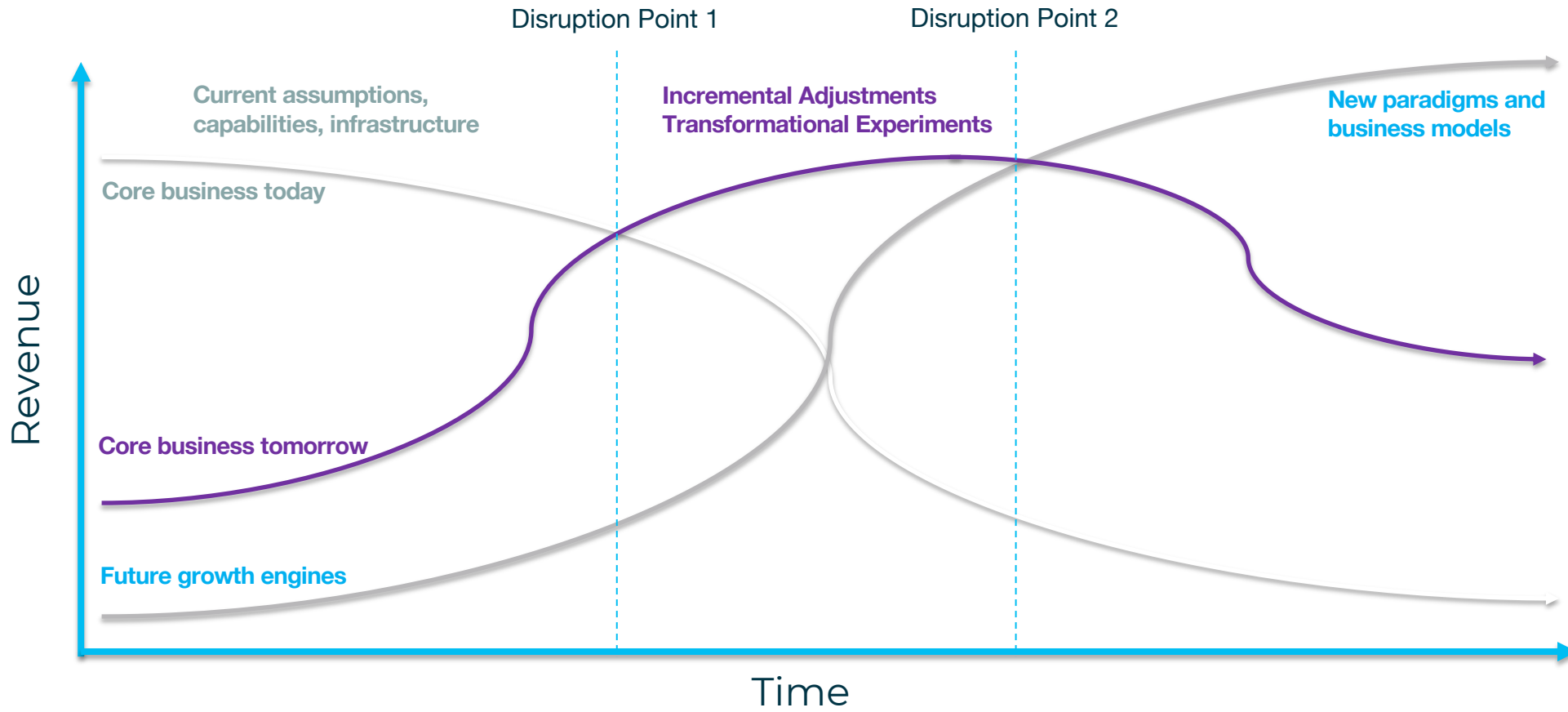
This is Hard: Evolution to Revolution

Information	→	Everything
Ownership	→	Ecosystem
Barrier to Entry	→	Burden
Producer or Consumer	→	Prosumer
Few x Expensive	→	Many x Cheap
Restricted	→	Democratized
Scheduled	→	Real Time
Risk averse & Big Bets	→	Experiment & Speed
Linear	→	Exponential
Tactical	→	Strategic

How bold is your vision?

LET'S GET TO WORK

New Business Models

Digital Products and Services

Automation

20

Source: Harvard Business Review, "Discovery Driven Digital Transformation" McGrath and McManus, May-June 2020

Evolved Leadership Identity

FROM: This is [not] how we do things around here
TO: Emergent strategy which helps us keep pace.

FROM: I need to have all the answers.
TO: My experience will help me distill the right questions.

FROM: Change and uncertainty make my job difficult.
TO: Managing uncertainty and complexity is my job.

Leadership for the Digital Revolution

Change in the digital revolution can be so profound that **previous experience may not translate**

Expertise

- Context:
  - Differences between Analog and Digital Economies
  - Strategy in the Digital Revolution
  - ESG
- Key technology applications:
  - AI
  - IoT
  - Blockchain
  - 5G

Execution

- Emerging Risk Vectors
- New Value Creation
- Growth Options
- Discovery Driven Digital
- Ecosystems, Partners, Incubators, Accelerators, Corporate Venture Capital
- Stakeholder Economy

Mindset

- Evolved Leadership Identity
- Leadership for Today and Tomorrow

- Think and Act like:
- Explorers
- Catalysts
- Builders
- Connectors

New Leadership Mindset

EXPLORERS

Evolve themselves and others by being open, curious, and driving a learning orientation

CATALYSTS

Shift conversations, engage diverse perspectives, and support cross-boundary collaboration

Transformation Economy Leadership

1

2

4

3

BUILDERS

Experiment, challenge norms, create new businesses, self-starters

CONNECTORS

Create high engagement through connecting with others across organizations and ideas, empathizing and bringing people with them

23

Culture: Top Talent Knows What Good Looks Like

A

Confidence

What is our strategy to lead in a changing world? Are we building a company I want to be part of? What new investments are we making?

B

Measure & Celebrate

What are we measuring? How will I be rewarded?

C

Empowerment

How are you making me more productive and helping me to grow and feel safe? How does my work make an impact on the company and the world?
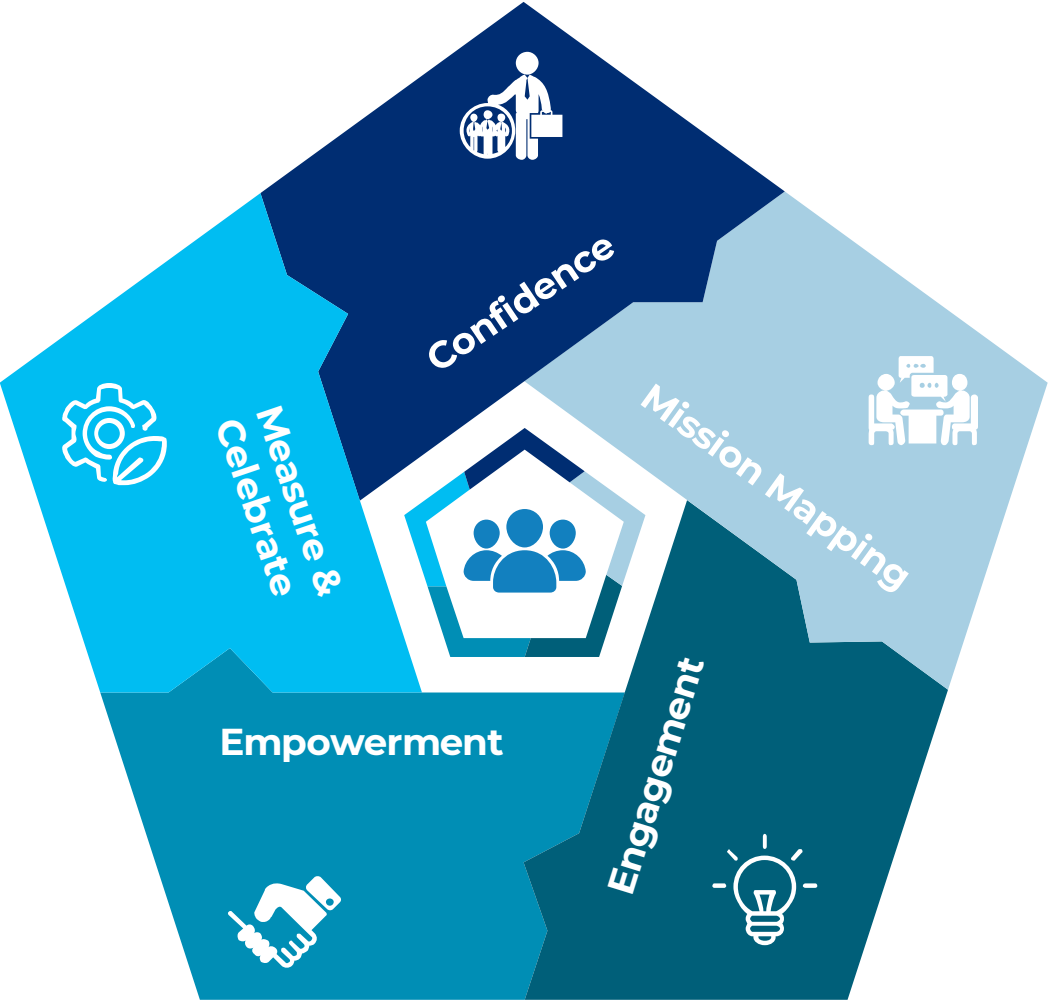
D

Engagement

How can I contribute to the evolving strategy?

E

Mission Mapping

Alignment of corporate mission to personal purpose: outcomes!

Confidence

Mission Mapping

Measure & Celebrate

Empowerment

Engagement

Science, Tech and Innovation Committees: August 2021
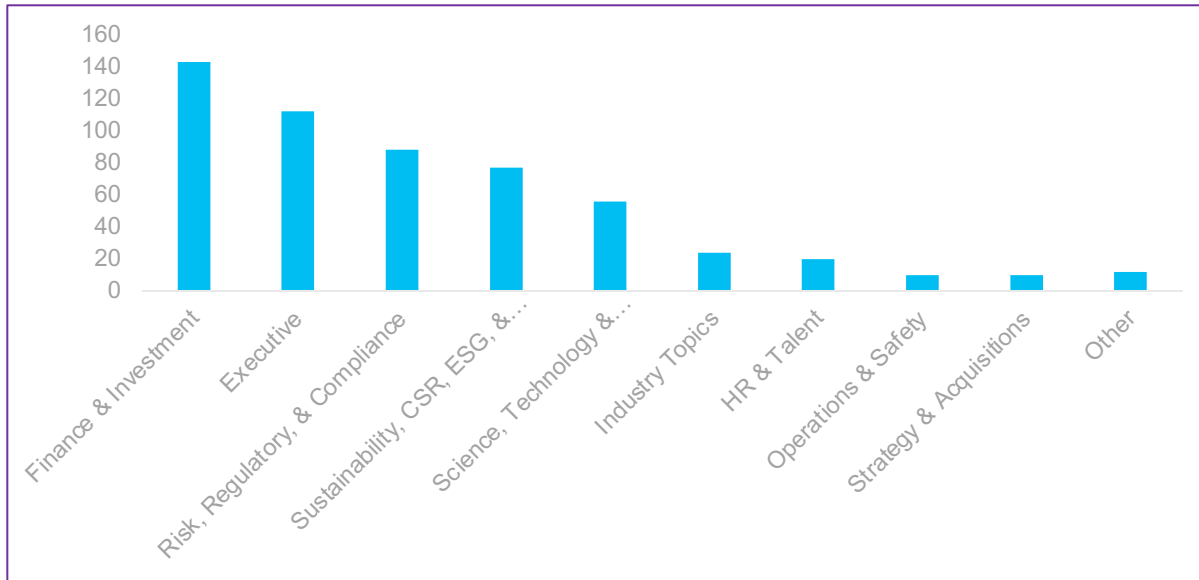
Fortune 500 Additional Board Committees
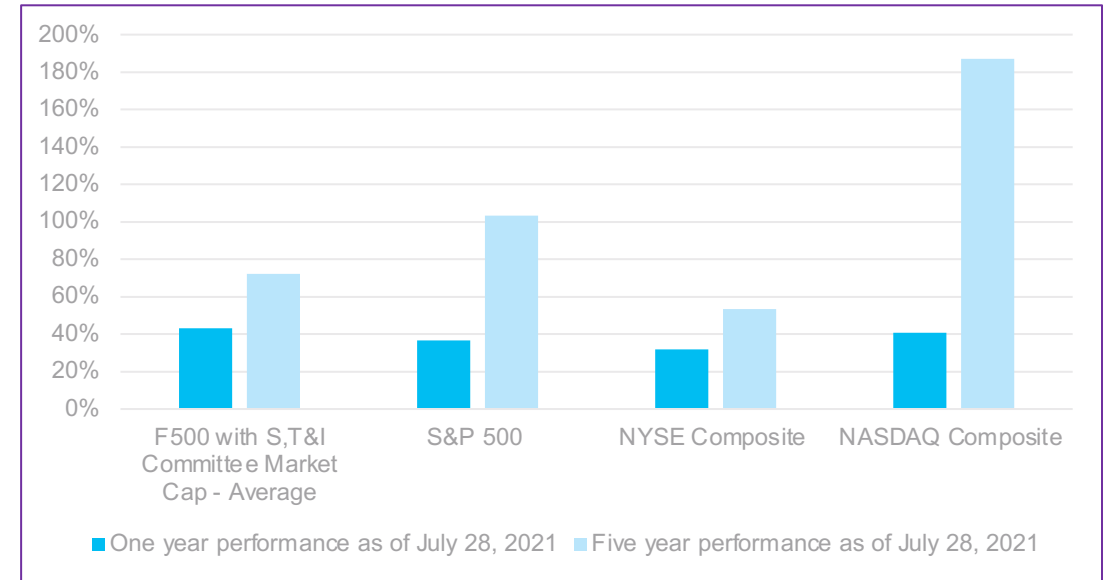
Market Cap Performance Comparison

Science, Tech and Innovation Committees: October 2023*

Fortune 500: 67 companies have one or more related committees:
- Technology: 53
- Innovation: 11
- Science: 6 (all pharma or healthcare)
- Cybersecurity: 4
- Value Creation: 1

Less common

- Talent
- IP
- ESG

Most Common

- Technology and cyber risk
- Progress on top strategic priorities
- Internal company approach
- Key investments and budgets

Source: NACD Directorship "Future-Focused Governance", McManus, October 2023
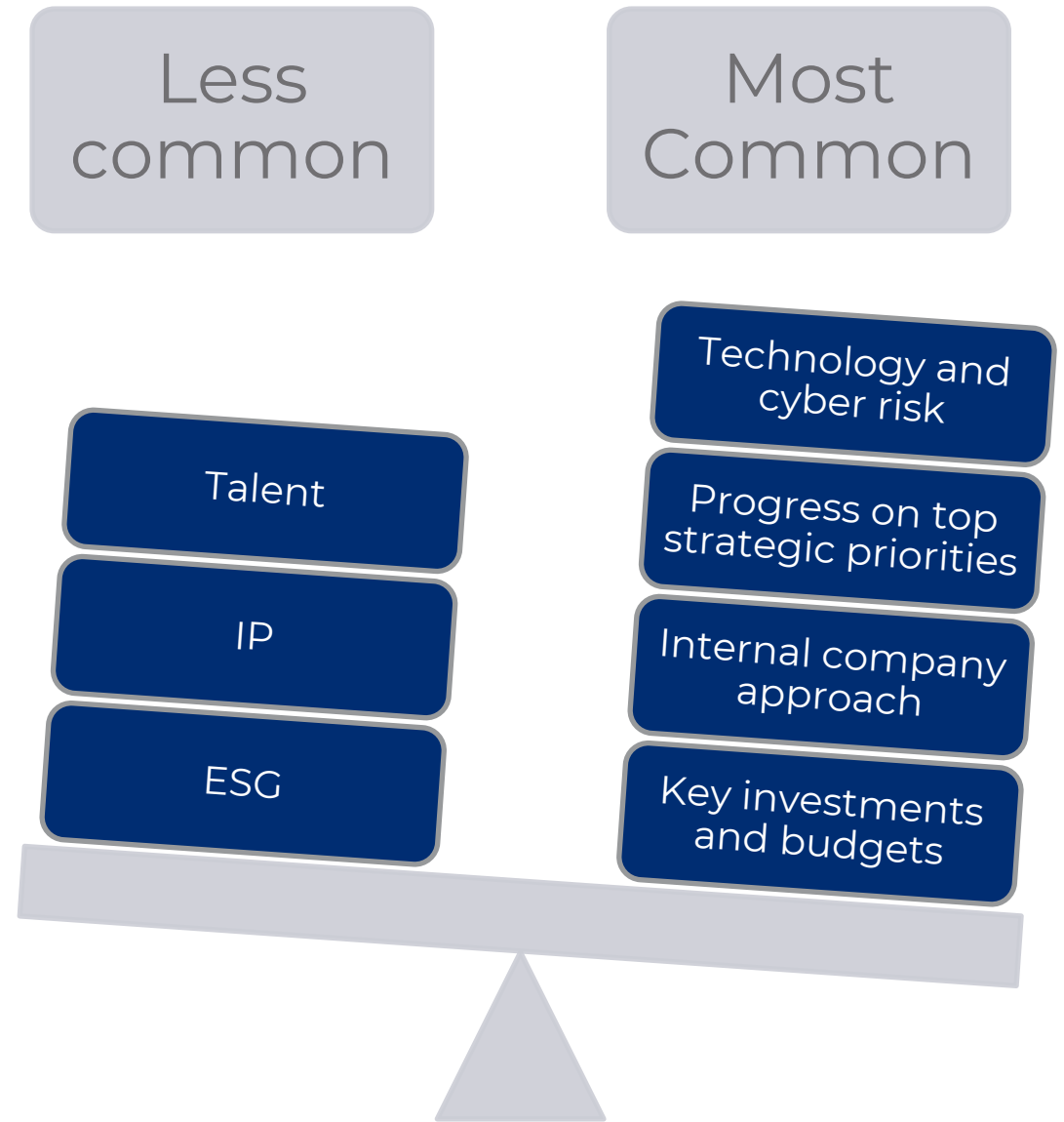
America's Strategic Posture

- First new report since 2009, bipartisan consensus
- Response to new geopolitical context and rapid, urgent shifts: adversaries looking to change the international status quo
- Need to "urgently prepare for the new reality"

DBB subcommittee relevance:
- Work with the private sector to rapidly develop and deploy new cutting-edge technology
- "Adopting new technologies faster, and working with smaller innovative companies will be necessary to support a modern, flexible, force structure and infrastructure in the future.
- Change traditional procurement practices

AMERICA'S STRATEGIC POSTURE

The Final Report of the Congressional Commission on the Strategic Posture of the United States

Madelyn R. Creedon, Chair	Jon L. Kyl, Vice Chair
Marshall S. Billingslea	Gloria C. Duffy
Rose E. Gottemoeller	Lisa E. Gordon-Hagerty
Rebeccah L. Heinrichs	John E. Hyten
Robert M. Scher	Matthew H. Kroenig
Franklin C. Miller	Leonor A. Tomero

Source: America's Strategic Posture (2023), Executive Summary

Questions Boards can ask Management

o   Which member or members of the leadership team are responsible for understanding future business opportunities and for developing them?

o   Does the organization regularly challenge and refresh its point of view on the risks and opportunities emerging technologies pose to the business, including threats from traditional and nontraditional competitors and emerging business models?

o   Does the organization have a growth strategy that is clearly understood and that includes new solution development targets as well as cross-functional incentives?

o   What growth and innovation methodology does the organization follow? How clear is it? Does it take into account new approaches that win in the digital economy?

o   How is the organization structured for speed?

o   What current and emerging risks does the organization need to address?

Keys to Strategy in the Digital Economy

Digital business models win
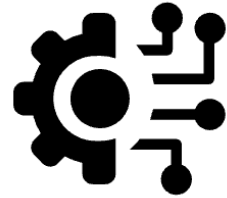
Automation is not the same as Transformation

Digital delivers what was previously impossible

Experiment with what's next or be left behind

Organize for Speed + Scale

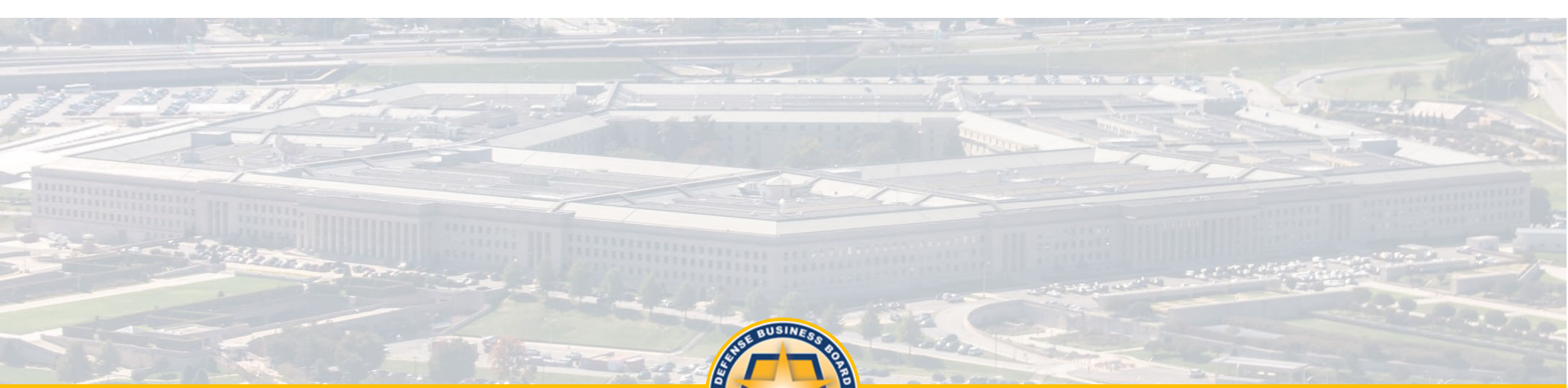## *What is our strategy?*

Discussion

THE END

Thank you!

Break

Presentation, Deliberation, and Vote on:
Improving the Business Operations Culture of the Department of Defense

Gen. Larry Spencer (Ret)
Chair, Talent Management, Culture, & Diversity Subcommittee

ToR/Tasking

- Examine best practices in employee engagement and performance incentives to reduce waste and bureaucracy within its business practices.

- Evaluate and provide recommendations to improve the current state of DoD programs to increase workforce morale, productivity, innovation, and minimize bureaucracy.

- Provide case studies of emerging trends in employee engagement from the public and private sectors that foster process improvements and gainsharing that may be applicable to DoD personnel.

- Identify key performance metrics to measure and drive gainsharing improvement initiatives and employee engagement for all DoD.

- Consider and provide recommendations to alleviate any statutory, regulatory or organizational impediments to implementing a personnel engagement/gainsharing system.

- Provide recommendations on any related matters the Board determines relevant to this task.

2
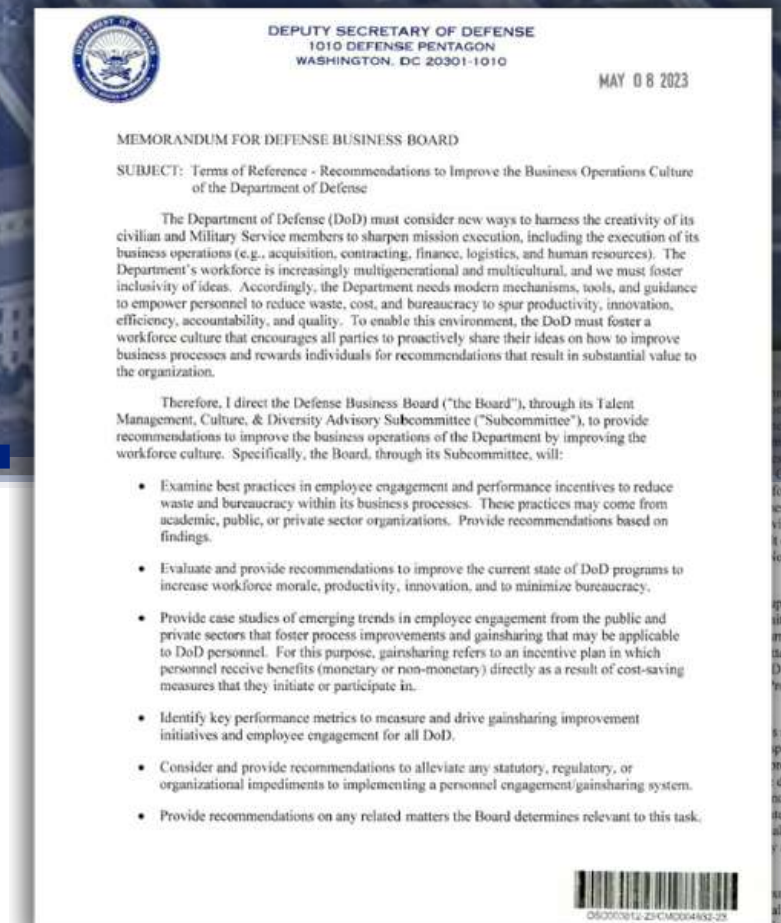
The Subcommittee

**Secretary Deborah James
DBB Chair**

Talent Management, Culture, and Diversity Subcommittee

**Gen Larry Spencer
Chair Lead**

**Alex Alonso
Co-Chair**

Erin Hill

Hon. Dave Walker

Robert Wolf

GEN Johnnie Wilson

Jennifer McClure

Matthew Daniel

Cheryl Eliano

Approach & Methodology

Study Scope

Conducted six months of study and interviewed 35 DoD leaders and private-sector senior executives with a focus on employee culture, innovation, incentives, and gainsharing.

Focus Groups

Conducted five focus groups with 41 participants to capture the views and suggestions of DoD military and civilian employees across field activities, agencies, and units focused on improving the business operations culture.

Data and Literature Review

Analyzed and synthesized data from 35+ organizations and from a comprehensive literature review to provide context for findings.

The DoD

3.4 million military and civilian personnel

Existing in 4,800 sites in 160 countries around the globe

$817 billion budget

Culture
Strong focus on operations and readiness.

Little evidence of a culture of better business operations.

Employees
Neither trained nor incentivized to focus on improved business operations.

Messaging
We are already the best military in the world.

"If it's not broke, don't fix it."

What is the burning platform?

Key Issues - External

INTERNATIONAL COMPETITION

Must challenge China, Russia, Iran, North Korea, & terrorist initiatives to surpass the U.S. economically, militarily, technologically, culturally, and diplomatically

FEDERAL BUDGET PRESSURE

Must streamline business operations in a constrained resource environment to support the warfighter

Key Issues - Internal

LEADERSHIP TURNOVER

No continuous focus on business transformation as a priority

INCONSISTENT WORKFORCE INCENTIVE

Focus is on mission success, not efficiency

NO FEEDBACK MECHANISM

There is no functional two-way communication platform to solicit innovation, garner data, and provide feedback

Observations & Findings

Where the DoD Currently Is

A. **Performance Management & Incentivization**
   i. DoD can articulate the relationship between principal authority of the warfighting mission and business process improvement as a core value
   ii. Intrinsic rewards vs. extrinsic rewards
   iii. Constant and consistent public recognition
   iv. Continuous performance management based upon company values

B. **Employee Engagement & Communications**
   i. DoD Core Values are not well-communicated; do not address business operations
   ii. DoD lacks a two-way communication platform
   iii. DoD only gathers annual EE data through FEVS

"Business operations are extended from factory to foxhole. The idea of optimizing business processes for efficiency doesn't just go into the institutional side of [the] DoD, but it provides effect at the pointy end of the spear."

-DoD Senior Official

8

Where the DoD Currently Is

C. Process Improvement Systems

i. Establish systems supporting a culture built on continual improvement

ii. DoD has pockets of excellence but no enterprise platform

iii. DoD has several options for establishing a process

"Business operations are extended from factory to foxhole. The idea of optimizing business processes for efficiency doesn't just go into the institutional side of [the] DoD, but it provides effect at the pointy end of the spear."

-DoD Senior Official

Recommendations

01   Establish a clear vision, strategy, and updated Core Value for business operations
- Video and memorandum around business operations
- Annual conference and VTC for 1-star+/SES-1+
- Monthly Department-wide updates from DepSecDef or PIO

02   Promote risk acceptance towards innovation and business transformation to O-5/GS-14 level and all professional military education
- Net promoter Scores and surveys

03   Establish enterprise-wide communication platform to seek and share innovative solutions

04   Emphasize recognition and continuous improvement in support of the warfighter

05   Weighted promotion criteria, efficiency and economy metrics integrated into evaluations, increased Training with Industry opportunities, and pilot programs

06   High-level appointee dedicated to business transformation

Recommendations

	0-6 Months	6-18 Months	18 Months
Vision/Strategy	●————————●		
Communications and Senior Leader Engagement		●————————————————————●	
Build/Contract 2-Way Communications Platform and Business Transformation Hub		●————————————————————●	
Emphasize Recognition and Continuous Improvement		●————————————————————●	
Individual and Organizational Recognition			●————————●
PIO Reform			●————————●
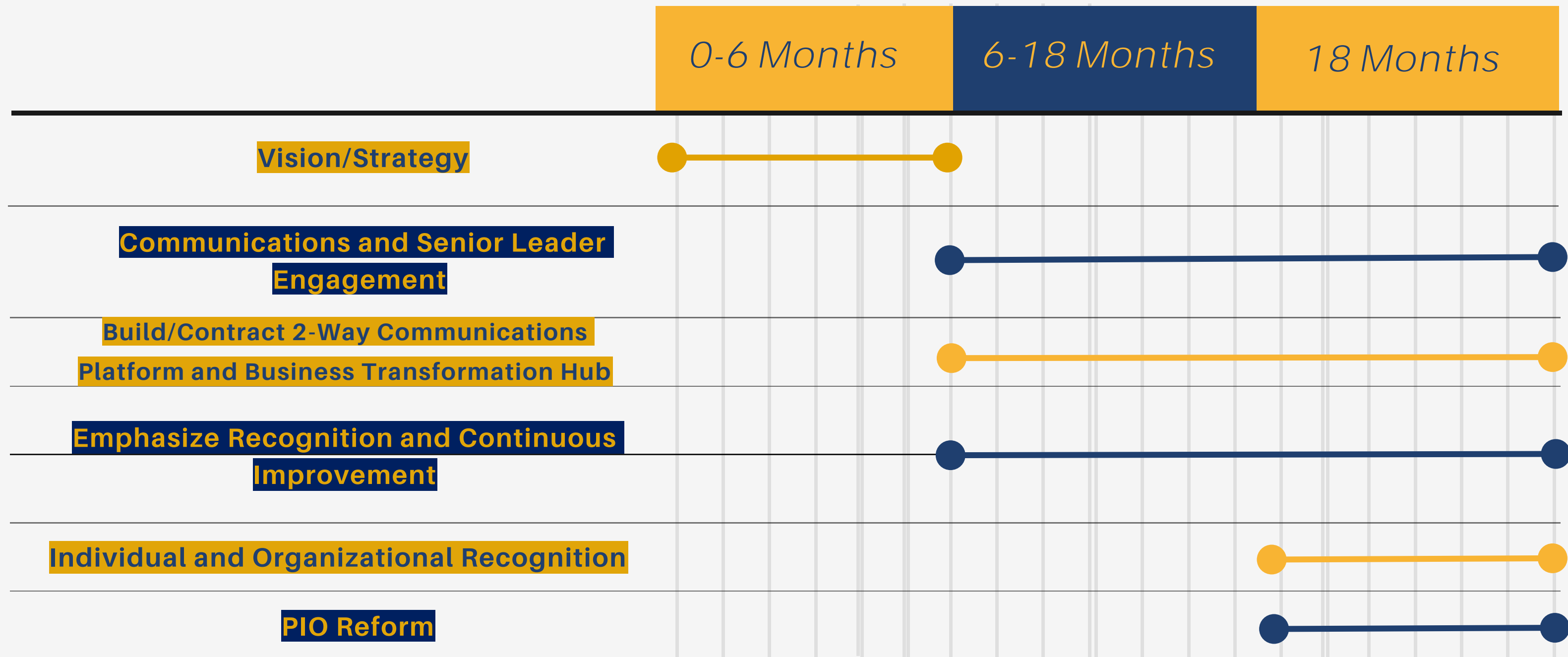
Discussion

Adjourn Open Session

Ms. Cara Allison Marshall
Designated Federal Officer

Day 2, November 15, 2023

Open Public Session
JSCC Room 1E840

Ms. Cara Allison Marshall
Designated Federal Officer

Chair's Welcome

Hon. Deborah James
Chair, Defense Business Board

FY2024 Assessment of the Department of Defense:

A Review of Space Acquisition

AN INDEPENDENT DBB REPORT — FY24-01

References to specific companies, commercial products, processes, or services do not constitute endorsement or recommendation by the Department of Defense or the U.S. Government.

CLEARED
For Open Publication

Nov 10, 2023

Department of Defense
OFFICE OF PREPUBLICATION AND SECURITY REVIEW

November 15, 2023

Task

The Deputy Secretary of Defense directed the DBB to:

- Identify recommendations for specific statutory or regulatory changes to revise conflicting authorities in space acquisition across the DoD and/or to improve the governance process.

- Identify specific recommendations regarding the authorities and membership of the Space Acquisition Council (SAC) to maximize integration, ensure effectiveness, and clarify the roles and responsibilities of the body.

- Provide recommendations to streamline acquisition business processes and enhance opportunities for innovation.

- Identify any other related matters the Board determines are relevant to this task.
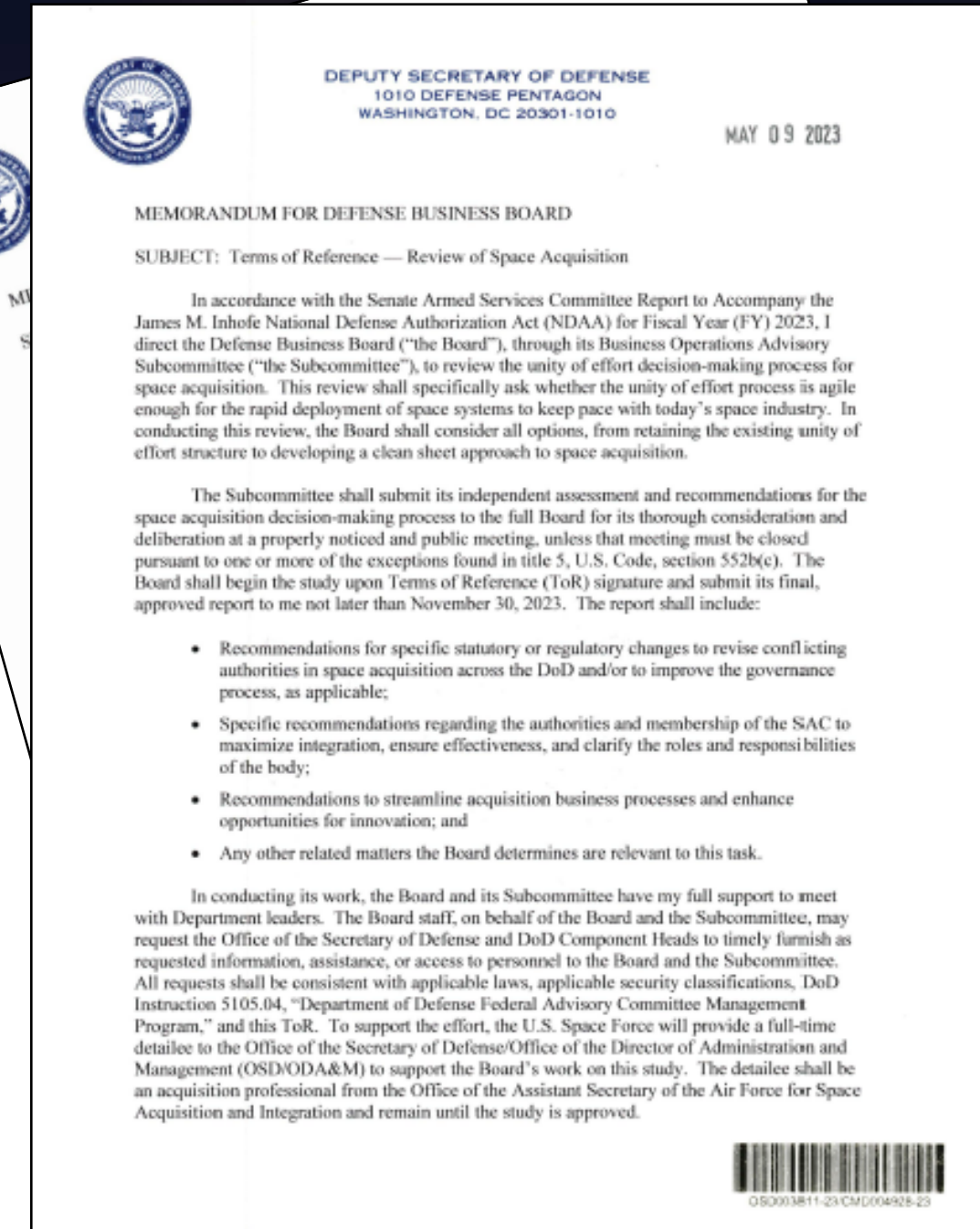
2

Approach & Methodology

Study Scope

Conducted six months of study and interviewed 29 current and former DoD acquisitions/operations leaders, 15 private sector executives, 3 academics & researchers, and 13 non-DoD government leaders.

Data and Literature Review

Analyzed and synthesized data from academic studies, published articles, Government Accountability Office reports, and prior DoD publications.

Background: DoD Space: A Brief Introduction
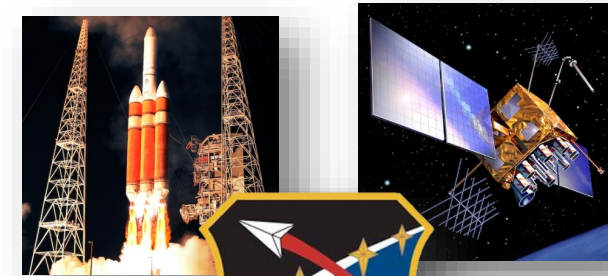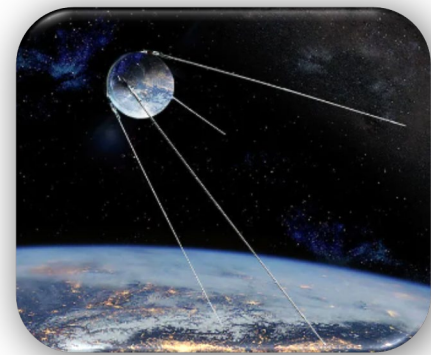
Department of
the Air Force
established
1947

Corona captures
satellite images
from space
1960

Dissolution of
the Soviet Union
1991

Growth in
Chinese Defense
Spending
(year-over-year)
1995 –

1946
U.S. Navy
"Satellite
Feasibility Study"

U.S. Army
"Operation
Paperclip"

1957
Soviet Union
Launches
Sputnik

1982
Air Force
Space Command
established

1992
Space & Missile
Systems Organization
becomes Space &
Missile Systems
Center,
transferred to AF
Space Command in
2001

2019
Air Force Space
Command
becomes the
United States
Space Force

5

Background:
The Space Force: a service born at a time of unprecedented change

- # Within Industry
  - Growth of commercial space companies
  - Falling cost of launch
  - New technologies
  - Surging investment

Total Investment in Space Startups ($B)

Annual Number of Objects Launched Into Space

Legend: World, US, China, UK, Russia, Japan, India, France, Germany, European Space Agency
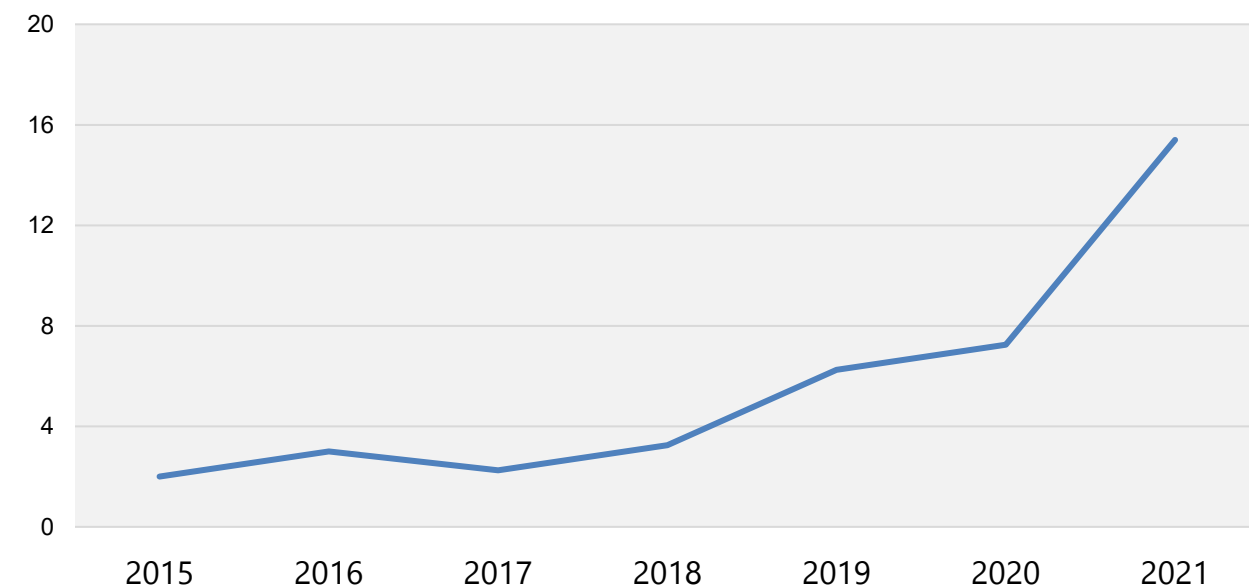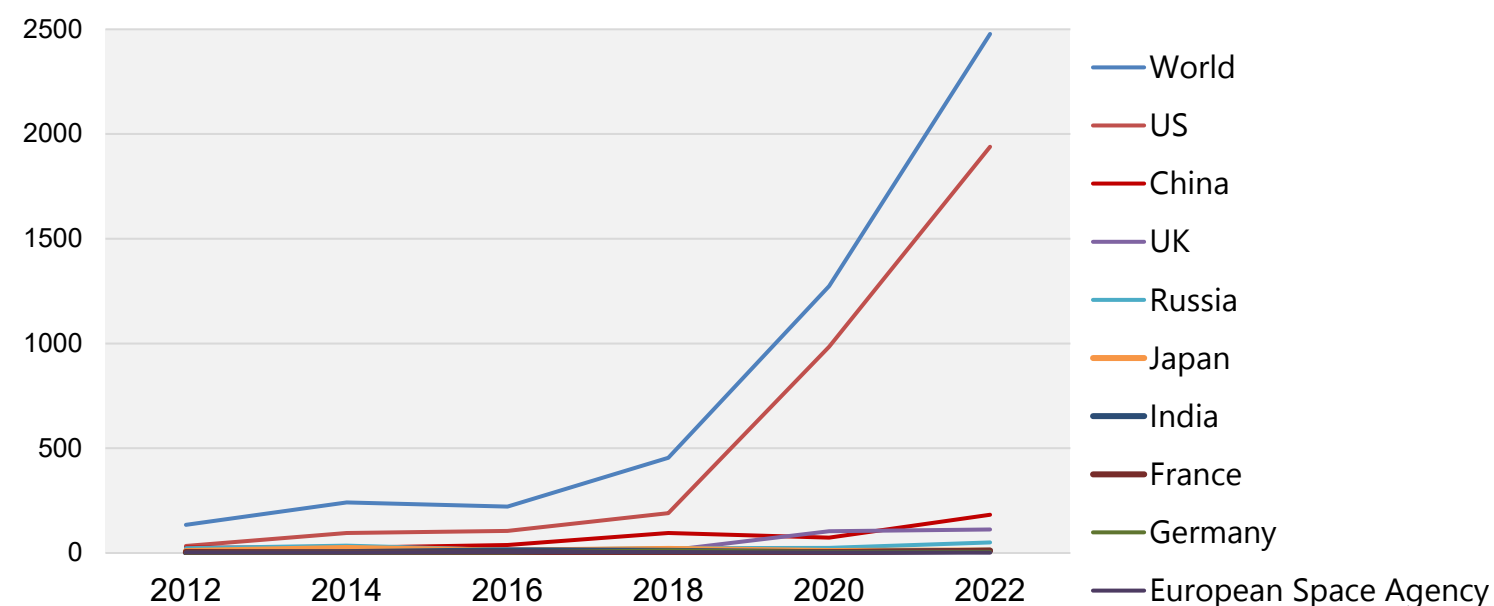
Cost of Launch Over Time
(Heavy Payloads to Low Earth Orbit) $/kg

Labels: Space Shuttle, Titan IV, Ariane 5G, Delta IV Heavy, Falcon Heavy, Long March 5, Angara

Sources cited on Slide 30
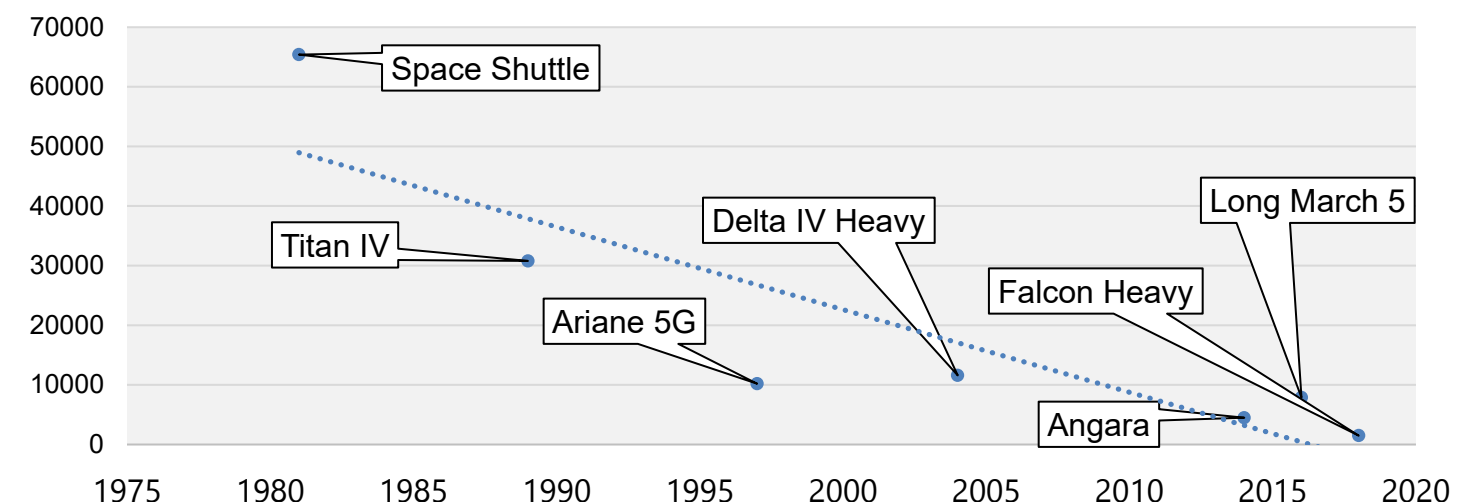
Background:

The Space Force: a service born at a time of unprecedented change

- **Among Adversaries**
  - Growth in space presence
  - Increasing investment
  - Changing attitudes on the role of space in conflict

" Russia perceives the U.S. dependence on space as its Achilles' heel, which can be exploited to achieve Russian conflict objectives.

Defense Intelligence Agency, 2022 "

Growth of Russian and Chinese Satellites In-Orbit, 2019 - 2021
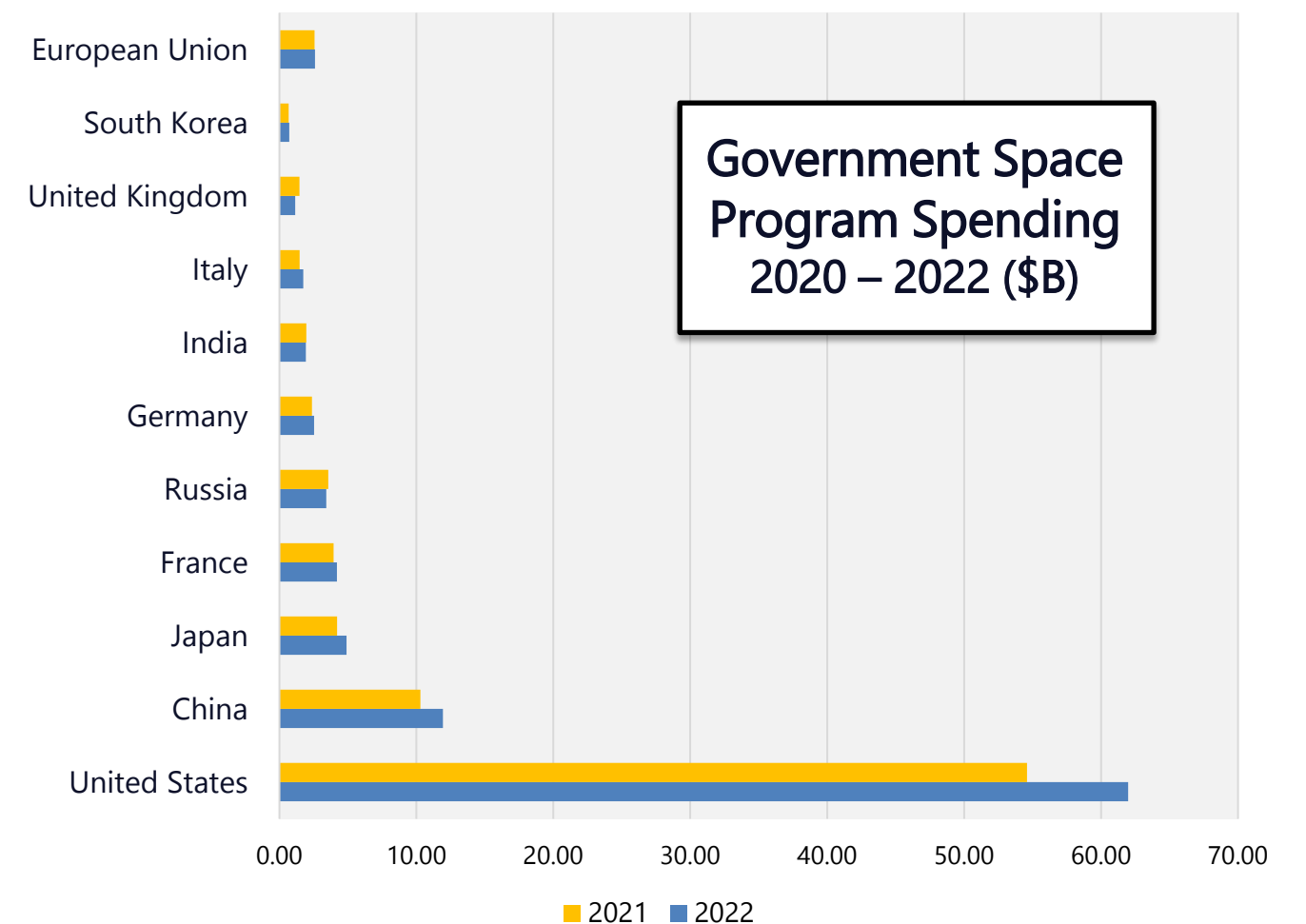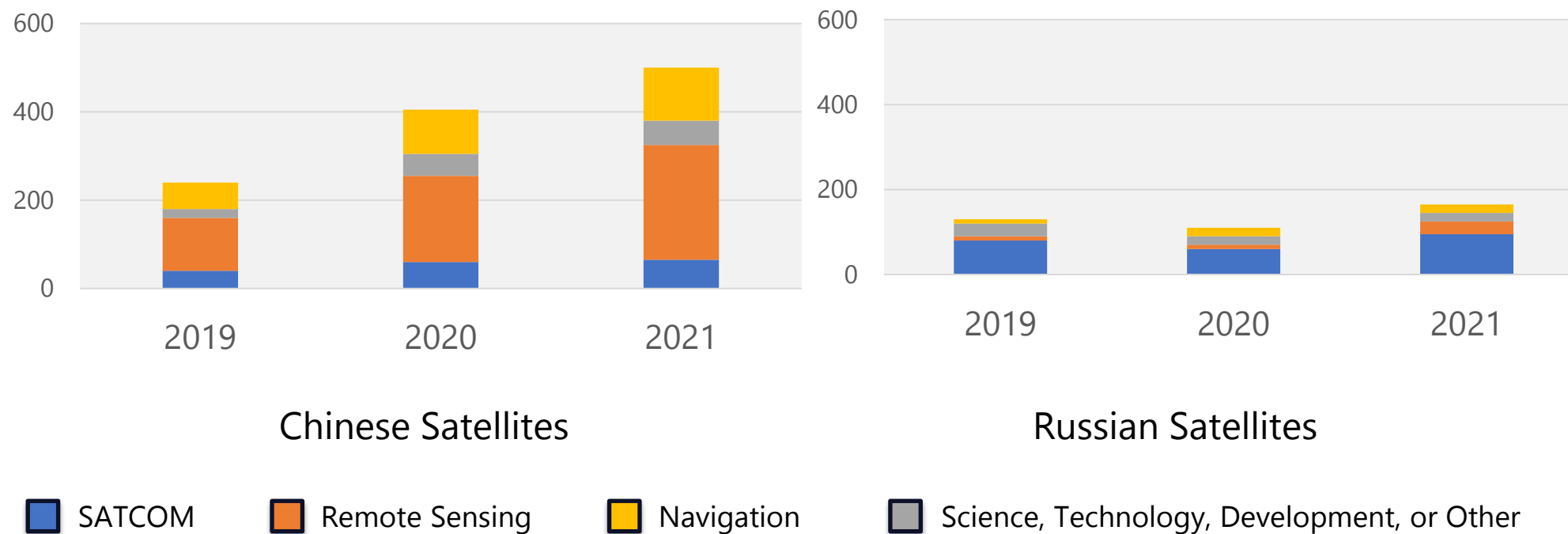
Chinese Satellites

Russian Satellites

■ SATCOM ■ Remote Sensing ■ Navigation ■ Science, Technology, Development, or Other

Government Space Program Spending 2020 – 2022 ($B)

■ 2021 ■ 2022

7

Background:

The Space Force: a service born at a time of unprecedented change

Adaptive Acquisition Pathways, Est. 2019 - 2020

- ▪ During DoD acquisition process evolution
  - ▪ Advent of the Adaptive Acquisition Framework
  - ▪ Creation of the Space RCO & Space Development Agency
  - ▪ Increasing appetite for risk

"

You need an atmosphere where people can test new things, big things, things that might fail, but that could also succeed in a game-changing way.

Deputy Secretary of Defense Kathleen Hicks, April 2023

"

Space RCO
Est. December 12, 2017

Space Development Agency
Est. March 12, 2019

Background: Space Force Acquisition Overview

- Leadership:
  - 1 Space Service Acquisition Executive (SAE)
  - 7 Program Executive Officers (PEOs)

- Program Count & Size:
  - 24 ACAT I   (>$525M RDT&E)
  - 4 ACAT II   (>$200M RDT&E)
  - 11 ACAT III   (<$200M RDT&E)

- Investment Budget (2023): $21.7 billion

> The Space SAE doesn't control every space program in the DoD—it takes a "unity of effort" to deliver the totality of capabilities to National Security customers.

Investment Budget for Space Systems vs. Total DoD ($B)
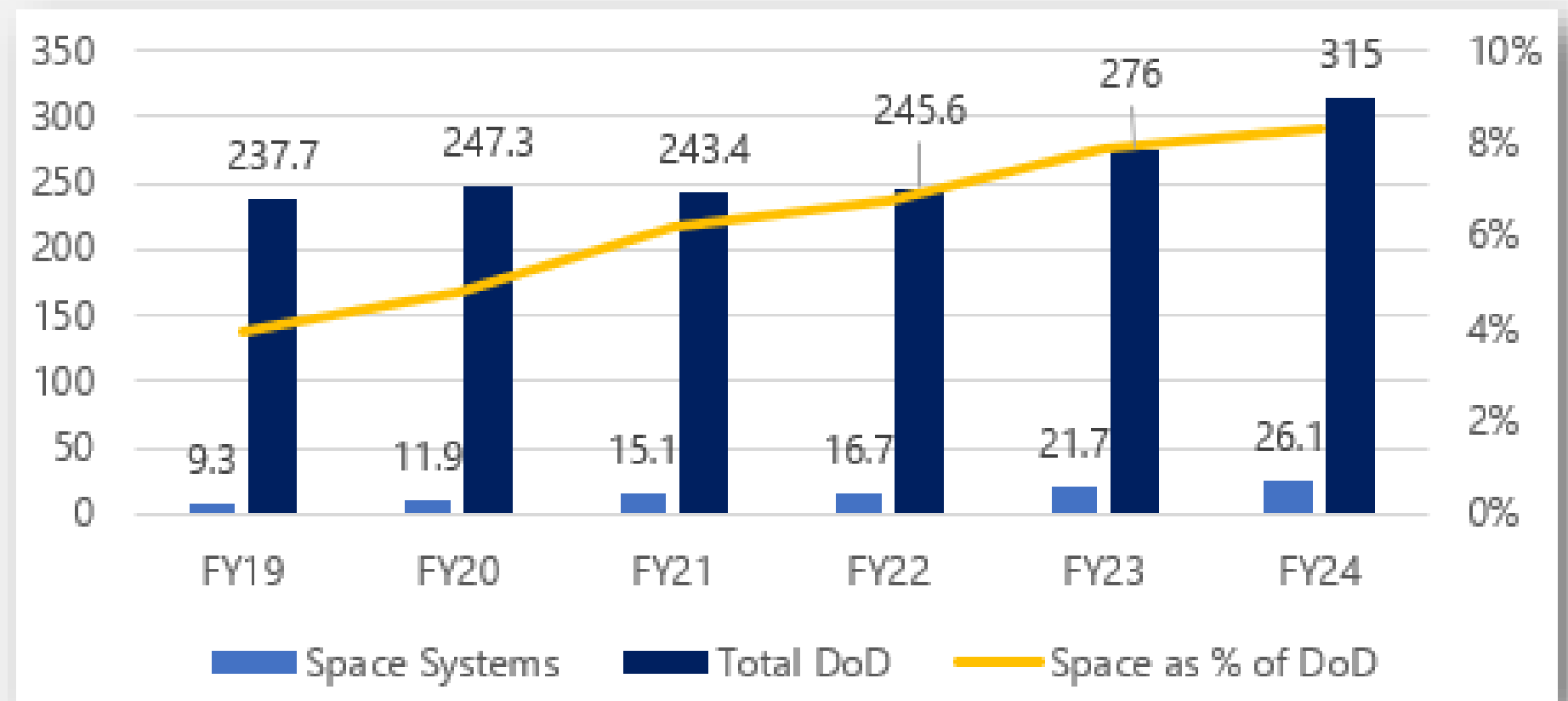
USSF Acquisition Organizations

Org.	People	PEOs	Investment Accounts	Requirements Process	Acquisition Process
SSC	15,000	5	35	JCIDS	• DoD 5000
SpRCO	200	1	2	JCIDS-exempt	• DoD 5000-exempt
SDA	200	1	4	JCIDS-exempt	• D/N use DoD 5000

9

Sources cited on Slide 30

Background: Unity of Effort

- ▪ **Integration is critical to making unity of effort work:**
  - ▪ Ensures disparate teams build complementary systems
  - ▪ Minimizes duplication of programs and capabilities
  - ▪ Is more effective than consolidation or reorganization

- ▪ **Forums created to coordinate efforts:**
  - ▪ Space Acquisition Council (SAE-Led)
  - ▪ Program Integration Council (PEO-Led)

Space Acquisition: Unity of command not required, but integration essential

Acquisition Chain of Authority – Current Organization
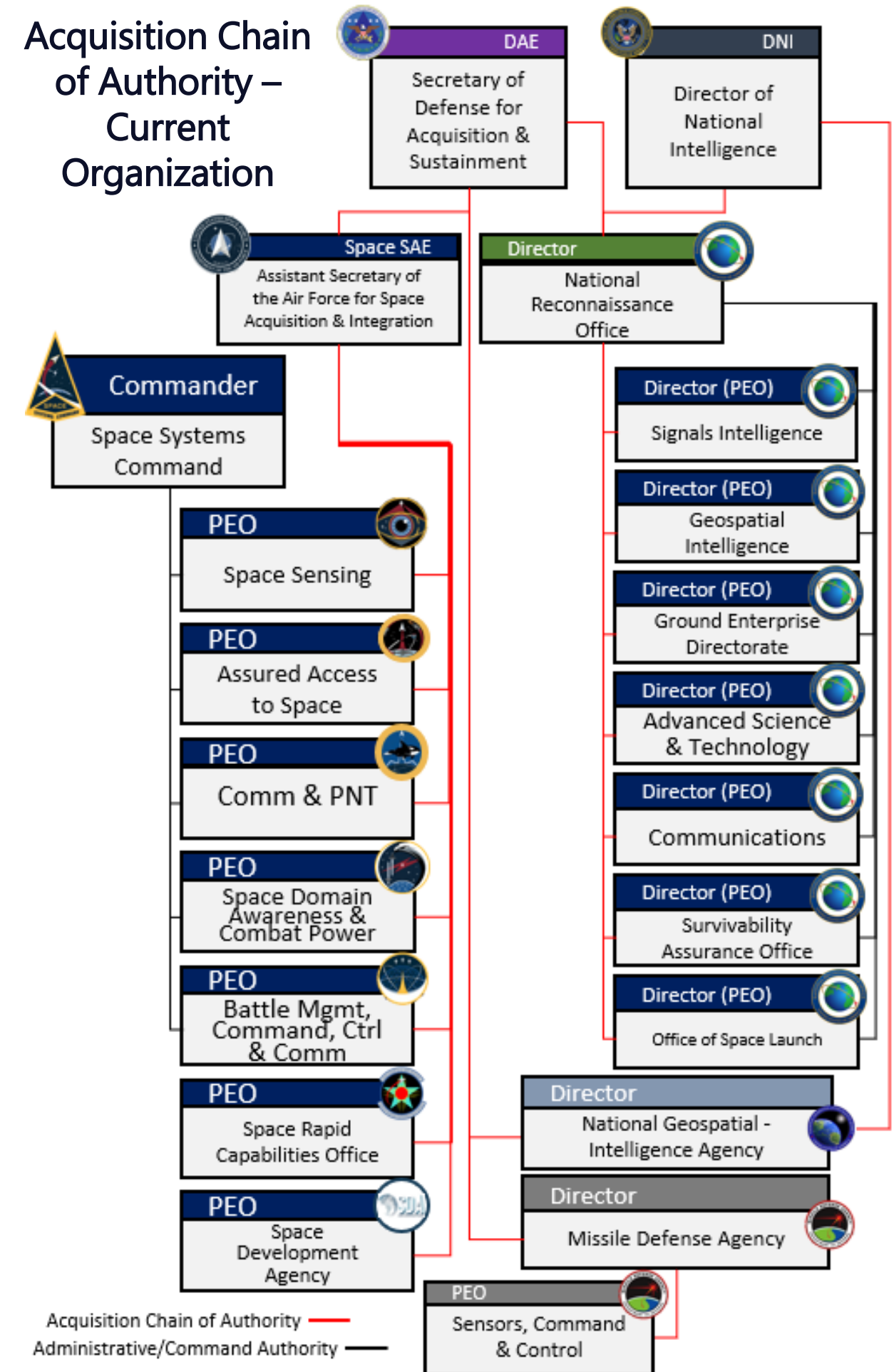
Key Findings

Governance to Enable Agility

Space Acquisition Council Effectiveness

Streamlining Processes to Enhance Opportunity for Innovation

Additional Areas of Opportunity

1. Sufficient acquisition authority exists within the DoD but not all at the right place to maximize speed, innovation, flexibility, and integrity.

2. Space acquisition professionals do not have the funding flexibility to enable them to optimally manage their programs or to adequately insert innovative technology.

3. Non-value-added bureaucracy distracts acquisition professionals, increases decision-making timelines, stifles innovation, and contributes to a risk averse culture.

4. The JCIDS requirements process is time-consuming, cumbersome, and impacts opportunities to leverage commercial innovation.

5. There is a lack of communication and understanding between the operational & acquisition communities.

6. Significant barriers inhibit access to commercial innovation.

7. The dynamic nature of today's space industry requires a different approach to develop proficient acquisition professionals with business acumen.

8. Real time access to accurate, authoritative data fosters transparency and trust across stakeholders.

Observations & Findings

1. Sufficient acquisition authority exists within the DoD but not all at the right place to maximize speed, innovation, flexibility, and assurance.

- Adaptive Acquisition Framework built for speed, but 1 of 6 pathways require OSD approval

- 2016 NDAA enabled program delegation; but DoD instruction stops at SAE

- Other Transaction Authorities are a powerful tool, but hurdles discourage large efforts

- SAC functions satisfactorily as senior integration forum; but conflicts with SAE authorities

"If you compress the decision-making timeline, you compress delivery."

- Senior Defense Official

Observations & Findings

2. Space acquisition professionals do not have the funding flexibility to enable them to optimally manage their programs or to adequately insert innovative technology.

- Space unique procurements (e.g., low quantity satellites) are complicated by the artificial divisions imposed by "colors or money"

- $10M transfer limit between investment accounts is insufficient to support agile acquisition

- The SAE does not have management reserve to execute on opportunities or mitigate risk across dozens of investment accounts segregated by program

"The budget process alone is absurd, if we were a business, we would fold."
- Senior Defense Official

Observations & Findings

3. Non-value-added bureaucracy distracts acquisition professionals, increases decision-making timelines, stifles innovation, and contributes to a risk averse culture.

- Further consolidation of DoD space acquisition may bury the pockets of innovation that exist today in additional administrative burden

- Mitigations and metrics employed by some leaders to cut bureaucracy have not been institutionalized to endure past their tenure

- DoD has empowered programs to tailor documentation requirements; but review remains burdensome

"What was slowing us down was these GS-13s on the staff that can take what the Secretary of Defense said and throw it away and make it irrelevant…"

- Former Senior Defense Official

Observations & Findings

> **Joint Capability Integration and Development System (JCIDS)** - Supports the Chairman of the Joint Chiefs of Staff and the Joint Requirements Oversight Council (JROC) in identifying, assessing, and prioritizing joint military capability requirements.

4. The JCIDS requirements process is time-consuming, cumbersome, and impacts opportunities to leverage commercial innovation.

- Initial capabilities document to a validated requirement takes approx. 852 days

- Requirements are too prescriptive; remove vendor creativity & innovation

- Limits the ability of program engineers to work within warfighter trade space

- Solution to date—avoid it altogether

  - Space Development Agency utilizes an effective warfighter council for requirements validation and user engagement

  - Space RCO / Missile Defense Agency communicate with user directly

> "When inflexible requirements are set, you end up having to redesign the commercial piece and lose time."
>
> - DoD Official

Observations & Findings

5. There is a lack of communication and understanding between the operational & acquisition communities.

- Newly launched Integrated Mission Deltas are a positive step towards closing the gap(s):
  - Within the organizational structure (Space Systems vs. Space Operations Commands)
  - In focus (cost, schedule, performance vs. system utility)
  - In priority for constrained resources (operations vs. sustainment)

- Other successful space acquisition organizations have found ways to disseminate experience
  - One Leader – NRO operators & acquirers both answer to the Director
  - One Team – NASA is organized based on mission; operators & acquirers work side-by-side

"We cannot afford to split a mission area's critical activities across organizational seams."
– Gen Saltzman, USSF CSO

Observations & Findings

6. Significant barriers inhibit access to commercial innovation.

- Space startups/disruptive technologies are dissuaded by outmoded DoD requirements

- Security clearances are required in many areas of space development but take years to obtain

    - Facility accreditations are lengthy and require sponsorship

- Space System's Commercial Space Office is postured to be the focal point industry needs

    - Collaborates with SDA and NRO

    - Opportunity exists for COMSO to catalog breadth of commercial offerings available to the enterprise

"It is the responsibility of the Government to [grow] the next generation of contractors to bring in diverse thought and new ideas."

- Senior Defense Official

Observations & Findings

7. The dynamic nature of today's space industry requires a different approach to develop proficient acquisition professionals with business acumen.

- Recent authorities/pathways/techniques are not well understood and therefore, underutilized

- Few Space Force program managers possess the business acumen to drive the innovation the service needs

- Industry managerial experience often exceeds government counterparts

- DAF's Education w/Industry Program is valuable, but annual throughput limited to 30-60

- Joint and operational development opportunities exist for mid-career personnel, but not an option to grow acquisition business leaders

"Until the Space Force, there was not a dedicated acquisition field for space."

- Government Official

Observations & Findings

8. Real time access to accurate, authoritative data fosters transparency and trust across stakeholders.

- Space programs generate, track, document, and make decisions from a wealth of data

  - Tracked electronically in an authoritative database

  - Updated either monthly or quarterly

  - Reviewed and approved by Service leadership

- Oversight reporting (e.g., OMB, OSD, Congress) is completed outside the authoritative system

  - Reports are static; information is often 60-90 days stale once delivered

  - Officials are left underinformed; drives additional requests for briefings and meetings

"Really, our existing [reports] are unsatisfactory. They're not timely. They lack granularity. They don't tie well to program milestones. They're detached from the numbers."

- Government Oversight Official

Recommendations Summary

The following charts provide recommendations in eight key areas:

1. Space SAE Control / Authorities to do the Job
2. Funding Flexibility for Innovation
3. Structure – Unity of Effort Approach
4. Requirements Process
5. Operations and Acquisition
6. Commercial Industry Engagement
7. Talent / Leadership Development
8. Transparency & Streamlining Program Reporting

Recommendations Summary:

1. Space SAE Control / Authorities to do the Job

1.1 The Space SAE should be given the authority to use the Middle Tier Acquisition (MTA) pathway for all Major Defense Acquisition Program (MDAP)-equivalent efforts.

1.2 The Space SAE should have the ability to further delegate Milestone Decision Authority (MDA) of MDAPs (i.e., ACAT I) to Program Executive Officers (PEOs).

1.3 The Space SAE should have the authority to grant Other Transactional Agreements (OTAs) expected to cost more than $500 million without seeking higher approval. 🏛

1.4 The Space SAE should be allowed to determine the membership of the SAC and the frequency of its meetings. Space SAE decisions should not be reviewed further by the SAC. 🏛

🏛 Denotes Congressional assistance needed

Recommendations Summary:
2. Funding Flexibility for Innovation

2.1 There should be a "single color of money" for space programs to eliminate the need for a reprogramming action due to space acquisition-unique situations. 🏛

2.2 The Below Threshold Reprogramming limit should be raised for Research, Development, Test, & Evaluation (RDT&E) and Procurement appropriations from $10 to $20 million to allow the USSF to redirect dollars more expediently. 🏛

2.3 The SAE should be allowed to hold funds in a new Program Element (PE) for Management Reserve (MR) to be utilized for technology insertion, risk reduction, program acceleration, or corrective actions. 🏛

🏛 Denotes Congressional assistance needed

Recommendations Summary:

3. Structure – Unity of Effort Approach

3.1   The NRO and Missile Defense Agency should remain separate from the Space Force.

3.2   The Space Force should monitor the size of their acquisition oversight staff functions with a metric to ensure the Service remains a lean organization. Organizations should be prepared to report staffing metrics to the SAE.

3.3 Program Managers (PMs) should be able to choose which organizations can comment on their acquisition documents.

Recommendations Summary:

4. Study & Improve the Requirements Process

4.1 A follow-on DBB study should look at options to reform the JCIDS requirements process.

Recommendations Summary:

5. Improve Operations & Acquisition Communication

5.1 The Integrated Mission Deltas concept should be evaluated in 24 months and if found effective, expanded.

5.2 Acquisition professionals should have at least 2 years of operations experience to become Materiel Leader-eligible (program manager on a Major Defense Acquisition Program).

Recommendations Summary:

6. Improve Commercial Industry Engagement

6.1 A tiger team should report directly to Senior DoD leadership on the status of security vetting for new commercial space businesses along with ways to expedite.

6.2 The SSC Commercial Space Office (COMSO) should catalog the capabilities offered by new commercial space entrants to raise awareness and aid market research.

6.3 The Space SAE should capture the reasons why companies express interest but ultimately, do not bid on opportunities. The Space SAE should take appropriate action on the findings.

6.4 The USSF should hire or contract with a highly qualified expert with venture capital and/or private equity experience to advise the COMSO Senior Materiel Leader on new and best practices to connect with innovators and signal to investors in the private sector.

Recommendations Summary:

7. Grow Acquisition Talent & Leadership

7.1 Space acquisition professionals should receive training tailored to the attributes of their emerging industrial base, to understand the motivations and challenges of venture capital-backed and private equity startup companies to better leverage their innovative technologies.

7.2 Space acquisition professionals should receive instruction on tailoring the major capability acquisition pathway for the uniqueness of space systems.

7.3 The Space Force should establish 3-year controlled tours for Materiel Leaders to increase program leadership stability and accountability.

7.4 The Space Force should use the Intermediate Leadership Education (ILE) candidate list to send acquisition professionals not selected for ILE to an advance acquisition education at a private university to develop business acumen.

Recommendations Summary:
8. Improve Transparency & Trust

8.1 The USSF should provide electronic access to authoritative acquisition data to provide transparency to and improve trust among external stakeholders.

Conclusion

- Space Force never had a chance to establish itself from "clean slate" to be the innovative technical engine its founders intended

- It was born into a system of constraints amidst a rapidly changing sector and mired in decades of culture, process, and systems surpassed by today's space environment

- Now is the time to modernize the Service's acquisition community to realize its potential to respond to today's threats

Adversaries are advancing. Act now to improve space acquisition.

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Chart 5

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Chart 6

"Growth of Russian and Chinese Satellites In Orbit – 2022 Challenges to Security in Space." *Defense Intelligence Agency*. 2022. Union of Concerned Scientists, January 1, 2022. Satellite Database.

"Government Expenditure on Space Programs in 2020 and 2022, by Major Country." Statista. 2023. https://www.statista.com/statistics/745717/global-governmental-spending-on-space-programs-leading-countries/

Chart 7

"DoD Acquisition Reform. Increased Focus on Knowledge Needed to Achieve Intended Performance and Innovation Outcomes." *Government Accountability Office*. April 28, 2021. https://www.gao.gov/assets/720/714084.pdf

Department of Defense. Deputy Secretary of Defense Kathleen Hicks Keynote Address: 'The Urgency to Innovate' (As Delivered). April 28, 2023.
https://www.defense.gov/News/Speeches/Speech/Article/3507156/deputy-secretary-of-defense-kathleen-hicks-keynote-address-the-urgency-to-innov/

Chart 8

Department of Defense. "Program Acquisition Costs by Weapon System." *Under Secretary of Defense Comptroller. FY23 Budget Material.* April 2022.
https://comptroller.defense.gov/Portals/45/Documents/defbudget/FY2023/FY2023_Weapons.pdf

Recommendations (Complete Text)

	Recommendations	Duration
1.1	The OUSD(A&S) should modify DoDi 5000.80 to delegate the authority to use and certify the MTA pathway to the Space SAE for all Major Defense Acquisition Program (MDAP)-equivalent efforts.	1 Month
1.2	The OUSD(A&S) should obtain a memo from the Secretary of Defense exercising the provisions within 10 USC 4204 (b)(5) to give the Space SAE the ability to further delegate MDA of MDAPs (i.e., ACAT I) to Program Executive Officers (PEOs).	1 Month
1.3	The OUSD(A&S) should draft and submit a legislative proposal to revise 10 U.S. Code § 4022 to delegate authority to the SAE to grant individual Other Transactional Agreements (OTAs) expected to cost more than $500 million. The Space SAE will provide USD(A&S) notification on every OTA approved for more than $500 million.	12 Months
1.4	The Office of the ASAF(SA&I) should draft and submit a legislative proposal to allow the Space SAE to determine the membership of the SAC and the frequency of its meetings. The proposal should include: • Language to eliminate the 10 U.S.C §9021(c)(2) requirement for the council to review and certify determinations by the ASAF/SA&I. This language conflicts with the authorities of the ASAF/SA&I as SAE, found in 10 USC §9016 and as MDA, in 10 USC §4204. • Language to clarify the role of the SAC as the senior governance body to collaboratively solve conflicts and disputes elevated from the Program Integration Council (PIC) across the pertinent set of National Security Space (NSS) stakeholders. The language should also revise the Congressional reporting frequency to annually and to focus on the list of integration issues deliberated and determinations made by the council for resolution.	12 Months
2.1	The OUSD(A&S) should draft and submit a legislative proposal like Budget Activity-08 (BA-08) for software, to establish a pilot for a "single color of money" for space programs. This will eliminate the need for a reprogramming action after the make-or-buy decision or other space acquisition-unique situations. The SAE will select up to five programs for the initial pilot.	12 Months
2.2	The DoD Comptroller, USD(C), should submit a request to Congress to raise the Below Threshold Reprogramming (BTR) limit for Research, Development, Test, & Evaluation (RDT&E) and Procurement appropriations from $10 to $20 million in the FY25 Joint Explanatory Statement to allow greater flexibility in redirecting dollars to fix problems or to react to new opportunities.	12 Months
2.3	The DoD and DAF Comptrollers (USD(C) and SAF(FM)) should work with the Space Force to create a new Program Element (PE) in the Space Force acquisition Management Reserve (MR), starting with the FY26 budget. The SAE will control and utilize the account for technology insertion, risk reduction, program acceleration, or corrective actions. The account should not exceed 10% of the largest Space Force PE in any given year. Funding should execute out of this account without a reprogramming action to the MR.	24 Months
3.1	The NRO and Missile Defense Agency should remain separate from the Space Force.	N/A
3.2	The Office of the ASAF/SA&I should create a metric that measures dollars executed per staff member (government / military / contractor) within Space Force acquisition organizations. Space Force acquisition organizations should determine an acceptable baseline and compare staff personnel quantity against it to monitor growth and ensure they remain lean. Organizations should be prepared to report their staffing metrics to the Space SAE.	3 Months
3.3	The OUSD(A&S) should modify DoDi 5000.85 to permit the Program Manager (PM) to tailor the list of organizations through which documents must be reviewed prior to the decision authority. PMs should maximize sharing of final signed documents as "information only" to stakeholders but optimize those allowed to comment utilizing the Assistant Secretary of the Air Force for Space Acquisition and Integration (SAF/SQX)-authored coordination matrix as a guide, but not policy. PMs will submit these tailored coordination lists for MDA approval along with their list of proposed regulatory documents to "tailor-in" as part of acquisition strategy development and review.	3 Months

Recommendations (Complete Text)

	Recommendations	Duration
4.1	The Deputy Secretary of Defense should task a follow-on DBB study to determine options to reform the JCIDS requirements process to emphasize goals and outcomes in the context of a Warfighter's mission and less-so in the context of hardware and software capabilities. This preserves trade space for later PMs and vendors to innovate with technology, techniques, and practices that emerge and evolve faster than the requirements process can accommodate. Acquisition professionals should encourage operators to state requirements in functional terms where possible. The Study should make recommendations on ways to improve the Analysis of Alternatives process with a specific focus on actions to expedite access to ally and partner developmental technologies. The review should also consider the role of systems and digital engineering in requirements development.	9 Months
5.1	The Space Force should assess the effectiveness of the IMDs in 24 months. If found effective, it should create more.	24 Months
5.2	The Space Force should require acquisition professionals to have at least 2 years operations experience to become Materiel Leader-eligible (program manager on a MDAP). This can be an assignment to an IMD organization, the Special Experience Exchange Duties (SPEED) program, ops-coded billets, or direct support to COCOMs.	48 Months
6.1	The Deputy Secretary of Defense should establish a tiger team to streamline security vetting to increase supplier participation in space acquisition. The team should identify the timelines for Sensitive Compartmented Information Facility (SCIF) accreditation, authority to operate, and security clearance processes, and create recommendations to expedite access for commercial firms, including the use of shared classified environments.	4 Months
6.2	The Space SAE should direct that all space acquisition efforts determine root cause(s) of why companies choose not to participate in the space acquisition process following engagement in industry days / forums and create recommendations to address the actionable findings.	1 Month
6.3	The Space SAE should identify an office to formalize a mechanism (e.g., directory, database, etc.) to track and understand the capabilities of commercial space companies vetted across the enterprise. The goal is to provide information to acquisition professionals on the technology offerings of new and emerging entrants to raise awareness and maximize choices during the make or buy decision.	12 Months
6.4	6.4. Space Systems Command should hire or contract with a highly qualified expert with venture capital and/or private equity experience to advise the COMSO Senior Materiel Leader on new and best practices to connect with innovators in the private sector and to provide advice to programs on ways to signal market capital to invest in mission areas of interest where appropriate.	12 Months
7.1	DAU should partner with a consortium of universities and professional organizations to develop training programs that increase the space acquisition workforce's insight into the new commercial sector (e.g., venture capital, private equity startups, etc.) to better understand the motivations, barriers, and challenges of industry partners by expanding training like ACQ315 "Understanding Industry."	24 Months
7.2	DAU, in collaboration with others, should provide instruction on tailoring the major capability acquisition pathway for space systems. DAU should require all program managers, engineers, test & evaluation, oversight, and contracting personnel working in the Space Force to complete this instruction as part of their practitioner-level Defense Acquisition Workforce Improvement Act (DAWIA) certification.	12 Months
7.3	The Space Force should designate Materiel Leader assignments as controlled tours to increase program leadership stability and accountability.	24 Months
7.4	The Space Force should use the Intermediate Leadership Education (ILE) candidate list to send acquisition professionals not selected for ILE to an advanced acquisition education at a private university to develop business acumen.	12 Months
8.1	The Space Force should provide electronic access to program data (e.g., cost, schedule, performance, financial execution) for all USSF programs, to OSD(A&S), the Office of Management & Budget (OMB), and professional staff members of the armed services and appropriations congressional committees. Access should be granted to an appropriate subset of data elements already reported internally within the service today, once PEO-approved as part of the monthly acquisition report cycle. Electronic access will be granted in lieu of submitting annual and quarterly Selected Acquisition Reports (SAR) and Defense Acquisition Executive Summary (DAES) reports.	12 Months
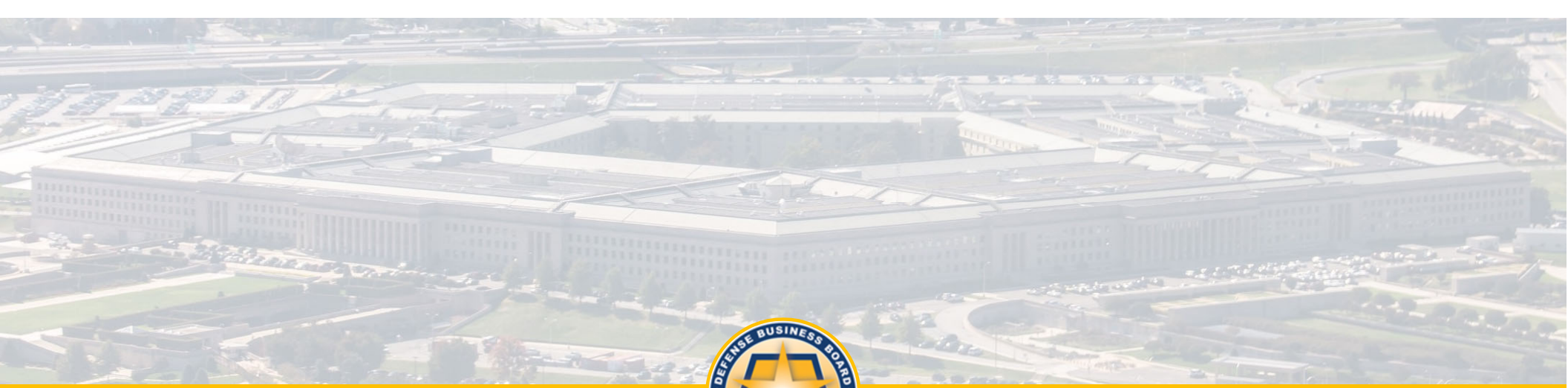
Break

Reshaping the Culture of ODA&M

Ms. Jennifer C. Walsh

**Performance Improvement Officer and
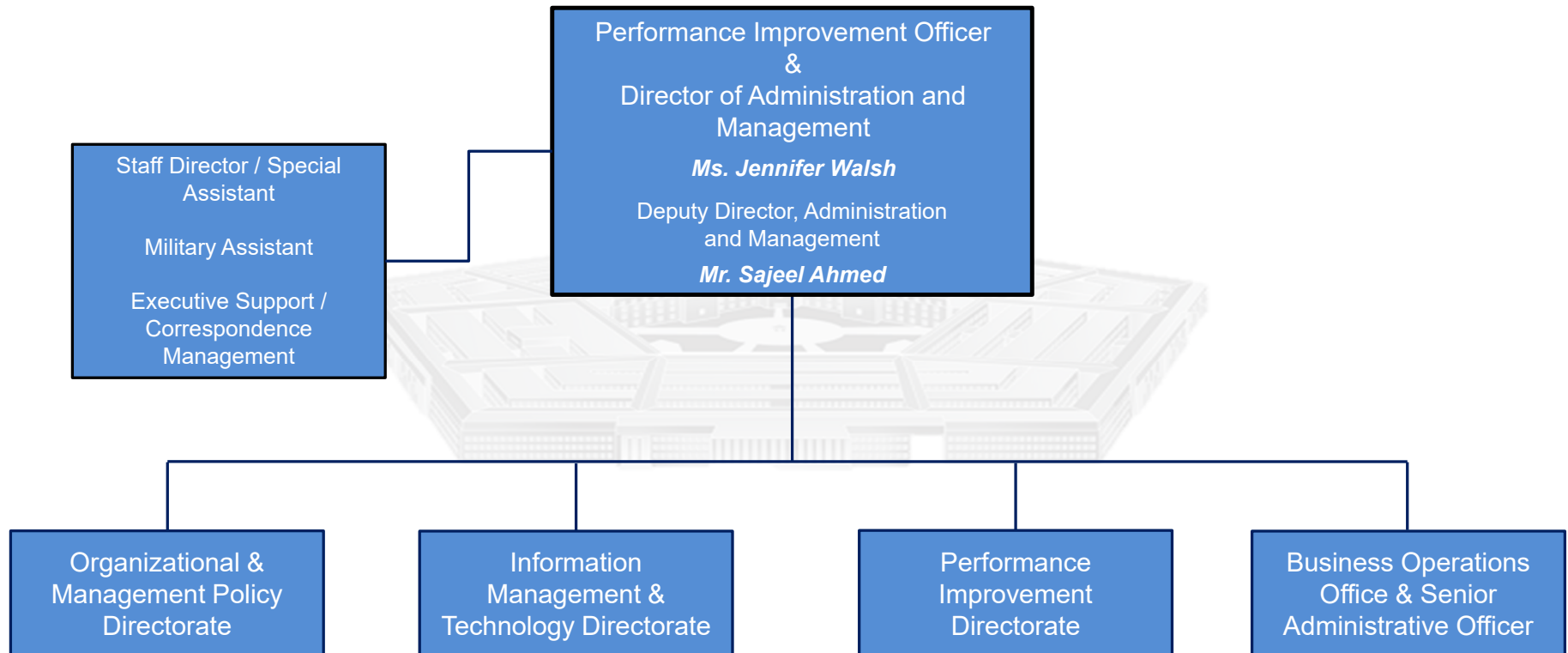Director of Administration and Management**

Mr. Sajeel Ahmed

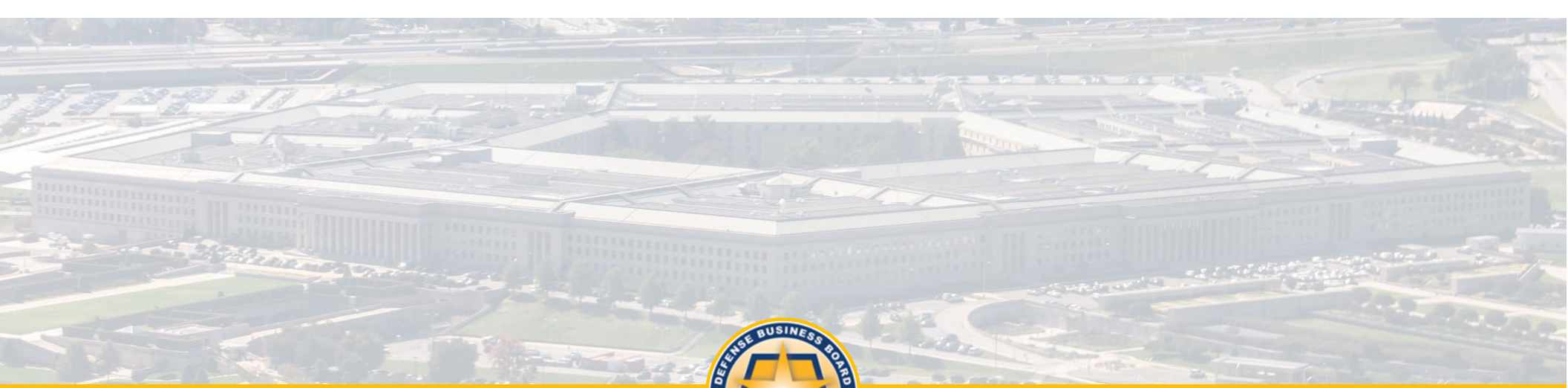**Deputy Director of Administration & Management**
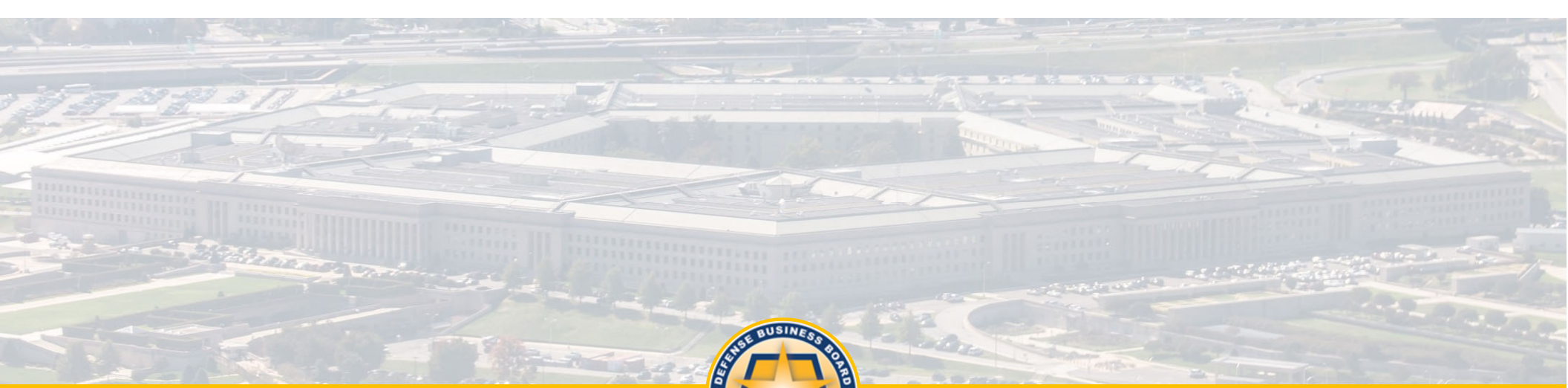
Office of the Director of Administration and Management

**Performance Improvement Officer
&
Director of Administration and Management**

Ms. Jennifer Walsh

Deputy Director, Administration and Management

Mr. Sajeel Ahmed

Staff Director / Special Assistant

Military Assistant

Executive Support / Correspondence Management

Organizational & Management Policy Directorate	Information Management & Technology Directorate	Performance Improvement Directorate	Business Operations Office & Senior Administrative Officer

Adjourn Meeting

Ms. Cara Allison Marshall
Designated Federal Officer

DEFENSE BUSINESS BOARD