



## DEFENSE BUSINESS BOARD MEETING MINUTES NOVEMBER 14-15, 2023

The Defense Business Board (DBB) is a Federal Advisory Committee within the Department of Defense (DoD), operating pursuant to the Federal Advisory Committee Act of 1972, the Government in the Sunshine Act of 1976, and other appropriate federal regulations. The DBB meets quarterly and at times out of cycle when required. The DBB held its first session for fiscal year 2024 on November 14 and 15, 2023, at the Pentagon, Washington, D.C. The meeting was partially closed with scheduled open sessions held on both days. Registered public participants joined via Zoom video and teleconference line.

### **DBB Members Present (18)**

Hon. Deborah Lee James (Chair)

Mr. Craig Albright

Dr. Alex Alonso

Mr. Joseph B. Anderson, Jr.

Mr. David Beitel (virtual)

Ms. Sally Donnelly

Dr. Christopher Gopal

Ms. Linnie Haynesworth (Vice Chair)

Ms. Erin Hill

Ms. Suzanne Leopoldi-Nichols

Ms. Jennifer McClure

Gen Larry Spencer, USAF (Ret.)

Dr. David Van Slyke

GEN Joseph Votel, USA (Ret.)

Hon. David Walker

GEN Johnnie Wilson, USA (Ret.)

Mr. Robert Wolf

Mr. Safroadu (Saf) Yeboah-Amankwah

### **DBB Members Not Present (3)**

Ms. Cheryl Eliano

Ms. Mellody Hobson

Mr. Oscar Munoz

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

Ms. Cara Allison Marshall, Designated Federal Officer (DFO)

CAPT Chad Graham, U.S. Navy Military Representative to the DBB

Lt Col Kyle Harrington, U.S. Air Force Military Representative to the DBB

Lt Col Raquel Salim, Space Force Military Representative to the DBB

MAJ Michael McDonald, U.S. Army Military Representative to the DBB

Mr. Matthew Ratcliff, U.S. Air Force Subject Matter Expert Detailed to the DBB

Ms. Leah Glaccum, Operations Manager

Ms. Janice Mclaury, Research/Writer/Editor (Contractor)

Ms. Patricia Edwards, Operations Analyst (Contractor)

### **Consultants to the Board Present (7)**

COL Greg Bowman, USA (Ret.), J.D., Consultant to the Board

Mr. Matthew Daniel, Consultant to the Board

Ms. Marachel Knight, Consultant to the Board

Ms. Sarah Mineiro, Consultant to the Board

Brig Gen Bernard (Bernie) Skoch, USAF (Ret.), Consultant to the Board

Mr. Stan Soloway, Consultant to the Board

Ms. Pat Zarodkiewicz, Consultant to the Board



## **DEFENSE BUSINESS BOARD MEETING MINUTES**

### **NOVEMBER 14-15, 2023**

#### **Public Attendees**

The DBB received 6 requests from the public to participate in the open session. A list of all public attendees is attached as an addendum to these minutes.

#### **BEGIN CLOSED SESSION**

At 8:15 AM on November 14, Ms. Cara Allison Marshall began the closed meeting and turned the floor over to the Board Chair, Hon. Deborah Lee James, to welcome members and provide opening remarks. Hon James responded to board member questions regarding the work being done by other DOD FACA advisory committees for general awareness, as well as the vetting and rationalization process for future study selection.

From 8:30-10:30 AM, Hon. Kathleen Hicks, Deputy Secretary of Defense provided a classified discussion on Managing the Department During International Crises. During her remarks, the Deputy Secretary emphasized the importance of addressing emerging threats from our near-peer adversaries while at the same time responding to the immediate threats to our troops in areas of open conflict. She then addressed the potential impacts of a government shutdown or what an extended period of continuing resolution would have in our ability to maintain focus on areas of modernization.

The Deputy Secretary responded to questions regarding the Department's military, humanitarian, and advisory support to our allies and partners involved in open conflict, as well as our diplomatic efforts with near-peer adversaries and the need to establish effective military-to-military communication pathways that could avoid potential conflicts.

She discussed the need to maintain focus with Congress on communicating the importance of regaining and improving upon our national readiness with respect to infrastructures that have atrophied since the end of the cold war; as well as the need to partner with our Defense Industrial Base companies to co-invest in modernization of the supply chain. She addressed questions about the use of Artificial Intelligence and articulated the Department's emphasis on maintaining the human-in-the-loop for decision making.

The board and the Deputy Secretary engaged in a free dialogue exchange that centered around managing change during a crisis. Discussion themes focused on the needs for having rapid response capabilities for funding mitigation efforts, the criticality of communication and messaging, and preparing plans well in advance of crisis to take advantage of these times as opportunities for change. Lastly, the board provided recommendations on maintaining separation of activities and personnel that are involved in the crisis response, from those that are engaged in continuing operations in order to not lose sight of ongoing change goals. The members provided examples of how various software and management tools can be leveraged to help manage both efforts.

#### **ADJOURN CLOSED SESSION**

#### **OPEN SESSION**

From 11:25-12:30 PM, 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 provided an open public discussion on DoD Talent Management Update. Mr. Parmeter spoke first and during his remarks, he detailed current and planned efforts to improve various aspects of DoD human capital management. His initiatives include ways to expedite talent hiring and cultivate talent pipelines in



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partnership with other government agencies. Mr. Parmeter detailed upcoming pilot programs to experiment with new human resource methods within different functional communities.

During Ms. Angela Cough's remarks, she emphasized how the Department was making progress to implement the concepts and ideas suggested in the DBB's March 2023 report on Building Civilian Talent Pipelines. She also described how the Department was leveraging metrics and data to better see itself with respect to talent management and development.

From 12:30–1:45 PM, the members had a lunch break.

### **OPEN SESSION**

At 1:45 PM, Hon. Deborah James reopened the public session with the Chair's Welcome.

From 1:50-2:50 PM, Mr. Ryan McManus, Founder and CEO of Techtonic, provided an informative presentation on *Enterprise Digitization: Emerging Technologies and Ecosystem Strategy at the Speed of Artificial Intelligence (AI)*. During his presentation, he discussed the benefits and applications of Generative AI and the ability to utilize it to produce a significant number of novel solutions based on defined characteristic user inputs.

He then discussed how AI and Machine Learning can further be used to refine and optimize the thousands of potential solutions generated through rapid iteration to reduce the quantity of solutions down to a manageable few that can be reviewed and refined by subject matter experts (SMEs). He discussed how the use of AI fundamentally changes the role of the SME from that of the generator of solution ideas, into that of a refiner of ideas and solutions that can then be considered by the decision maker. He emphasized the use of Generative AI, when used as a force multiplier significantly increases the quality of potential solutions and rapidly accelerates the decision process.

Mr. McManus then responded to questions from the Board members that focused on furthering their understanding of the subject matter. The Board thanked Mr. McManus for his informative presentation.

From 2:50-3:00 PM Break

From 3:00-4:40 PM, Gen. Larry Spencer (Ret), Chair, Talent Management, Culture, & Diversity Subcommittee facilitated the *Presentation, Deliberation, and Vote on Improving the Business Operations Culture of the Department of Defense*. During his remarks, the General outlined the purpose of the study, the overarching findings of the subcommittee and, along with fellow subcommittee members, some recommendations to improve business culture. The recommendations covered ways to reduce waste and bureaucracy in business operations, improve the current state of DoD programs to increase workforce morale, and suggestions to alleviate statutory, policy, or regulatory impediments to improving business culture.

### **ADJOURN OPEN SESSION**

At 4:45 PM, Ms. Cara Allison Marshall adjourned the Board's open session for the day.

### **BEGIN CLOSED SESSION**

At 5:35 PM, Ms. Cara Allison Marshall began the last closed session of the day.



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From 5:55-7:30 PM, Hon. Hicks, hosted the Board, and members received a classified presentation from GEN Randy George, Chief of Staff of the Army, on the *United States Army's Future Development and Joint Integration*. In his remarks, he shared his perspective on the major strategic challenges of the Department of the Army, including recruiting and workforce issues, modernization considerations, and the implications of current geo-political events on Army missions.

### ADJOURN CLOSED SESSION

At 7:30 PM, Ms. Cara Allison Marshall adjourned the final session of the day.

### OPEN SESSION

From 9:00-9:05 AM, Ms. Cara Allison Marshall opened the day's session and handed the floor over to Hon. Deborah James for the Chair's morning welcome.

From 9:10-10:45 AM, Ms. Linnie Haynesworth, Chair, Business Operations Advisory Committee facilitated the *Presentation, Deliberation, and Vote on Space Acquisition Study*. In her remarks, she introduced the subject of the study and shared an overview of the approach and methodology her subcommittee used to accomplish their task. The subcommittee then described their findings, detailing ways space acquisition could improve with respect to authorities, structure, workforce development, funding flexibility, data sharing, commercial involvement, and requirements. Subsequently, the team communicated over twenty recommendations on specific ways the Department could shore up the weaknesses found in each of these categories.

10:45–10:55 AM      Break

From 10:55-11:30 AM, Ms. Jennifer C. Wash, Performance Improvement Officer and Director of Administration and Management, briefed the board on *Reshaping the Culture of the Office of the Director of Administration and Management and Office of the Secretary of Defense*. She shared her vision for creating a more cohesive and visible organization across the Department to drive outcomes in support of senior leaders' objectives. The discussion included methods to drive compliance with performance improvement initiatives within the bounds of the current governance structure. Strategies to improve shared ownership of the Strategic Management Plan across components was also discussed.

### ADJOURN OPEN SESSION

At 4:45 PM, Ms. Cara Allison Marshall adjourned the Board's open session for the day.

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 PUBLIC ATTENDEES  
OPEN SESSION – NOVEMBER 14-15, 2023**

**Attendees Sign-In Sheet**

**ALL INFORMATION ON THIS SHEET IS  
PART OF THE PUBLIC RECORD**

<b>Name</b>	<b>Organization</b>
Neal DeVorse	Defense Fellow
Dr. Tim McWilliams	Director, Civilian Workforce Development, Dept. of Navy
Hon. Frank Calvelli	Assistant Secretary of the Air Force for Space Acquisition & Integration
Raquel Ramos	Program Strategic Advisor, Alt Designated Federal Officer
Lt Col Meagan Thrush, USSF	Chief, Enterprise Analytics Division CTIO/S9
Cody Retherford	Space Policy Advisor, OSD Policy/ASD Space Policy