

Key Priority:

Reverse the trend of ballooning costs in the Major Defense Acquisition Programs.

Actions:

- ☐ Focus on fundamental drivers, not on fixing symptoms, to include addressing human capital issues
- ☐ Maintain metrics for each re-baselining decision to track/monitor drivers of cost growth
- ☐ Set and then propagate the cultural change necessary to reverse behavior
- ☐ Hold industry executives accountable to the same objectives and supporting metrics as the Department
- ☐ Develop joint management tools to fix and manage the authority, responsibility, incentives, and accountability across the relevant parts of DoD and industry

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FOCUSING A TRANSITION
KEY PRIORITIES
FOR THE
UNDER SECRETARY OF
DEFENSE FOR ACQUISITION,
TECHNOLOGY AND LOGISTICS



JANUARY 2009

Key Priority:

Exercise bold leadership and strong fiscal discipline to maximize combat effectiveness with available resources.

Actions:

- ❑ Move beyond fiscal prudence by creating a governance structure and responsibility for the DoD community to reduce costs and become more outcome-focused
- ❑ Identify “trade-space” early. Items previously viewed as “non-discretionary” can no longer be sacrosanct
- ❑ Expand efforts to drive efficiencies, reduce waste in the Department’s overhead, and shift freed resources to the war fight
 - Align the “tail” to the “tooth”
 - Aggressively address waste and unnecessary duplication
 - Encourage financial transparency
 - Measure performance against enterprise goals
 - Free workforce from overhead and shift resources to the war fight with clear, motivating incentives to reward best practices performance

Key Priority:

Ensure necessary joint warfighting capability is delivered to Combatant Commanders in a timely manner.

Actions:

- ❑ Seek opportunities to put capability requirement decisions in the hands of users (Combatant Commanders) responsible for operational execution
- ❑ Explore opportunities to restructure and streamline the Joint Capabilities Integration Development System
 - Encourage restructuring Joint Requirements Oversight Council as a board vs. a committee, chaired by Vice Chairman of the Joint Chiefs of Staff
 - Use value-added standards to reduce costs and time-to-field
- ❑ Expand “joint capabilities management” to consider the full scope of responsibility from pre-conflict through post-conflict resolution
- ❑ Fully integrate Joint Requirement Oversight Council decisions into the acquisition process
- ❑ Embody original intent of David Packard’s Commission to reduce cost overruns on defense acquisition programs, and expand to include lessons learned

Key Priority:

Align the manufacturing and service suppliers with the Department to optimally meet the Department’s mission requirements.

Actions:

- ❑ Develop, implement and articulate a clear strategy and action plan to improve the overall strategic relationship with industry
 - Advocate export control policies that focus on protecting critical technologies while keeping pace with technological advancements and global markets
- ❑ Strengthen communications with the global supplier and industrial base
 - Engage industry officials in the early stages of the capabilities requirements process to avoid unrealistic program goals and to assist industry in setting research and development priorities and capital investments
 - Include service contractors/suppliers in the Department’s communications to the greatest extent possible
- ❑ Ensure the necessary human resources, training and standards are available to support effective DoD-industry relations