

Key Priority:

Manage the resources of the Department effectively and efficiently.

Actions:

- ☐ Target cuts and invest savings to support the Department's strategy and priorities
 - Do not apply across-the-board reductions
 - Reduce overhead/infrastructure - installations, management functions, personnel support, central training
 - Streamline Operations and Maintenance costs
- ☐ Hold senior leadership accountable to reduce cost growth in major acquisition programs
- ☐ Build the case to divest of non-core organizations and activities
- ☐ Consolidate key management metrics to inform and align organizations

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FOCUSING A TRANSITION

KEY PRIORITIES FOR THE DEPUTY SECRETARY OF DEFENSE



JANUARY 2009

Key Priority:

Focus the Department to execute the Secretary's vision and strategy.

Actions:

- ❑ Develop cascading goals and objectives consistent with the President's Management Agenda and the Secretary's strategic plan
 - Translate Quadrennial Defense Review (QDR) into clear measurable enterprise goals to align cross-organizational initiatives
- ❑ Communicate strategic goals and progress throughout the Department
- ❑ Institutionalize a process to track outcomes and measure achievement (such as a scorecard), evaluate feedback and analyze the results of decisions
- ❑ Align the business operating environment to the overall Defense strategy and mission
- ❑ Work with other agencies to advance the Secretary's strategy and national interests

Key Priority:

Align the organizational structures and management processes to support strategy execution.

Actions:

- ❑ Utilize senior-level governance forums that align management and ensure support for strategic priorities
 - Focus forums on the key management issues and national security challenges
 - Design forums to support the Secretary's management model and style, and enable strategic trade-off decisions
- ❑ Define and modernize core management systems/processes to prioritize resources, identify trade space, and to leverage mutual cooperation with key internal and external stakeholders
- ❑ Ensure organizational elements are aligned horizontally and vertically to enable enterprise-level decision-making
- ❑ Centralize enterprise business operations in support of decentralized military operations

Key Priority:

Develop a high-performing organization that attracts, motivates, rewards, and retains highly qualified people to achieve strategic goals.

Actions:

- ❑ Measure performance, hold leaders accountable, and reward success
 - Require leadership to convey performance expectations and conduct periodic management reviews to ensure accountability
 - Communicate progress or lack thereof to promote accountability
 - Reward behavior that drives cultural change, seeks continuous improvement and encourages risk-taking and innovation
- ❑ Increase efforts to recruit externally
 - Defense Business Fellows Program for top MBA graduates
- ❑ Develop a requirements-driven strategy for cultural diversity
- ❑ Restore the Senior Executive Service to recognize them as the Department's permanent general management and require joint service for top positions

