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DEFENSE BUSINESS BOARD

*Business Excellence in Defense of the Nation*

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**FOCUSING A TRANSITION**

**KEY PRIORITIES  
FOR THE  
SECRETARY OF DEFENSE**



**JANUARY 2009**

**Key Priority:**

**Engage key stakeholders to dramatically lower costs – focus on infrastructure, healthcare and acquisition.**

**Actions:**

- ❑ Communicate the Department’s short-term and long-term goals to the Congress, interagency and business communities to garner their support for tough program trade-off decisions
- ❑ Articulate a clear strategy and action plan for the Services, Under Secretary for Acquisition, Technology, and Logistics, and industry executives to work together to reduce program baseline changes and program cost growth for Major Defense Acquisition Programs
- ❑ Ask the Congress to:
  - Utilize a bi-partisan commission to address DoD’s rapidly rising healthcare expenditures
  - Establish a Joint Medical Command and realign appropriations to support giving full authority and control over all medical assets to the Command
- ❑ Empower the pilot unified medical command (Joint Task Force – National Capital Region Medical) to move to a single enterprise management and financial system

**Key Priority:**

**Create a management model to achieve an enterprise vision and accomplish strategic goals.**

**Actions:**

- ❑ Articulate an enterprise vision and goals to horizontally integrate and align Department strategies to make DoD more effective in protecting American interests
- ❑ Develop a strategic plan with clear goals and cascade them through the organization
  - Focus on a few clear and measurable goals and obtain buy-in from key stakeholders
- ❑ Review and redefine organizational roles, responsibilities and authorities
- ❑ Use an inclusive senior leader forum to develop the capability to identify and exploit deep strategic initiatives, while seeking alternate views on key decisions

**Key Priority:**

**Create a culture of excellence.**

**Actions:**

- ❑ Promote a culture that supports the Department’s strategic goals
- ❑ Sign a DoD Human Rights Charter that communicates the Department’s guiding principles
- ❑ Recruit a diverse management team with the right experience, and promote complementary pairings that enhance effectiveness
- ❑ Encourage innovation, prudent risk-taking, individual and team achievement, and commitment to continuous improvement at all levels of the Defense enterprise
- ❑ Adapt best global business practices from the private sector
- ❑ Hold senior military and civilian leadership accountable to agreed upon objectives
- ❑ Conduct periodic reviews to ensure accomplishment of Department goals