



DEPUTY SECRETARY OF DEFENSE  
1010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1010

NOV 05 2021

MEMORANDUM FOR SENIOR PENTAGON LEADERSHIP  
COMMANDERS OF THE COMBATANT COMMANDS  
DEFENSE AGENCY AND DOD FIELD ACTIVITY DIRECTORS

SUBJECT: Terms of Reference – Executive Analytics for Defense Business Operations

Enterprise-wide business reform is a key Department priority. I issued a memorandum, “Creating Data Advantage,” on May 5, 2021 with the intent to transform the DoD into a data-centric organization.

While I am encouraged by the progress DoD has made cataloging and ingesting data, we must continually evaluate industry best practices to determine how they might benefit the DoD. Therefore, I direct the Defense Business Board (“DBB” or “the Board”) through its Business Transformation Advisory Subcommittee (“the Subcommittee”) to examine how C-suite and business unit-head-level private industry leaders leverage enterprise-level data and analytics to inform decision-making and maximize the efficacy and effectiveness of their business operations. Specifically, the Subcommittee will focus on:

- Identifying world class, private industry best practices to integrate metrics, benchmarks, and targets used to manage business operations to concretely identify areas for performance improvement, quantify risks and trade-offs, and validate the impact of strategic choices;
- Identifying best practices and existing gaps in how private industry sets, reviews, and oversees its quantitative analytics priorities;
- Developing specific recommendations for managing enterprise business operations including presentation, periodicity, organizational level reviews, use cases, and approaches to apply these best practices to Deputy Secretary decisions and responsibilities; and
- Any related matters the Board determines relevant to this task.

The Subcommittee’s findings, observations, and recommendations will be presented to the full Board for thorough open discussion and deliberation in a noticed public meeting subject to the Government in the Sunshine Act. The Board will provide its final findings and recommendations to me no later than May 31, 2022.

In conducting its work, the Board has my full support to meet with Department leaders and all requests for data or information shall be honored that may be relevant to its fact-finding and research under this Terms of Reference. As such, the Office of the Secretary of Defense and DoD Component Heads are requested to cooperate and promptly expedite requests by Board staff regarding access to relevant personnel and information deemed necessary, as directed by



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paragraphs 5.1.8. and 5.3.4. of DoD Instruction 5105.04, "Department of Defense Federal Advisory Committee Management Program," August 6, 2007, and in conformance with applicable security classifications. Components should respond to requests for data/information from the Board within five business days.

Specifically, I direct the Under Secretary of Defense (Comptroller)/Chief Financial Officer to provide support to the Subcommittee in accessing and working with ADVANA and its executive analytics platform on an as-needed basis until the study is completed. Material provided to the Board becomes public record and is considered a permanent part of the Board's records.

Components are reminded that all data/information provided is subject to public inspection unless the originating Component office properly marks the data/information with the appropriate classification and Freedom of Information Act exemption categories before the data/information is released to the Board. The Board has physical and electronic storage as well as communications capability on both unclassified and classified networks to support receipt of material up to the Secret level. Components should remember that Board members, as Special Government Employee members of a DoD Federal Advisory Committee, will not be given any access to the DoD Network, to include DoD email systems.

The Subcommittee shall not work independently of the Board's charter. The Board and the Subcommittee will operate in conformity with and pursuant to the Federal Advisory Committee Act, the Government in the Sunshine Act, and other applicable Federal statutes and regulations. The Subcommittee and individual Board members do not have the authority to make decisions or provide recommendations on behalf of the Board, nor report such directly to any Federal representative. The members of the Subcommittee and the Board are subject to certain Federal ethics laws, including 18 U.S.C. § 208, governing conflicts of interest, and the Standards of Ethical Conduct regulations in 5 C.F.R., Part 2635.

Thank you in advance for your cooperation and support to this critical undertaking to inform subsequent decisions on how the Department addresses national security challenges in the coming decades. My points of contact for this effort are Colonel Chuck Brewer, USMCR, DBB Military Representative, at (317) 918-5454 or [charles.w.brewer3.mil@mail.mil](mailto:charles.w.brewer3.mil@mail.mil), and Ms. Jennifer Hill, Executive Director/Designated Federal Officer, DBB, at (571) 342-0070 or [jennifer.s.hill4.civ@mail.mil](mailto:jennifer.s.hill4.civ@mail.mil).



cc:  
Chair, Defense Business Board