



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

MAY - 9 2022

MEMORANDUM FOR DEFENSE BUSINESS BOARD

SUBJECT: Terms of Reference — Recommendations to Improve User Experience on the Department of Defense's Non-Classified Internet Protocol Router Network

Information Technology (IT) is the building block of any modern organization, whether commercial or governmental. An organization's IT is one of its most critical components. When these capabilities fail, are degraded, or have extreme performance issues, there are disturbances to everything from basic administration, finance, communications, and contracting to mission-critical applications supporting warfighters around the globe.

The Department of Defense (DoD) understands its IT infrastructure and systems are essential to maintaining its warfighting superiority, and the DoD has invested substantial resources and effort into building this critical capability. In order to continue to maintain our information superiority and to provide the tools our workforce needs to innovate, DoD personnel must have access to reliable, secure, responsive, and rapid IT.

Despite ongoing efforts, DoD IT has not historically provided a consistent high quality user experience. Additionally, the COVID-19 pandemic forced millions of military and civilian personnel into some degree of teleworking, further stressing DoD's IT infrastructure and systems. The DoD has significantly increased network capacity to accommodate this surge and is actively pursuing modernization efforts (updating hardware, pursuing Zero Trust network architecture, etc.), but IT issues are still regularly cited as barriers to DoD personnel productivity and ability to contribute.

Therefore, I direct the Defense Business Board ("the Board"), through its Board Business Operations Advisory Subcommittee ("the Subcommittee"), to provide recommended approaches to the DoD for rapidly improving IT user experience without negatively impacting security or resiliency. Specifically, the Board, through its Subcommittee, will focus on the following actions:

- Identifying industry organizational and technical best practices, and user experience frameworks to maintain a positive user experience that facilitates productivity;
- Evaluating the current state of DoD user experience for basic IT services across the Department;
- Providing case studies and distilling best practices from relevant private sector companies on how they maintain and enhance their employees' IT user experience;
- Developing recommendations to manage and improve DoD user experience for basic IT services across the Department;



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- Any related matters the Board determines relevant to this task.

I direct the Subcommittee to submit its independent recommendations to the full Board for its thorough consideration and deliberation at a properly noticed public meeting, unless it must be closed pursuant to one or more of the Government in the Sunshine Act exemptions.

In conducting its work, the Board and its Subcommittee have 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 these Terms of Reference, consistent with applicable law and regulations. As such, the Office of the Secretary of Defense and DoD Component Heads are requested to cooperate and, within five business days, facilitate requests by Board staff regarding access to relevant personnel and information deemed necessary, as directed by paragraphs 5.1.8. and 5.3.4. of DoD Instruction 5105.04, "Department of Defense Federal Advisory Committee Management Program," and in conformance with applicable security classifications.

Once material is provided to the Board, it becomes a permanent part of the Board's record. 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 storage capability and electronic storage and communications capability on both unclassified and classified networks to support receipt of material up to the Secret level. Each Component 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 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 CAPT Daryl M. Wilson, USN, Senior Military Representative to the Board at (808) 594-3324 or daryl.m.wilson4.mil@mail.mil, and Jennifer Hill, Executive Director of the Board at (571) 342-0070 or jennifer.s.hill4.civ@mail.mil.

A handwritten signature in black ink, appearing to read "Jennifer S. Hill". The signature is fluid and cursive, with the first name "Jennifer" being the most prominent part.