



Acquisition Research:
Creating Synergy for Informed Change
17TH ANNUAL ACQUISITION RESEARCH SYMPOSIUM

Panel #12

Persistent Issues in Defense Management

13 May 2020

Duke | SANFORD SCHOOL of
PUBLIC POLICY



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Panel #12

Panelists and Papers

Persistent Perspectives on Defense Management

Douglas Brook, Ph.D.

Visiting Professor, Duke University

Professor Emeritus Naval Postgraduate School

Is the DoD a High-Risk Anomaly?

Danelle Gamble, MPP

Captain (P) U.S. Army, Military Police Branch

The Budget Control Act: Effects and Unintended Consequences for DoD

Abigail Zofchak, MPP

Budget Analyst, USAF Budget Office

Defining Defense Management

- Business Dictionary: Management consists of the interlocking of creating policy and organizing, planning, controlling, and directing an organization's resources in order to achieve the objectives of that policy.
- For Defense, this means the accumulation and deployment of resources to support the operational mission of the DoD.

Shared Responsibilities

- Defense Management of DoD is not concentrated solely at the top
- HQ's and operating organizations manage resources as well
- This leads to sharing control and resource allocation but can pose problems for reform at the institutional level

Persistent Sources of Defense Management Reform

Internal

- Appointed Leaders, Chief Management Officer, Advisors, the Defense Business Board

External

- Public Agencies and Affiliates: Government Accountability Office, Commissions and Presidential Initiatives, Congress
- Non-Profit / Think Tanks: Heritage Foundation, LMI, RAND Corporation, BENS, Center for a New American Security, National Priorities Project

Persistent Streams of Reform

Three Streams:

– Organizational

- (Congress NDAA) DOD Chief Management Officer, USD (AT&L)

– Process

- (DBB): Implementing Best Business Practices for Major Business Processes in the Department of Defense

– Culture

- (GAO) Personnel and Cost Data Associated with Implementing DOD's Homosexual Conduct Policy

Persistent Topics of Reform

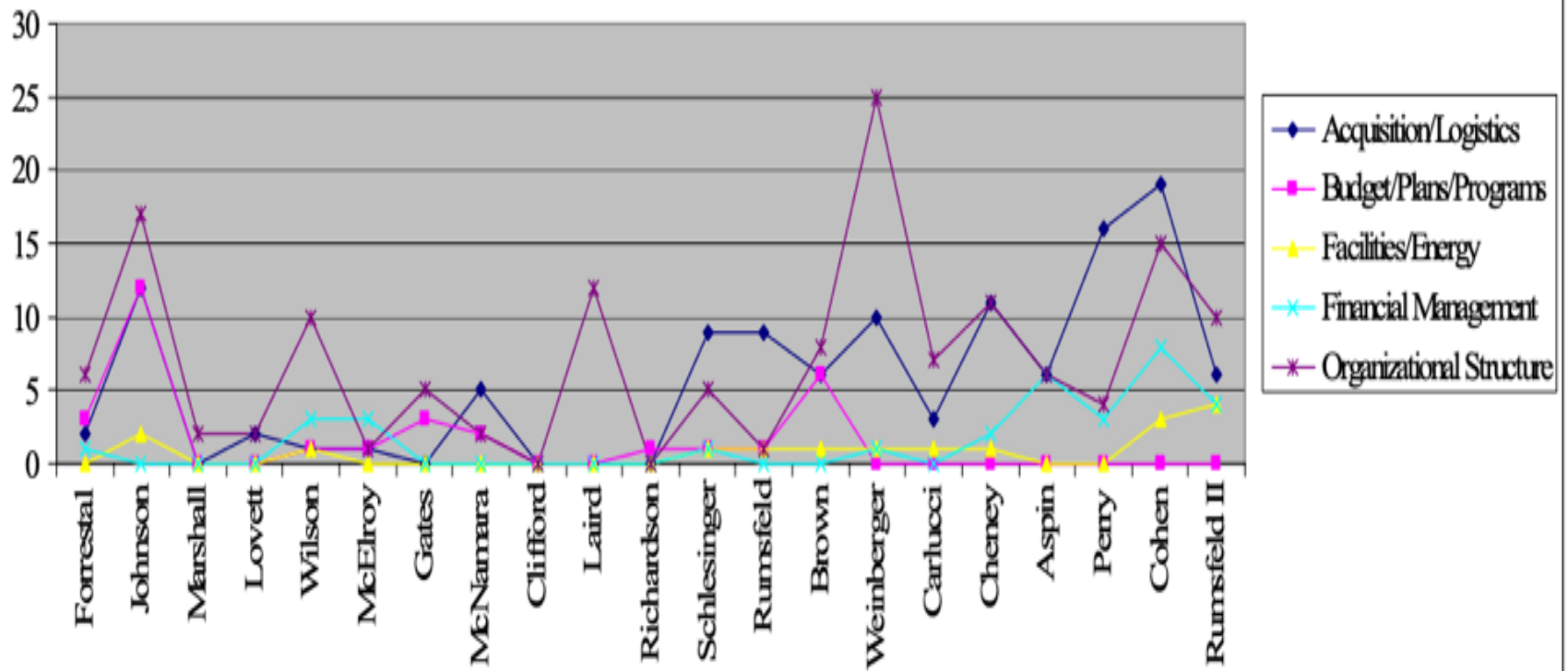
- Acquisition and Logistics
 - (GAO) Department of Defense: Additional Actions and Data Are Needed to Effectively Manage and Oversee DOD's Acquisition Workforce
- Operational
 - (RAND) America's Strategy-Resource Mismatch
- Financial Management
 - (DBB): Managing DOD Under Sustained Topline Pressures

Persistent Topics of Reform

- Facilities and Energy
 - (BENS) Finding efficiencies in the business of defense: Reducing fuel cost for the defense logistics agency.
- Organizational Change
 - (Heritage): Combine Military Exchanges and Commissaries and Reduce Commissary Subsidies
- Technology
 - (LMI) Leveraging blockchain technology to improve the military supply chain

SECDEF Initiatives

Initiatives by Area



We designated 68 recommendations to DOD as priority recommendations. These recommendations were presented in reports issued from FY 2014 through FY 2017.

Table 6: Status of Priority Recommendations Made to the Department of Defense in Reports Issued in Fiscal Years (FY) 2014 through 2017, as of September 30, 2018

Topic area	Open	Closed - implemented	Closed – not implemented	Total	Percent of total
Acquisition and contract management	17	6	2 ^a	25	37%
Readiness	14	0	0	14	21%
Financial management	7	4	0	11	16%
Health care	5	2	0	7	10%
Cybersecurity	1	4	0	5	7%
Headquarters management	2	1	0	3	4%
Support infrastructure	2	0	0	2	3%
Information technology	0	1	0	1	1%
Total	48	18	2	68	
Percentage of total	71%	26%	3%		

Source: GAO analysis of GAO Results Phase System data. | GAO-19-245R

Note: Priority recommendations are those that GAO believes warrant priority attention from the heads of key departments and agencies.

^aThese two recommendations related to the acquisition of the Littoral Combat Ship. Subsequent DOD actions in this area made these recommendations no longer applicable, and therefore we closed the recommendations as unimplemented.

Observation

The DoD remains the target of persistent efforts on management reform from multiple sources.

Reform is difficult

Two Most Persistent Sources of Management Reform



Persistent Defense Management Issue from Congress: Budget Controls

Public Law 112–25 112th Congress

An Act to provide for **budget control**.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

SECTION 1.

(a) SHORT TITLE.—This Act may be cited as the “**Budget Control Act of 2011**”.

TITLE I—TEN-YEAR DISCRETIONARY CAPS WITH SEQUESTER of 1974.

TITLE II—VOTE ON THE BALANCED BUDGET AMENDMENT

TITLE III—DEBT CEILING DISAPPROVAL PROCESS

TITLE IV—JOINT SELECT COMMITTEE ON DEFICIT REDUCTION

TITLE V—PELL GRANT AND STUDENT LOAN PROGRAM CHANGES

Persistent Defense Management Issue from GAO: High Risk List



United States Government Accountability Office
Report to Congressional Committees

March 2019

GAO-19-157SP

HIGH-RISK SERIES

**Substantial Efforts Needed to Achieve Greater
Progress on High-Risk Areas**

Panel #10:
Persistent Issues in Defense Management

Presentations and Discussion

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Consequences for DoD***

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