

SEC/ARMY

DEPARTMENT OF DEFENSE



BUSINESS INITIATIVE COUNCIL (BIC)

JUL 9 2003

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DIRECTOR DEFENSE RESEARCH AND ENGINEERING  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR, OPERATIONAL TEST & EVALUATION  
COMMANDERS OF THE COMBATANT COMMANDS  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, ADMINISTRATION & MANAGEMENT  
DIRECTOR, FORCE TRANSFORMATION  
DIRECTOR, NET ASSESSMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Business Initiative Council's (BIC) Approval of Initiatives

The BIC Executive Steering Committee (ESC) and Executive Directors (EDs) briefed the members of the BIC (the Secretaries of the Military Services, the Vice Chairman of the Joint Chiefs of Staff, the Under Secretaries, (P & R), and (C), and myself) on July 2, 2003 and requested approval for the ninth round of initiatives. At the conclusion of the meeting, the BIC approved nine new initiatives, all of which are summarized in the attachment to this memorandum.

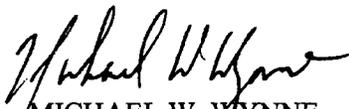
The BIC champions for these nine initiatives are hereby authorized to develop and launch their implementation plans. While undertaking these efforts, they carry my authority, on behalf of the Senior Executive Council, which is chaired by the Secretary of Defense. I, therefore, expect the full support and cooperation of all staffs across the Department. I expect the respective ESC members and EDs for the champions of these approved initiatives, and all previous approved initiatives, to monitor their champions' progress and get involved, when needed, to overcome any obstacles or barriers while implementing these initiatives.

BUSINESS INITIATIVE COUNCIL

Chairman: Acting Under Secretary of Defense for Acquisition, Technology  
& Logistics: The Honorable Michael W. Wynne  
Acting Secretary of the Navy: The Honorable Hansford T. Johnson  
Secretary of the Air Force: The Honorable Dr. James G. Roche  
Acting Secretary of the Army: The Honorable Les Brownlee  
Vice Chairman of the Joint Chiefs of Staff: General Peter Pace  
Under Secretary of Defense (Comptroller) and Chief Financial Officer: The Honorable Dr. Dov S. Zakheim  
Under Secretary of Defense for Personnel & Readiness: The Honorable Dr. David S.C. Chu

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The approval of this ninth set of initiatives continues the phased effort by the BIC to identify and implement ideas to improve the way we conduct our business. The BIC will continue to work collaboratively and continuously to bring good ideas forward for consideration.



MICHAEL W. WYNNE  
Acting Chairman

Attachment:  
As stated

**SUMMARY OF APPROVED INITIATIVES**  
**(RESULTS OF BIC PRINCIPALS' MEETING, 2 JULY 2003)**

**Title: Training and Collaboration for Acquisition of Services (AM35)**

**Description of Initiative:** Develop and field improved training for performance-based services acquisition (PBSA). Extend training to non-acquisition-coded personnel who perform critical PBSA functions. Leverage training and information technology to create “communities of practice” that bring together disparate parts of the services acquisition community.

**Required Policy Changes / Approach:** None anticipated. Rapidly develop and deploy improved, expanded services acquisition training for Defense Acquisition Workforce Improvement Act (DAWIA) Workforce both in general PBSA courses and category-specific training. Continually update training with success stories and best practices identified through stronger links among DAWIA, non-DAWIA, industry and training communities. Leverage technology to make courses available to non-acquisition coded workforce and industry partners. Improve on-demand learning environment (e.g., 24/7 online continuous learning, performance consulting, help-desk type “hotline”, IT-enabled knowledge sharing, etc.). Foster collaboration among functional areas to “train the way we buy.”

**Approved Actions:** BIC agreed with the initiative and approved the above approach.

**Responsible DoD Champion:** Defense Acquisition University

**Title: Avionics Component Improvement Program (AM40)**

**Description of Initiative:** Establish Avionics Component Improvement Program (AvCIP) with management structures and funding processes analogous to Engine CIP.

**Required Policy Changes / Approach:** Direct services to pursue AvCIP better business practices. Formal direction ensures support across oversight agencies and program consistency among Services. Services establish AvCIP management and processes patterned after Engine CIP structures. Service programmers may require a new Program Element, if they opt to realign existing funds. Develop strategic guidance and avionics capability roadmaps. Joint Services Review Committee monitors Service programs to analyze issue similarities, avoid redundancy, and capture efficiencies.

**Approved Actions:** BIC agreed with the initiative and approved the above approach.

**Responsible DoD Champion:** Joint Service Review Committee

**Title: Closeout of Physically Completed Contracts (AM42)**

**Description of Initiative:** Change DoD Financial Management Regulations to define criteria for contract closeout as: a) physically complete – all deliverables received; b) administratively complete – government and contractor agree that all contract terms are satisfied; and c) financially complete – according to the government’s official accounting records. This proposal recognizes two fundamental concepts: 1) the parties to the contract have the authority to negotiate closure and 2) when there are differences between financial systems, official accounting records will prevail over the Modernization of Contract Administration Services (MOCAS) contract payment system.

**Required Policy Changes / Approach:** Probably requires change to DoD Financial Management Regulations (FMR). MOCAS Closeout Working Group has established an IPT with Army FM as the Chair/Champion to determine baseline of contracts in reconciliation status by 15 Aug 03.

**Approved Actions:** BIC agreed with the initiative and approved the above approach.

**Responsible DoD Champion:** Army

**Title: Enhance Joint Operations and Support at DoD Installations (IL22)**

**Description of Initiative:** Review and change policies, processes, procedures, and practices to enhance joint base operations and joint construction

**Required Policy Changes / Approach:** Appropriate DoD and Service policies, applicable state policies, and applicable legislation as identified by the IPT

- Leverage the OSD Installations Policy Board to provide the IPT members
- Review all policies and laws applicable to joint operations and support
- Identify joint operations and support requirements and potential enhancements
- Identify best practices and propose process changes to joint operations and support
- Test proposed process changes at several existing locations to evaluate effectiveness and identify additional process changes.

**Approved Actions:** BIC agreed with the initiative and approved the above approach.

**Responsible DoD Champion:** Air Force

**Title: Reduce SIPRNet Activation Cycle Time (IT10)**

**Description of Initiative:** Improve the process for SIPRNet connection and implementation to decrease the time required for activation

**Required Policy Changes / Approach:** Establish an IPT of key stakeholders to transform the existing process and determine best automated solutions to reduce SIPRNet activation cycle time.

**Approved Actions:** BIC agreed with the initiative and approved the above approach, to include appropriate funding from DISA and the three Military Departments.

**Responsible DoD Champion:** Defense Information Systems Agency (DISA)

**Title: ESI Phase II: Define Software Asset Management (IT11)**

**Description of Initiative:** Continue implementation of the DoD Enterprise Software Initiative (ESI) by instituting Software Asset Management (SAM) across the DoD.

**Required Policy Changes / Approach:** Enforce existing policy. Establish an IPT under the current ESI governance structure drawing upon asset management and other functional expertise, in addition to the procurement expertise; identify opportunities/need for reengineering or consolidating processes; and allow for appropriate Component-level tailoring, while still meeting overarching ESI requirements and return on investment.

**Approved Actions:** BIC agreed with the initiative and approved the above approach.

**Responsible DoD Champion:** DoD Deputy Chief Information Officer

**Title: Streamline Priority Placement Process (MP33)**

**Description of Initiative:** Improve the Defense Priority Placement Program process through re-engineering and system modernization

**Required Policy Changes / Approach:** Form integrated process team to identify procedural changes, validate functional requirements, develop metrics; incorporate in applicable publications and regulations; size and obtain funding needed to modernize/attach to the Defense Civilian Personnel Data System

**Approved Actions:** BIC agreed with the initiative and approved the above approach.

**Responsible DoD Champion:** Air Force

**Title: Streamline FYDP POM/Budget Data Submission Process (RM27)**

**Description of Initiative:** OSD PA&E will lead a cross-Component IPT to develop a more systematic approach to managing the POM/BES submission process. Potential areas to be reviewed would include such issues as early identification of data requirements for budget displays and exhibits; establishment of a more rigorous configuration control and timeline for Select Native and Programming (SNaP) software requirements; and development of a user feedback mechanism for suggested SNaP interface enhancements.

**Required Policy Changes / Approach:** This initiative does not require a policy change. The approach would be to form an IPT with functional, programming, and budgeting representatives from OSD and Components to identify issues and develop plans to address the issues.

**Approved Actions:** BIC agreed with the initiative and approved the above approach.

**Responsible DoD Champion:** OSD PA&E

**Title: Common T&E and Training Range Architecture Policy (TE09)**

**Description of Initiative:** Establish policy for test and training range compliance with a common architecture for range systems that will enable interoperability

**Required Policy Changes / Approach:** Establish a tri-service IPT to determine the feasibility of the concept to include the scope and extent of compliance required and technical improvements required of the proposed architecture; recommend a process for long-term management of the architecture; and provide an estimate of investment costs and cost avoidances resulting from compliance.

**Approved Actions:** BIC agreed with the initiative and approved the above approach.

**Responsible DoD Champion:** Army