



DEPUTY CHIEF MANAGEMENT OFFICER
9010 DEFENSE PENTAGON
WASHINGTON, DC 20301-9010

DEC 22 2015

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Service Requirements Review Board Implementation for the Department of Defense Fourth Estate

REFERENCES: (a) Deputy Secretary of Defense Memorandum, Implementation of Institutional Reform Opportunities July 24, 2015
(b) Department of Defense Instruction 5000.ac: Defense Acquisition of Services, Enclosure 5 (Draft)

This memorandum (memo) establishes Service Requirements Review Board (SRRB) oversight for the DoD Fourth Estate. The Deputy Secretary of Defense directed me, via his Implementation of Institutional Reform Opportunities memo dated July 24, 2015 reference (a), to improve the outcomes of contracted services through standardizing processes and governance structures via the implementation of DoD Fourth Estate SRRBs.

In response to this tasking, I am directing an SRRB to be convened for each Fourth Estate organization. Organizations within the Fourth Estate must review their service contract requirements and brief a senior review panel on the following outcomes:

- SRRB results based on internal assessments and considerations as outlined in reference (b) and additional information as required;
- Implemented processes for developing, analyzing, reviewing, validating, and tracking requirements for their acquisition of services; and
- Opportunities for efficiencies or the consolidation of requirements to achieve savings of 10% annually beginning in FY 2017.

The Senior Review Panel (SRP) will consist of myself as the chair, the Fourth Estate Senior Service Manager (or an alternate), and the applicable Principal Staff Assistant, Combatant Commander, or Organization Head. The panel will employ an executive secretariat to support engagement with each organization, develop and disseminate briefing templates, execute scheduling and meeting logistics, publish post-panel minutes, and track action items. The executive secretariat will contact each organization's SRRB point of contact to initiate engagement activities.

The organization's briefing team shall consist of senior leadership, but may also include the organization head, principal deputy, and direct reports with oversight responsibility for services acquisitions.

Due to the requirement to identify service requirements reductions in the near term, the scope of the reviews will expand beyond the SRRB provisions outlined in reference (b) by:

- Including Advisory and Assistance Services funds even if those services support research and development, construction, architect-engineering, overseas contingency operations, or utility activities;
- Requiring service requirements reviews to include 80% of total annual obligations as opposed to only those requirements whose annual obligations exceed \$10 million; and

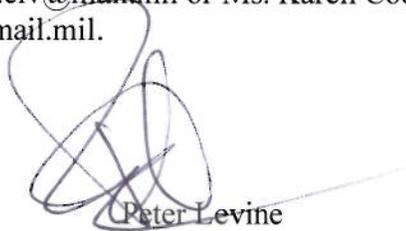
The Panels will deviate from the requirements review provisions of reference (b) by:

- Exempting elements of the Joint Chiefs of Staff from participation in FY 2016;
- Limiting the participation of Combatant Commands to the U.S. Special Operations Command and the U.S. Transportation Command in FY 2016; and
- Exempting requirements resourced via Non-Appropriated Funds and National Intelligence Program Funds.

My intent in implementing the SRRB is to institutionalize a service requirements review culture throughout the Fourth Estate, as well as achieve savings by leveraging sound practices for resource execution. Ultimately, SRRBs and the SRP process will serve to:

- Promote requirements prioritization and mission alignment;
- Position organizations to make informed decisions when required to identify and execute savings; and,
- Facilitate strategic sourcing and manning decisions.

The executive secretariat will provide an SRP schedule to organizations prior to review. Questions or feedback may be directed to Mr. Brad Weaver (Office of the Deputy Chief Management Officer) at bradley.w.weaver.civ@mail.mil or Ms. Karen Cook (Under Secretary of Defense (AT&L)) at karen.l.cook12.civ@mail.mil.



Peter Levine

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