



Department of Defense INSTRUCTION

NUMBER 5128.34

July 27, 2010

USD(AT&L)

SUBJECT: Defense Materiel Readiness Board (DMRB)

- References:**
- (a) DoD Directive 5134.01, "Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)), December 9, 2005
 - (b) Sections 871 and 872 of Public Law 110-181, "National Defense Authorization Act for Fiscal Year 2008," January 28, 2008
 - (c) Deputy Secretary of Defense Memorandum, "Establishment of the Defense Materiel Readiness Board," March 6, 2008 (hereby cancelled)

1. **PURPOSE.** In accordance with the authority in Reference (a), this Instruction:

- a. Establishes the DMRB (hereafter referred to as "the Board") to assess materiel readiness and evaluate plans and policies relating to materiel readiness in accordance with section 871 of Reference (b).
- b. Establishes policy and assigns responsibilities for the Board in accordance with Reference (b).
- c. Designates the Assistant Secretary of Defense for Logistics and Materiel Readiness (ASD(L&MR)) as the Board Lead on behalf of the Secretary of Defense.
- d. Incorporates and cancels Reference (c).

2. **APPLICABILITY.** This Instruction applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the "DoD Components"). The term "Military Services" as used in this Instruction is restricted to the Army, Navy, Air Force, and Marine Corps.

3. **POLICY.** It is DoD policy that the Board shall provide independent assessments of materiel readiness, materiel readiness shortfalls, and materiel readiness plans to the Secretary of Defense

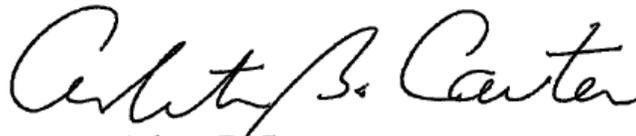
in a report summarizing its findings and recommendations not less than once every 6 months in accordance with section 871 of Reference (b). Section 871 of Reference (b) requires that, within 30 days after receiving each report from the Board, the Secretary of Defense forward the report in its entirety, together with his or her comments, to the congressional defense committees.

4. RESPONSIBILITIES. See Enclosure 1.

5. PROCEDURES. See Enclosure 2.

6. RELEASABILITY. UNLIMITED. This Instruction is approved for public release and is available on the Internet from the DoD Issuances Website at <http://www.dtic.mil/whs/directives>.

7. EFFECTIVE DATE. This Instruction is effective upon its publication to the DoD Issuances Website.



Ashton B. Carter
Under Secretary of Defense for
Acquisition, Technology, and Logistics

Enclosures

1. Responsibilities
2. Procedures

ENCLOSURE 1

RESPONSIBILITIES

1. ASD(L&MR). The ASD(L&MR), under the authority, direction, and control of the Under Secretary of Defense for Acquisition, Technology, and Logistics, shall:

- a. Assume the role of Board Lead.
- b. Provide a forum for the review of DoD materiel management policies, procedures, systems, and programs.
- c. Appoint the Board Chair and Board members, taking into account the recommendations provided by the Chairman of the Joint Chiefs of Staff.
- d. Assign a Board Secretariat and Secretariat Staff as necessary to assist the Board in carrying out its duties.
- e. In conjunction with the Board Chair, establish Board administrative and procedural policies and approve the agenda for Board meetings.
- f. Review and forward findings and recommendations of the Board, as submitted by the Board Chair, directly to the Secretary of Defense.

2. SECRETARIES OF THE MILITARY DEPARTMENTS. The Secretaries of the Military Departments shall:

- a. Provide one O-9 officer from each of the Active and Reserve Components of their Military Services with expertise in matters relevant to the function of the Board to serve as Board members.
- b. Assign staff as necessary to assist the Board in carrying out its duties.

3. CHAIRMAN OF THE JOINT CHIEFS OF STAFF. The Chairman of the Joint Chiefs of Staff shall:

- a. Provide the Board Lead with nominees for the Board Chair and the Board members who are O-9 officers and have expertise in matters relevant to the Board.
- b. Provide one O-9 officer with expertise in matters relevant to the function of the Board to serve as a Board member.

ENCLOSURE 2

PROCEDURES

1. GENERAL INFORMATION

a. DMRB Composition. At a minimum, the Board shall include representatives from the Joint Staff, each of the Military Services, and each Reserve Component of the Military Services in accordance with section 871 of Reference (b).

b. DMRB Support Staff. The principal Board staff shall consist of a Board Secretariat and two permanent groups whose purpose and mission are to support the Board.

(1) The DMRB Review Group members shall include one general/flag officer (O-7 or O-8) or Senior Executive Service (SES) representative for each Board member, who is nominated by and representing that Board member. The Board Secretariat approves these nominations. This group will review materiel readiness issues presented and make recommendations to the Board. In addition to the general/flag officers and SES representatives appointed by the Board members, representatives from the DoD Components may attend DMRB Review Group meetings as desired or required. The DMRB Review Group shall be co-chaired by the Deputy Assistant Secretary of Defense for Program Support and the Joint Staff Vice Director for Logistics.

(2) The DMRB Working Group members shall include a minimum of two persons (primary and alternate) for each Board member; they may be military or DoD civilian personnel (O-5 or O-6 equivalent) nominated by and representing that Board member. The Board Secretariat approves these nominations. Representatives from the DoD Components may attend DMRB Working Group meetings as desired or required. The DMRB Working Group shall recommend courses of action on materiel readiness processes and issues to the DMRB Review Group. The DMRB Working Group shall be co-chaired by representatives designated by the DMRB Review Group co-chairs.

2. BOARD DUTIES

a. Board Chair. The Board Chair shall:

(1) Preside over the functioning of the Board and its members and, in conjunction with the Board Lead, determine the schedule for Board meetings and other Board-related activities as necessary.

(2) Convene the Board quarterly.

(3) Report Board findings and recommendations semiannually to the Board Lead.

(4) Assign responsibility for appropriate studies and analysis to Board members and Board staff to determine the state of specific materiel readiness and management issues being presented before the Board.

b. Board Secretariat. The Board Secretariat will function as the principal administrative body for the Board and its support staff. In carrying out this responsibility, the Board Secretariat shall:

(1) Manage the assignment of Board member nominees for the DMRB Working Group, Review Group, and related integrated process teams, as required, in support of the Board's agenda. All such assignments will be based on specific analytical need and the personal qualifications, background, and experience of each nominee or appointee.

(2) Prepare and distribute agendas and collect, assemble, and coordinate information for consideration by the Board.

(3) Ensure all materiel readiness issues and process recommendations are properly coordinated through the DMRB Working Group and Review Group prior to presenting to the Board.

(4) Document and disseminate decisions on Board issues and recommendations, monitor their implementation through Board member representatives, and provide progress reports to the Board Chair and to the Board Lead as directed.

(5) Maintain records of Board proceedings; maintain and safeguard all files and provide for their disposal when no longer required.

(6) Acquire facilities and support for conducting Board meetings.

(7) Prepare the required semiannual reports for Board Chair approval and subsequent submission to the Secretary of Defense through the Board Lead.

(8) Assume other tasks and responsibilities as determined necessary by the Board Chair or Board Lead.

c. Board. The Board shall:

(1) Ensure effective coordination among DoD Components, other Government agencies, and other existing materiel readiness-related boards and committees to enhance the materiel readiness of the Military Services.

(2) Collect data, perform analyses, and make recommendations to the Board Chair on materiel readiness and management issues presented and approved for Board consideration.

d. DMRB Review Group. The DMRB Review Group shall:

- (1) Act as the Board's primary staff support body.
- (2) Review all materiel readiness issues for the Board's consideration.
- (3) Evaluate issues for initial acceptance by the Board for study and make final recommendations to the Board on all accepted materiel readiness issues.
- (4) Provide guidance and task the DMRB Working Group as necessary.

e. DMRB Working Group. The DMRB Working Group shall:

- (1) Coordinate with the Board Secretariat and the DMRB Review Group to facilitate administration, staffing, tasking, analysis, and coordination on matters pertaining to approved Board projects, studies, inquires, etc.
- (2) Recommend courses of action on approved Board issues to the DMRB Review Group.

3. PROCEDURES

a. Functions of the Board. In order to provide independent assessments of materiel readiness, materiel readiness shortfalls, and materiel readiness plans to the Secretary of Defense and Congress, the Board shall:

- (1) Monitor and assess the materiel readiness of the Military Services.
- (2) Assist the Secretary of Defense in the identification of deficiencies in the materiel readiness of the Military Services caused by shortfalls in weapon systems, equipment, and supplies.
- (3) Identify shortfalls in materiel readiness, including those that meet the criteria for Secretary of Defense designation as "critical" in accordance with section 872 of Reference (b), and the funding needed to address such shortfalls.
- (4) Assess the adequacy of current DoD plans, policies, and programs to address shortfalls in materiel readiness, including critical materiel readiness shortfalls, and to sustain or improve materiel readiness.
- (5) Assist the Secretary of Defense in determining whether the industrial capacity of the Department of Defense and of the defense industrial base is being best utilized to support the materiel readiness needs of the Military Services.
- (6) Review and assess DoD systems for measuring the status of current materiel readiness of the Military Services and amend and implement as necessary.

(7) Make recommendations with respect to materiel readiness funding, measurement techniques, plans, policies, and programs.

b. Meetings and Reports. The various components of the Board shall meet and report in accordance with the following guidance:

(1) The Board shall meet quarterly and shall prepare and submit a report summarizing its findings and recommendations not less than once every 6 months. The Board Chair shall approve the report and forward it to the Board Lead. The Board Lead will, in turn, review and forward the report to the Secretary of Defense. Within 30 days after receiving each report, section 871 of Reference (b) requires that the Secretary forward the report in its entirety, together with his or her comments, to the congressional defense committees.

(2) The DMRB Review Group shall meet on the same quarterly basis as the Board, but prior to the Board meeting. As the Board's direct support staff, the DMRB Review Group may be required to meet more frequently if necessary.

(3) The DMRB Working Group shall meet monthly in support of the Board's requirements and agenda. As such, it may be required to meet more frequently if necessary.

c. Submission of Materiel Readiness Issues

(1) Materiel readiness issues may be submitted to the Board at any time by any of the DoD Components. The effort necessary to resolve a materiel readiness issue is situational and, in most cases, will be directly related to the degree of analytical effort required to fully investigate, develop alternative courses of action, evaluate, and make final recommendations.

(2) Issue submissions should be made at least 90 days prior to the next scheduled Board meeting. In most instances, this will allow adequate time for the Board Secretariat to review a materiel readiness issue package, forward it to the DMRB Working Group, ensure establishment of the proper analytical support, propose courses of action, and make final recommendations.