



DEPUTY SECRETARY OF DEFENSE
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WASHINGTON, DC 20301-1010

MAR 11 2021

MEMORANDUM FOR SENIOR PENTAGON LEADERSHIP
COMMANDERS OF THE COMBATANT COMMANDS
DEFENSE AGENCY AND DOD FIELD ACTIVITY DIRECTORS

SUBJECT: Governance Structure for Deputy Secretary Managed Processes

Pursuant to the Secretary of Defense's March 4, 2021 Message to the Force, this memorandum describes several formal mechanisms I will use to assist the Secretary in advancing his priorities. As set forth below, this memorandum supersedes previous processes managed by the Deputy Secretary of Defense. An update to DoD Directive 5105.79 will be forthcoming.

The Deputy's Management Action Group

Co-chaired with the Vice Chairman of the Joint Chiefs of Staff, the Deputy's Management Action Group (DMAG) shall continue to be the Department's principal governance body for management actions affecting the defense enterprise, including resource management and planning, programming, budgeting, and execution. The Secretaries of the Military Departments, Chiefs of the Military Services, and Office of the Secretary of Defense (OSD) Principal Staff Assistants hold standing invitations to the DMAG. Standing members may delegate their invitations to their deputies when appropriate.

In general, topics coming before the DMAG shall be reviewed by the appropriate Executive Level III or IV/military three-star body prior to being placed on the DMAG schedule. These include, but are not limited to, the following bodies:

- Program-Resource Management Group (PRMG): The Director, Cost Assessment and Program Evaluation, for programmatic issues, and the Under Secretary of Defense for Comptroller/Chief Financial Officer, for budgeting and execution issues, shall chair the PRMG. The PRMG will be the primary channel for issues requiring DMAG review.
- Innovation Steering Group: The Under Secretary of Defense for Research and Engineering shall establish and chair an Innovation Steering Group to advise the Department's leadership on science, technology, technology transition, and related matters. Issues will come forward to the DMAG by exception.
- Defense Strategy Steering Group: The Under Secretary of Defense for Policy shall establish and chair a Defense Strategy Steering Group to advise the Department's leadership on national defense strategy and related matters. The Global Posture Executive Council shall continue to support senior leader deliberations on military posture matters. Issues will come forward to the DMAG by exception.



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- Acquisition and Sustainment-related bodies: The Under Secretary of Defense for Acquisition and Sustainment (USD (A&S)) shall advise the Department's leadership on critical issues relating to the department's acquisition framework, the acquisition of major defense acquisition programs and other major systems, major industrial base issues, and related matters. In doing so, the USD(A&S) will leverage existing governance bodies such as the Defense Acquisition Board and Nuclear Weapons Council. Issues will come forward to the DMAG by exception.

The Executive Secretariat for the DMAG resides in the immediate Office of the Secretary of Defense and Deputy Secretary of Defense; it assists in ensuring prioritized, strategic use of the DMAG.

The DMAG will typically meet weekly.

Deputy's Workforce Council

With the Vice Chairman of the Joint Chiefs of Staff as my co-chair, I will chair a new governance body, the Deputy's Workforce Council (DWC), to address the Department's people management, personnel policy, and total force requirements. The Secretaries of the Military Departments, Military Service Chiefs, and the OSD Principal Staff Assistants hold standing invitations to the DWC. Standing members may delegate their invitations to their deputies when appropriate.

Topics the DWC shall examine will include, but shall not be limited to:

- Sexual Assault Prevention and Response
- Countering Extremism
- Transgender Issues
- Diversity, Equity, and Inclusion
- Workforce Development and Talent Management
- Professional Military Education
- Leveraging Technology in Support of Workforce Goals

The DWC will be supported by a Workforce Management Group (WMG), chaired by the Under Secretary of Defense for Personnel and Readiness, with appropriate Executive Level III or IV/military three-star representation from other Components as needed.

The Senior Advisor to the Secretary of Defense and Deputy Secretary of Defense for Human Capital, Diversity, Equity, and Inclusion will serve as a key advisor to the DWC and the WMG. The Executive Secretariat for the DWC resides in the immediate Office of the Secretary of Defense and Deputy Secretary of Defense; it assists in ensuring prioritized, strategic use of the DWC.

The DWC will typically meet weekly.

Other Priority Governance Efforts

In support of the Secretary of Defense, I will also ensure appropriate governance for a select set of issues he has identified. Those areas include the following:

- COVID-19 (COVID Task Force)
 - Lead: Senior Advisor to the Secretary and Deputy Secretary of Defense for COVID
- China (China Task Force)
 - Lead: Senior Advisor to the Secretary and Deputy Secretary of Defense for China
- Climate Change (Climate Task Force)
 - Lead: Senior Advisor to the Secretary and Deputy Secretary of Defense for Climate
- Cyber Council
 - Lead: Co-chaired by DoD's Principal Cyber Advisor and the Chief Information Officer of the DoD

The identified leads are empowered to coordinate with components and, where relevant, direct the activities of dedicated task forces in support of the Secretary's and Deputy Secretary's goals. The leads will also review DMAG and DWC materials to ensure that these priority issues are advancing through the work of the Department's major governance streams.

Administration and Support

The designated Executive Secretariat for each group shall manage the processes needed to plan and execute decision-quality Deputy-chaired meetings. The Directorate for Organizational Policy and Decision Support within the Office of the Director of Administration and Management will serve as the primary staffing element of Deputy Secretary-led governance processes; and will provide administrative, meeting support, and facilitate, promote, and integrate required analytical support, as appropriate. The Office of the Deputy Comptroller for Enterprise Data and Business Support will provide data analytics, as appropriate.

My Chief of Staff shall review and approve the schedule and agenda for Deputy Secretary-chaired meetings and task forces. In close coordination with the Secretary's Chief of Staff, the Deputy Secretary's Chief of Staff will also ensure alignment between cross-cutting priorities and regular processes. The Chiefs of Staff for the Secretary and Deputy Secretary may attend any and all meetings of any entity established by or under this memorandum, or may designate an appropriate delegate to attend on their behalf.

The structure of these processes is subject to change based on the needs and requirements of the Secretary and the Deputy Secretary.

