

## **Amendment 2157 - To establish position precedence and qualifications for DOD Undersecretary of Defense for Management.**

Section 901 of the FY14 NDAA establishes a Senate-confirmed Under Secretary of Defense for Management (USD(M)) under which the DOD CIO position is combined with the position of Deputy Chief Management Officer (DCMO) and the DCMO is elevated to the USD(M).

The FY 2008 NDAA created the DCMO position to serve as the Principle Staff Assistant to the Chief Management Officer (CMO), currently the Deputy Secretary of Defense (DEPSECDEF).

In its 2007 report “Achieving Success Requires a Chief Management Officer to Provide Focus and Leadership,” GAO recommended the creation of a stand-alone CMO dedicated to the planning, integration, and execution of DOD’s business transformation efforts.<sup>1</sup> Congress deferred to DOD’s request to designate the DEPSECDEF the CMO, despite GAO’s objections that the DEPSECDEF could not focus on comprehensive business transformation reform while also executing his traditional roles and responsibilities.

GAO also recommended the stand alone CMO position be established “at Executive Level II and report directly to the Secretary of Defense so that the position has the stature needed to successfully address integration challenges, address DOD’s high-risk areas with a strategic and systematic approach, and prioritize investments across the department.”<sup>2</sup>

A recent report by the Naval Postgraduate School Center for Defense Management Research concluded that although the “organizational and documentary requirements of the CMO are being met, issues of Defense management transformation persist.”<sup>3</sup> The report further concluded that “few of the ten people [appointees to the CMO and DCMO positions] have the kind of experience or background envisioned by GAO for these positions.” A substantial review showed that the current appointees mostly possess policy backgrounds, and that while some have management experience, “none would appear to have the significant experience leading change in large organizations as envisioned by GAO.”

**This amendment establishes the precedence of the USD(M) position after the Deputy Secretary of Defense and minimum qualifications for the position incumbent.**

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<sup>1</sup> <http://www.gao.gov/products/GAO-07-1072>

<sup>2</sup> Ibid

<sup>3</sup>

<http://www.nps.edu/Academics/Schools/GSBPP/docs/research/Implementation%20of%20the%20Chief%20Management%20Officer%20in%20DoD.pdf>