



DEPARTMENT OF THE NAVY  
OFFICE OF THE SECRETARY  
1000 NAVY PENTAGON  
WASHINGTON, D.C. 20350-1000

JUL 18 2001

MEMORANDUM FOR DISTRIBUTION

Subject: DEPARTMENT OF DEFENSE BUSINESS INITIATIVE  
COUNCIL (BIC)

In June, the Secretary of Defense announced the creation of the Department of Defense (DoD) Business Initiatives Council (BIC) to take action to improve overall business practices and operational efficiency of the Department. In attachment (1), the Under Secretary of Defense (Acquisition, Technology and Logistics) elaborated on that decision.

I am solidly behind this initiative, and have personally committed the entire Department of the Navy (DoN) as the leader in modernizing and improving the way the DoD conducts its business. Together with Secretary Aldridge, the other Secretaries of the Military Departments and the Vice Chairman of the Joint Chiefs of Staff, we will aggressively pursue and implement reforms that will achieve the primary BIC objectives of: (1) improving the efficiency of our business operations; and (2) allowing the savings identified to be reallocated to higher priority efforts (in the DoN for combat capability, people and technology infusion). To ensure positive results, I cannot overemphasize the importance of the strong personal commitment and dedication of Navy/Marine Corps functional leaders and experts to *lean into the winds of resistance* to move us forward in full partnership with the other BIC participants.

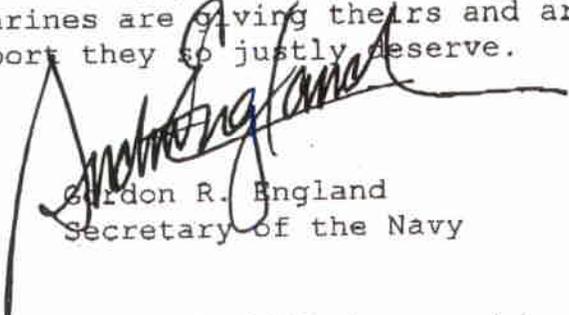
The first phase of the BIC starts on July 16<sup>th</sup>, with a concentrated effort to select near-term actions that can positively impact the FY03 budget, and to define the full scope of the Business Initiative for subsequent phases (FY04/05 opportunities). The Navy/Marine Corps Team will take the lead for this first phase of activity, working closely with other participants from DoD, the Joint Staff, and the Services within the overall BIC organizational framework provided by attachment (1). VADM Joseph Dyer,

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Commander of the Naval Air Systems Command, will serve as my principal on the BIC Executive Steering Committee (ESC), and take lead responsibility to organize the BIC structure for the July kick-off.

Attachment (2) depicts the organization/structure that I will rely on to populate the seven functional/process boards within the BIC. My intent is to involve representation from both operational and business communities of the Navy/Marine Corps, and to ensure that the voice of the customer is reflected in every reform initiative and every outcome. Those offices identified on attachment (2) need to provide the names of their designated functional/process boards representatives at the flag/general officer level (one-star) or senior executive service level equivalent, to VADM Dyer (via the Navy Business Initiative Council Executive Director, RMDL(S) Robert Cowley, at [cowleyre@navair.navy.mil](mailto:cowleyre@navair.navy.mil) or phone (301) 757-2336) not later than July 13, 2001. With the Navy/Marine Corps Team having lead responsibility for the first phase of the BIC, our representatives to the seven functional/process boards will also serve as the leads for these individual boards, working in conjunction with the Office of the Secretary of Defense (OSD), Joint Staff, and other Service representatives assigned to each board. Therefore, the representatives for each board should be prepared to devote a significant portion of their time to this effort, and to aid VADM Dyer in the execution of the overall project.

Please give this initiative nothing short of your best efforts to help ensure the enduring primacy of our naval forces. Our Sailors and Marines are giving theirs and are counting on us for the support they so justly deserve.



Gordon R. England  
Secretary of the Navy

Attachments:

- (1) USD(AT&L) Memorandum of July 3, 2001 (same subject)
- (2) DON Business Initiative Council  
Organization/Participants

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