



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

OFFICE OF THE UNDER SECRETARY OF DEFENSE
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WASHINGTON, DC 20301-3000

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTOR, FORCE TRANSFORMATION
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DoD FIELD ACTIVITIES

SUBJECT: Organization of the Defense Business Transformation Agency

On October 7, 2005 the Deputy Secretary of Defense signed a memorandum establishing the Defense Business Transformation Agency (BTA). This memorandum was followed by the publication of Program Budget Decision 72 1 on December 20, 2005, formalizing the funding and resources allocated to this new organization. This new agency's mission is to transform business operations to achieve improved warfighter support while enabling financial accountability across the Department of Defense. The Agency is specifically responsible as a corporate level service organization for the DOD, accountable for successful definition and execution of DOD-wide business improvement initiatives and system investments. The Agency operates under the authority, direction and control of the Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)). The day to day direction, management and oversight for this agency is provided cooperatively by the Deputy Under Secretary of Defense for Business Transformation (DUSD(BT)) and the Deputy Under Secretary of Defense for Financial Management (DUSD(FM)).

The Agency is organized into seven divisions including the office of the Defense Business Systems Acquisition Executive (DBSAE). As previously announced, the DBSAE, Major General Butch Pair, is the Component Acquisition Executive (CAE) for DoD Enterprise level programs and initiatives. To date eighteen enterprise programs and initiatives have been identified to move under the DBSAE's oversight. MG Pair joined the BTA from the United States Transportation Command (USTRANSCOM) where he served as the Chief of Staff for the Commander, USTRANSCOM. He has held a wide variety of positions within the logistical community and is well grounded in the areas of leading change during his 35 years of service. MG Pair received a Bachelor's degree in Business Administration & Economics, from Jacksonville State University, AL, and has attended both the Army War College and National War College.

The six remaining offices of the BTA are organized as follows:

Transformation Planning and Performance: This organization is responsible for maintaining and updating the Department of Defense Business Enterprise Architecture (BEA) and corresponding Enterprise Transition Plan (ETP). Additionally this organization monitors the performance of enterprise programs and initiatives ensuring that they meet their milestones documented in the ETP. The organization includes the newly established Enterprise Integration Office, a dedicated team of subject matter experts in Enterprise Resource Planning and large scale enterprise business systems tasked with collaboration with DOD component organizations to ensure DOD enterprise standards and systems are rapidly adopted and integrated with component level efforts.

Mr. David Fisher leads the Transformation Planning and Performance organization. Mr. Fisher joined the Department in 2005 as Special Assistant to the Under Secretary of Defense (Comptroller), where he was responsible for completing the definition of the first iteration of the DOD Standard Financial Information Structure, and recently completed an assignment reviewing the Defense Integrated Military Human Resources System (DIMHRS). Prior to coming to the Department, Mr. Fisher was a Managing Director with a major IT Services firm, where he focused on Account Management and Business Process Optimization for clients in both the public and private sectors, leading several large scale logistical and financial modernization efforts for Fortune 100 clients. He is the author of the book, *Optimize Now (or Else!)*, a guide to successful enterprise transformation. Mr. Fisher holds a BA from Stanford University and an MBA from Santa Clara University.

Transformation Priorities and Requirements: This organization is the primary link to the Principal Staff Assistants (functional business requirement owners) within the Office of the Secretary of Defense, as well as other DOD-level organizations including US Transportation Command, the Defense Logistics Agency, and the Defense Finance and Accounting Service. It ensures that the functional priorities and requirements of these client organizations are reflected in the both the Business Enterprise Architecture and the Enterprise Transition Plan, and in the guidance for business system investment management. This organization is comprised of a mix of senior leaders from both government and industry with broad experience in business processes and systems technology.

Ms. Radha Sekar leads the Transformation Priorities and Requirements organization, having joined the DOD in 2005 as Director of the Financial Management Transformation Team. Prior to this, Ms. Sekar applied her extensive experience in financial management and supply chain business process improvement in partner positions at two global consulting firms. In these organizations, she had Program Manager and Program Executive roles in diverse subject areas such as automotive manufacturing, environmental cleanup, financial institutions, and the public sector, including multiple high-visibility projects throughout DOD. Ms. Sekar holds undergraduate degrees in Mathematics

and Computer Science. She received her Masters in Business Administration with a concentration in Management Information Systems from the State University of New York at Buffalo.

Investment Management: This organization is responsible for supporting the execution of investment management processes established to oversee defense business systems investments across the department. This organization also leads efforts to streamline the existing process for acquisition and oversight of Major Automated Information Systems (MAIS) within the Defense Acquisition System.

Mr. Paul Ketrick leads this office. Mr. Ketrick came from Program Analysis & Evaluation (PA&E) where he was the Deputy Director of Strategic Planning and Resources. Mr. Ketrick also has extensive experience in leading both government and commercial operations, human resources, administration, budgeting, engineering, logistics and acquisition programs. Mr. Ketrick holds a degree in engineering from Texas A&M University, and has completed graduate business studies at Old Dominion University.

Warfighter Support: This office identifies urgent enterprise level business issues directly impacting the warfighter, and works to resolve these issues via rapid systems capability and process improvements. This includes engaging with joint staff and combatant commands to identify and communicate theater requirements to the agency. Additionally, this office will monitor theater business process and system improvement initiatives sponsored by the BTA, and will ensure their progress in accordance with BTA performance objectives. Focus will be on providing rapid response and reliable support to deployed forces for resolution of business process issues.

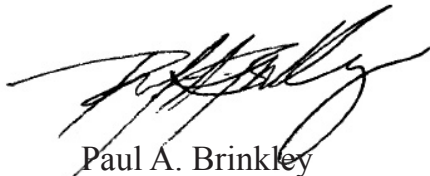
Mr. Bob Love leads this office. Mr. Love is a retired Marine Corps Colonel, with extensive experience in leading change efforts, as well as technical expertise in logistics, and materiel management issues as they relate to both deployed forces and units in CONUS. Mr. Love holds a BS from the State University of New York at Albany, an MS in Material Management from the Naval Postgraduate School, Monterey, California, and an M.A. in National Security and Strategic Studies from the Naval War College, Newport, Rhode Island.

Information and Federation Strategy: This office manages BTA information strategy, encompassing integration efforts, strategic planning, change management, technology visioning, and long-term internal and external communications. This office ensures that integrated best industry practices are applied to all areas of strategic planning and communications for the agency, establishing a nimble, entrepreneurial culture leveraging cutting edge technology in its solutions and its communications efforts.

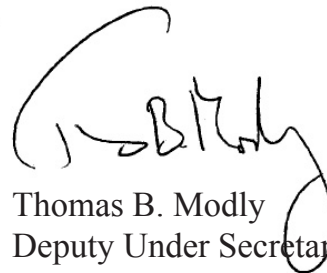
Mr. Dave Scantling leads this organization. Mr. Scantling came to the Department in December 2005 from industry where he has a long history of successful entrepreneurial efforts as a chief executive of several technology and software firms. He has spent most of the past two years in Iraq and other parts of the Middle East working on computer networking and systems integration projects. He also has held general management

responsibilities for a Fortune 100 corporation, where he was responsible for over \$2B in annual revenue for technical product lines. Mr. Scantling holds a BA from the University of Notre Dame.

Agency Operations: This organization provides the agency its personnel, pay, planning, budgeting, infrastructure and management activities. Captain Michael Murphy, USN, leads this office. Captain Murphy comes to the BTA from a tour as a Secretary of Defense Corporate Fellow for the academic year 2004-2005, in which he was assigned to the Hewlett-Packard Company in Washington DC. Prior to that tour of duty, Captain Murphy served in a variety of operational, program management, and acquisition positions including Deputy Director for Test and Evaluation of the Joint Strike Fighter program. Captain Murphy holds Bachelor's degrees in Mechanical Engineering and in Music Performance from the University of Rochester, New York. The Business Transformation Agency is dedicated to building upon the momentum established in the effort to modernize DOD-wide business activity. Your support to this leadership team in their endeavors is greatly appreciated.



Paul A. Brinkley
Deputy Under Secretary of Defense
For Business Transformation



Thomas B. Modly
Deputy Under Secretary of Defense
For Financial Management