DoD Directive 5105.79

DoD Senior Governance Framework

Originating Component:	Office of the Director of Administration and Management
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Reissues and Cancels:	DoD Directive 5105.79, "DoD Senior Governance Bodies," May 19, 2008
Incorporates and Cancels:	Deputy Secretary of Defense Memorandum, "Management Process for the Deputy Secretary of Defense," October 6, 2011
	Deputy Secretary of Defense Memorandum, "Business Rules for the Deputy's Management Action Group Meetings," April 2, 2012
	Deputy Secretary of Defense Memorandum, "Framework for the Deputy's Management Action Group," May 23, 2014
	Deputy Secretary of Defense Memorandum, "Establishment of Defense Executive Committee," June 25, 2014
	Deputy Secretary of Defense Memorandum, "Governance Structure for Deputy Secretary Managed Processes," March 11, 2021
Approved by:	Kathleen H. Hicks, Deputy Secretary of Defense

Purpose: This issuance:

- Establishes the structure, policy, and administrative guidance for the DoD senior governance framework pursuant to the authority vested in the Secretary of Defense (SecDef) by Section 113 of Title 10, United States Code.

- Outlines the Chairman of the Joint Chiefs of Staff's (CJCS) contribution of providing military advice to the SecDef through participation in DoD senior governance forums.

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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY.

This issuance applies to OSD, the Military Departments, the Office of the CJCS and the Joint Staff, the Combatant Commands (CCMDs), the Office of Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this issuance as the "DoD Components").

1.2. POLICY.

a. Senior DoD civilian and military officials will conduct governance of the DoD in a transparent, collaborative, and aligned framework of forums to promote unity of effort; integrate civilian and military perspectives; efficiently and effectively develop, coordinate, and implement DoD policies and programs; readily share information; and provide decision support to the SecDef and the Deputy Secretary of Defense (DepSecDef) on cross-cutting priorities.

b. Senior governance forums are chaired by the SecDef or DepSecDef, with assistance from the CJCS or Vice CJCS (VCJCS), and deliberate on issues and recommendations for SecDef and DepSecDef consideration.

c. A supporting tier governance forum, generally chaired by an OSD Principal Staff Assistant (PSA), will vet issues before advancing to a senior governance forum for consideration, as necessary. See Appendix 3A for a list of supporting tier governance forums and their chairs.

d. Senior and supporting tier governance forum meeting participants express views openly in an environment of non-attribution.

SECTION 2: RESPONSIBILITIES

2.1. DIRECTOR OF ADMINISTRATION AND MANAGEMENT (DA&M).

In addition to the responsibilities in Paragraph 2.4., the DA&M, through the Director, Organizational Policy and Decision Support (OP&DS):

a. Directs the OP&DS Engine Room to provide administrative and meeting support to the SecDef and DepSecDef for senior governance forum execution, as required.

b. Serves as the primary staffing element of DepSecDef-led governance processes.

c. Coordinates with and supports each senior governance forum's executive secretariat with meeting execution, attendance management, and follow-up.

d. Supports executive secretariats with agenda development to address DoD priorities across OSD senior and supporting tier governance forums.

e. Tracks and shares information on supporting tier governance forum establishment and activities.

f. Develops and hosts forum and governance-related websites to assist with senior governance forum management, integration across governance activities, and storage and distribution of governance-related content.

g. Coordinates with the Chief Information Officer of the Department of Defense (DoD CIO); the Deputy Comptroller for Enterprise Data and Business Performance; and the OSD and DoD Component heads to provide analytics support within the senior governance framework, as appropriate.

h. Provides supporting tier executive secretariats with advice and guidance on best practices, recommended management processes, and information sharing systems for standing up and running governance forums.

2.2. UNDER SECRETARY OF DEFENSE (COMPTROLLER)/CHIEF FINANCIAL OFFICER, DEPARTMENT OF DEFENSE (USD(C)/CFO).

In addition to the responsibilities in Paragraph 2.4., the USD(C)/CFO:

a. Through the Deputy Comptroller for Enterprise Data and Business Performance, provides data analytics, as appropriate.

b. Maintains the Advancing Analytics (Advana) platform repository for common enterprise data and cross-functional and enterprise-wide analytics.

2.3. DOD CIO.

In addition to the responsibilities in Paragraph 2.4., the DoD CIO, through the DoD Chief Data Officer, coordinates with the Deputy Comptroller for Enterprise Data and Business Performance; OSD and DoD Component heads; and the Director, OP&DS to generate data analytics to support senior governance forums.

2.4. OSD AND DOD COMPONENT HEADS.

When identified as primary lead for a senior governance forum topic presentation, OSD and DoD Component heads:

a. Use rigorous analysis to develop courses of action and recommendations on specific issues.

b. Provide a forum's executive secretariat with timely documentation, including read-ahead material and meeting notes, in accordance with each governance forum's established procedures and requirements.

c. Coordinate with the DoD CIO; the Deputy Comptroller for Enterprise Data and Business Performance; and the Director, OP&DS for generating and presenting data analytics in support of senior governance forum briefings, as applicable.

2.5. CJCS.

In addition to the responsibilities in Paragraph 2.4., the CJCS:

a. Co-chairs select DoD senior governance forums with the SecDef, as designated by the SecDef.

b. Coordinates with the SecDef on meeting agenda development and agenda item proposals.

c. As chair of the Joint Chiefs of Staff Meeting, or "Tank," can represent Service and CCMD-related perspectives and recommendations in SecDef governance forums.

2.6. VCJCS.

The VCJCS:

a. Co-chairs select DoD senior governance forums with the DepSecDef, as designated by the DepSecDef.

b. Coordinates with the DepSecDef on meeting agenda development and agenda item proposals.

c. As chair of the Joint Requirements Oversight Council, can represent Service and CCMD-related perspectives and recommendations in DepSecDef governance forums.

SECTION 3: SENIOR GOVERNANCE FRAMEWORK STRUCTURE

3.1. SENIOR GOVERNANCE FORUMS.

a. Senior governance forums meet at regular intervals; rely on their executive secretariats to promote effective and collaborative deliberations; and leverage a combination of subject matter expertise, data-based analytics, intelligence, and OSD PSA-generated reporting to support effective decision-making, organizational alignment, and implementation of SecDef and DepSecDef direction. Effective forums rely on disciplined processes, consistency, transparency, accuracy, and timeliness.

b. SecDef-led forums include:

(1) The Senior Leadership Council (SLC).

Chaired by the SecDef and co-chaired by the CJCS, the SLC meets twice a year to address broad, cross-cutting issues affecting OSD, the Military Departments, the CCMDs, and other Federal agencies, as applicable. The SLC provides advice and assistance on strategic issues to the SecDef.

(2) The SecDef's Large Group.

Chaired by the SecDef, the Large Group meets at the discretion of the SecDef to address DoD issues and high-level priorities. The Large Group provides advice and assistance to the SecDef on the strategic direction and ongoing operations of the Department.

(3) SecDef China Brief.

The China Brief is the SecDef's primary forum to review and oversee China-related policies, operations, and intelligence.

c. DepSecDef-led forums include:

(1) The Deputy's Management Action Group.

Chaired by the DepSecDef and co-chaired by the VCJCS, it is the Department's principal governance forum for management actions affecting the defense enterprise, including resource management; planning, programming, budgeting, and execution; and strategic and policy guidance.

(2) The Deputy's Workforce Council.

Chaired by the DepSecDef and co-chaired by the VCJCS, it is the Department's principal governance forum for people management, personnel policy, and total force requirements.

d. At the discretion of the Chair, attendees and advisors include the OSD PSAs, Secretaries of the Military Departments, Chiefs of the Military Services, Chief of the National Guard

Bureau, Combatant Commanders, the Director, Joint Staff (DJS), or their deputies, when appropriate.

e. Senior and supporting tier governance forums have a clear guidance document, issued by SecDef, DepSecDef, or an OSD PSA, which charters the forum and outlines purpose, processes, expectations, and cadence.

f. Forums use the Advana platform as the enterprise authoritative data management and analytics platform, as appropriate, for the SecDef, DepSecDef, and OSD PSAs.

g. The SecDef and DepSecDef establish and disestablish senior governance forums as needed.

3.2. SENIOR GOVERNANCE FORUM EXECUTIVE SECRETARIATS.

a. SecDef- and DepSecDef-chaired forums are managed by executive secretariats comprising staff from within the immediate office of the SecDef and DepSecDef. These executive secretariats support the SecDef and DepSecDef with agenda development, scheduling, and oversight of senior governance forums, and manage the processes needed to plan and execute decision-quality SecDef- and DepSecDef-chaired meetings and ensure alignment between cross-cutting priorities.

b. The executive secretariat of a senior governance forum:

(1) Vets strategically aligned topics and agendas; schedules, coordinates, and executes meetings; and manages briefing preparations and resultant decisions and tasks.

(2) Organizes and schedules SecDef and DepSecDef preparations for senior governance forums.

(3) Tracks task completion, and promotes and maintains a disciplined content management process.

(4) Directs supporting tier forum review of all topics going to senior governance forums.

(5) Promotes an active reclama process to consider differing positions after meetings.

(6) Promotes and guides the application of data analytics derived from common, authoritative data sources in support of senior governance forum processes and briefings.

(7) Guides OP&DS Engine Room support as provided by the DA&M.

3.3. SUPPORTING TIER FORUMS.

a. The SecDef, DepSecDef, OSD and DoD Component heads, and other designated senior leaders will establish and disestablish supporting tier governance forums, as needed. Appendix 3A outlines the current supporting tier governance forum structure.

b. OSD PSAs will minimize the number of active supporting tier forums, and align forums to specific SecDef and DepSecDef priorities, where practical.

c. Supporting tier governance forums can be established in DoD issuances or memorandums, as well as directed in public law.

d. Supporting tier governance forums are generally chaired by OSD PSAs. Attendees and advisors generally include senior leaders from the OSD PSAs, Secretaries of the Military Departments, Chiefs of the Military Services, Chief of the National Guard Bureau, Combatant Commanders, and the DJS.

e. Supporting tier governance forums operate in a transparent, collaborative, and analytical manner, with maximized information sharing between civilian and military stakeholders, to maintain transparency and alignment of priorities.

f. Forums use the Advana platform as the enterprise authoritative data management and analytics platform, as appropriate, for the SecDef, DepSecDef, and OSD PSAs.

g. OSD PSA-chaired governance forums that do not advance issues and recommendations directly to the SecDef or the DepSecDef, or do not directly support a senior governance forum, are not included in the supporting tier governance structure pursuant to this issuance.

APPENDIX 3A: SUPPORTING TIER GOVERNANCE FORUMS

Table 1 lists active forums.

Table 1. Current Supporting Tier Governance Forum Structure

Supporting Tier Forum	Chair/Co-chair(s)
Analysis Working Group (AWG)	Joint Staff* Office of the Under Secretary of Defense for Policy (USD(P))* Cost Assessment and Program Evaluation* Chief Data Officer of the Department of Defense* *Current Analysis Working Group establishing documents do not designate chairs/co-chairs. The April 5, 2021 DepSecDef Memorandum lists these core members.
Artificial Intelligence Executive Steering Group (AI ESG)	Director, Joint Artificial Intelligence Center Principal Director, Artificial Intelligence, Office of the Under Secretary of Defense for Research and Engineering (USD(R&E))
China Brief Executive Committee (China Brief EXCOM)	USD(P) DJS
Climate Working Group (CWG)	SecDef designee
Council on Oversight of the DoD Positioning, Navigation, and Timing Enterprise (PNT Oversight Council)	VCJCS Under Secretary of Defense for Acquisition and Sustainment (USD(A&S))

Table 1. Current Supporting Tier Governance Forum Structure, continued

Supporting Tier Forum	Chair/Co-chair(s)
Command, Control, and Communications Leadership Board (C3LB)	DoD CIO Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) USD(R&E) Director, Command, Control, Communications, and Computers/Cyber, Joint Staff, J6
Council on Oversight of the National Leadership Command, Control, and Communications System (CONLC3S)	VCJCS USD(A&S)
Cyber Council (CC)	DoD CIO* Principal Cyber Advisor* *DepSecDef chairs as appropriate.
Defense Acquisition Board (DAB)	USD(A&S)
Defense Business Council (DBC)	DA&M USD(C)/CFO DoD CIO
Defense Intelligence and Security Integration Council (DISIC)	Under Secretary of Defense for Intelligence and Security
Defense Safety Oversight Council (DSOC)	Under Secretary of Defense for Personnel and Readiness (USD(P&R))
Defense Strategy Steering Group (DSSG)	USD(P)
Digital Modernization Infrastructure Executive Committee (DMI EXCOM)	DoD CIO Commander, United States Cyber Command Director, Command, Control, Communications, and Computers/Cyber, J6 (Joint Staff J6)
Electronic Warfare Executive Committee (EW EXCOM)	VCJCS USD(R&E)
Executive Readiness Management Group (ERMG)	Assistant Secretary of Defense for Readiness DJS

Table 1. Current Supporting Tier Governance Forum Structure, continued

Supporting Tier Forum	Chair/Co-chair(s)
Global Posture Executive Committee (GPEC)	Assistant Secretary of Defense for Strategy, Plans, and Capabilities DJS
Innovation Steering Group (ISG)	USD(R&E)
Legislative Review Panel (LRP)	Assistant Secretary of Defense for Legislative Affairs
Military Health System Executive Review (MHSER)	USD(P&R)
Missile Defense Executive Board (MDEB)	USD(R&E) USD(A&S)
Nuclear Deterrent Enterprise Review Group (NDERG)	DepSecDef VCJCS
Nuclear Weapons Council (NWC)	USD(A&S) Secretary of the Department of Energy
Program-Resource Management Group (PRMG)	USD(C)/CFO Director of Cost Assessment and Program Evaluation
Russia Strategy Management Group (RSMG)	Deputy Assistant Secretary of Defense (Russia, Ukraine, Eurasia)
Special Operations Policy and Oversight Council (SOPOC)	Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict
Workforce Management Group (WMG)/Defense Human Resources Board (DHRB)	USD(P&R)

GLOSSARY

G.1. ACRONYMS.

ACRONYM	MEANING
Advana	Advancing Analytics
CCMD	Combatant Command
CJCS	Chairman of the Joint Chiefs of Staff
DA&M	Director of Administration and Management
DepSecDef	Deputy Secretary of Defense
DJS	Director, Joint Staff
DoD CIO	Chief Information Officer of the Department of Defense
OP&DS	Organizational Policy and Decision Support
PSA	Principal Staff Assistant
SecDef	Secretary of Defense
SLC	Senior Leadership Council
USD(A&S)	Under Secretary of Defense for Acquisition and Sustainment
USD(C)/CFO	Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense
USD(P)	Under Secretary of Defense for Policy
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USD(R&E)	Under Secretary of Defense for Research and Engineering
VCJCS	Vice Chairman of the Joint Chiefs of Staff

G.2. DEFINITIONS.

These terms and their definitions are for the purpose of this issuance.

TERM	DEFINITION
executive secretariat	The primary staffing element for a governance forum and supports the executive secretary on all meeting management, execution, and follow up. The executive secretariat, as directly supported by the OP&DS Engine Room, performs meeting room access control, attendance tracking, and long-term schedule distribution.

TERM	DEFINITION
executive secretary	The executive secretary of a governance forum is typically a SecDef or DepSecDef Special Assistant, and is responsible for setting the forum's agenda and overseeing staffing, analytic, and meeting execution support, as carried out by the executive secretariat.
governance	The structure, relationships, and interactions, among authorized and responsible stakeholders, that facilitate decision-making on an organization's policies, direction, and performance.
governance forum	An advisory and deliberative body that is formally constituted and meets regularly to support its chairs in formulating policy and directing the affairs of an institution.
OP&DS Engine Room	Part of the primary staffing element of the executive secretariat, and provides administrative and meeting support to the SecDef and DepSecDef for senior governance forum management.

REFERENCES

Deputy Secretary of Defense Memorandum, "Analysis Working Group," April 5, 2021
United States Code, Title 10, Section 113