Implementation Plan for the Recommendations from the Commission on Planning, Programming, Budgeting, and Execution Reform's Interim Report

December 14, 2023

Department of Defense

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SUMMARY. The Commission on Planning, Programming, Budgeting, and Execution (PPBE) Reform (Commission), established in the Fiscal Year (FY) 2022 National Defense Authorization Act (NDAA), publicly released a congressionally mandated interim report[1] on August 15, 2023. The Interim Report provided a total of 23 recommendations (referred to as "actions") for the Department of Defense (DoD) and Congress.

13 near-term recommendations. Of the 23 recommendations, the Commission deemed the 13 could be implemented in the immediate or near-term by the Department and the Congress. Five of the 13 were identified as key recommendations.

10 potential recommendations. The remaining 10 were identified as potential recommendations requiring additional stakeholder feedback and analysis before inclusion in the Final Report, which is congressionally mandated to be released in March 2024. Seven of the 10 were identified as potential key recommendations.

Implementation Plan. This Implementation Plan, led by the Office of the Under Secretary of Defense (Comptroller)/CFO (OUSD(C)) in conjunction with stakeholders across the Department, addresses the implementation of the 13 near-term recommendations.

STAKEHOLDERS. Many of the recommendations have key stakeholders both inside and outside of the Department and include the Office of Management and Budget (OMB) and the Congress. The success of the implementation will be heavily dependent on stakeholder consensus.

Within the Department, each of the 13 recommendations was assigned a primary stakeholder organization to lead the development and coordination of the implementation plan for their recommendation including soliciting and incorporating input from the other stakeholders across the Department.

OVERALL ASSESSMENT. In accordance with Deputy Secretary of Defense Kathleen Hicks' direction to the Department to adopt all actions that could be implemented now, as recommended by the Commission and within its purview, each primary stakeholder decided on next steps to implementing the recommendations.

Each recommendation was determined to be achievable although most may require additional personnel and resources. Further, some of the recommendations made by the Commission were the same or very similar to improvements already well underway in the Department.

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[1] Commission on PPBE Reform Interim Report. Released 15 August 2023.
https://ppbereform.senate.gov/interimreport/

However, while each recommendation is achievable, it must be established that each individual recommendation will improve the Department's processes significantly enough to justify any additional cost to taxpayers for implementation and sustainment.

List 1 - Near-term Recommendations

PPBE-related DoD and Congress Relationships
1. ★Midyear update briefing to Congress
2. Improve training for DoD liaisons to Congress
3. Restructure budget justification books
4. Improve training for preparation of budget justification materials

Innovation and Adaptability
5. ★Systematic review and consolidation of budget line items
6. Systematically review and update PPBE-related Guidance Documents, including the FMR

Alignment of Budgets to Strategy
7. Improve understanding of private sector practices

PPBE Business Systems and Data Analytics
8. ★Accelerate OSD Comptroller and CAPE IT system consolidation
9. Expand PPBE analytics via Advana
10. Annual report on the Department's strategy for consolidation of DoD PPBE business systems
11. ★Establish enclaves for DoD-Congress-DoD info sharing

DoD Programming and Budgeting Workforce
12. ★Improve recruiting and retention of PPBE personnel
13. Streamline processes and improve analytic capabilities to reduce workload

★Key Recommendations

IMPLEMENTATION PLANS

The 13 implementation plans are grouped into two sections.

The five key recommendations are addressed first then followed by the remaining eight recommendations.

★**Recommendation 1:** Implement mid-year update briefing to defense committees.

The Commission recommends the Department institutionalize a mid-year budget update briefing with key staff on the congressional defense committees related to both the DoD budget proposal and budget execution. The update would provide the defense and military construction committees with information about new events (programmatic, budgeting, technological developments, and geopolitical in nature) and program status changes that would affect their review of the budget, perhaps including innovation opportunities.

- **Feasibility Assessment:** In prior years, the Department provided the option for an Omnibus briefing each year. However, briefings were conducted depending on the defense committees' professional staff members' availability.

  The Commission recommended focusing on the FY 2024 mid-year update on the execution portion related to the Omnibus, and then in FY 2025, expanding the mid-year update to include emerging changes to the budget submission is feasible. The Commission further recommended the update not be designed to constitute a formal budget amendment and that the update be led by the Office of the Under Secretary of Defense for Comptroller and Service Representatives.

  Objective:

  1. Provide congressional defense committees with the Department's coordinated position on current-year execution challenges and the resulting realignment decisions presented in the Omnibus and other reprogramming requests. Specifically,

     – Present a strategy-linked explanation for emerging program changes;

     – Present information evenly and efficiently across all defense committees enabling a clear understanding of the contents of the reprogramming, thereby potentially eliminating duplicative requests for information; and

     – Enable all stakeholders' views to be presented simultaneously, thereby providing a stronger and more fulsome justifications for requested changes.

  2. Provide coordinated input on potential changes to the Department's budget during the annual Midyear Execution Review. Specifically,

     – Ensure proposals that alter the President's Budget submission have OMB and DoD leadership visibility;

- Focus on congressional actions that are linked to key administration priorities;

- Provide opportunities to promote innovation; and

- Address fact-of-life changes, particularly related to emerging contingencies and personnel costs.

This plan supports the Department of Defense Financial Management Strategy (FY2022-2026)[2] (DoD FM Strategy) Strategic Goal #2 to optimize taxpayer dollars for the highest value outcomes.

- **Key Actions & Activities:** Assemble a cross-functional team to develop the criteria, process, and delivery method.

- **Timeline:**

  - April - June 2024: Assemble a DoD cross-functional team to develop the criteria, process, and delivery method; in conjunction with the finalization of the Omnibus, and to ready the mid-year update.

  - July 2024: Conduct a mid-year discussion focused on the Omnibus reprogramming and execution.

  - August – September 2024: Solicit feedback from defense committees and DoD Components to incorporate lessons learned in preparation for the FY 2025 update.

  - Spring 2025: Work with the DoD cross-functional team, OMB, and the defense committees, as necessary, to develop the criteria for the expanded mid-year to include programmatic, budget, emerging technology, and geopolitical updates. In conjunction with the finalization of the Omnibus, ready the mid-year update.

  - July 2025: Conduct expanded mid-year.

  - August 2025: Solicit feedback from defense committees and the Department to incorporate lessons learned in preparation for the FY 2026 update.

- **Other items to note:** The Commission acknowledges that the implementation of recommended PPBE improvements may exacerbate the current the financial management (FM) community's workload challenges.

★Recommendation 5: Systematically review and consolidate BLIs.

The DoD's budget structure consists of numerous budget lines and accounts that the Commission asserts sometimes make it difficult for DoD to manage defense programs and for Congress to clearly track and understand them. The Commission recommended that Congress and DoD work

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together to review and restructure budget lines and accounts where appropriate. The Commission further recommends that this effort be undertaken on a rolling basis over a period of five to ten years.

- **Feasibility Assessment:** The Department's current budget structure is composed of Program, Project, and Activity, which are reflected as Budget Line Items (BLIs) in the budget structure of the defense budget materials.[3] BLIs provide the basic framework for effective funds control and stratification of the President's Budget request.

  Over the past decade, the number of BLIs has increased due to the propensity to segregate program content to retain transparency into specific projects for the Department and the congressional defense committees.

  Objective:

  1. Reduce the existing number of BLIs in order to increase the Department's agility in executing budgets while still retaining relationship linkage into programs and funding details.

  2. Consolidate, where possible, non-Major Defense Acquisition Programs into aggregated meaningful portfolio groupings.

  3. Group technology projects to allow flexibility that would foster innovation and promote efficiency.

  4. Review of at least one appropriation title or portfolio annually.

  5. Preserve congressional oversight for key defense program requirements.

  6. Retain a fiscal structure that permits effective funds control and, where practical and feasible, incorporates the Department's Defense Performance Improvement Framework.

  This plan supports the DoD FM Strategy's Strategic Goals #2, 4, and 5 to optimize taxpayer dollars for the highest value outcome, simplify and optimize the end-to-end business environment, and empower data-driven, fiscally informed decision-makings.

- **Key Actions & Activities:**

  1. Assemble a cross-functional team of key DoD stakeholders.

  2. Assess the PPBE Reform Commission's recommendations to consolidate BLIs:

     - Address cases in which programs or systems have been subdivided into multiple BLIs that make them more difficult to manage;

     - Identify cases in which multiple programs or systems intended to provide a common capability could be combined into a single BLI;

     - Identify cases in which the consolidation of BLIs could result in improved performance; and

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[3] https://comptroller.defense.gov/Budget-Materials/

- Take into consider the United States Special Operations Command's best practices for BLI consolidation, as recommended by the commission.

3. Solicit feedback from internal and external stakeholders.

4. Develop options for consolidating and reducing the number of BLIs while maintaining sound funds control and preserving transparency for the congressional oversight committee staff.

5. Coordinate proposed plan across stakeholders.

- **Timeline:**

  - Spring 2024: Kickoff meeting will be held with DoD stakeholders to begin the Department's assessment of the Commission's recommendation for the consolidation of BLIs.

  - Spring - Fall 2024:

    - Establish a Cross-Functional Working Group (CFWG) with members from key DoD stakeholders. Finalize the scope of the review, and target areas for BLI consolidation in consultation with OMB.

    - Solicit feedback from the Department, OMB, and congressional defense committees on the current budget structure across all appropriations. PB 2026's review will focus on science & technology funding across the 6.1, 6.2, and 6.3 budget activities.

      1. Develop options for incremental solutions to rationalize the BLI structure in consultation with responsible acquisition and affected leaders.

      2. Brief potential options to all stakeholders and collect feedback.

      3. Modify recommended action plan, if needed, and socialize with key stakeholders prior to any changes to the BLI structure.

★Recommendation 8: Continue, and if possible, accelerate consolidation of the OSD programming and budgeting systems.

The Commission recommends the OUSD(C) work with CAPE to consolidate IT efforts and streamline existing Planning, Programming, Budgeting, and Execution (PPBE) processes. The end goal is a single authoritative resource management system that will be used by all DoD Components for a single-source management tool that will increase efficiencies during program and budget review, reduce duplication of efforts and inaccuracies of data, support better capability trade-off analysis, and better inform DoD senior leader decision-making.

- **Feasibility Assessment:** The Next Generation Resource Management System (NGRMS) consolidates program and budget data systems that support the Department's ability to formulate, justify, present, and defend the Department's budget during the PPBE process.

  Objective:

  1. Consolidate IT efforts to increase efficiencies across the Department, ensure consistent messaging, and reduce duplicative efforts and inaccuracies across data.

  2. Expand incrementally providing the flexibility and standardization to support a streamlined and centralized PPBE process.

  This plan supports the DoD FM Strategy's Strategic Goals #2, 4, and 5 to optimize taxpayer dollars for the highest value outcome, simplify and optimize the end-to-end business environment, and empower data-driven, fiscally informed decision-makings.

- **Key Actions & Activities:** Expand incrementally providing the flexibility and standardization needed to support a streamlined and centralized PPBE process. As new lessons are learned, continue to expand efforts to modernize the PPBE process.

- **Timeline:** NGRMS may integrate new requirements as it progresses through the execution of existing modernization efforts.

  – FY 2024:

    - Source Execution Data from Advana – coordinate with Defense Finance and Accounting Service for execution data (e.g., 1002s, SF133s).

    - New Single Sign-On/Users Management Module – begin integration efforts with Defense Information Systems Agency for single sign-on for across user organizations.

    - Cloud Containerization – port modern web applications to container-based solutions for deployment.

    - Assessment of Military Services, Defense Agencies, and Field Activities' Budget Formulation Systems Architecture – assess the Department-wide program and budget systems to understand the current formulation capability and identify how the Department should enhance the next-generation system.

  – Beginning in FY 2025,

    - Budget Exhibit Reform/Updates – implement Department-wide solutions (auto populate the Manpower Exhibits from the NGRMS Manpower module, enhance manpower to dollar analysis capabilities, etc.).

    - Expand API Gateways – continue to automate interfaces through the Department to facilitate data sharing with PPBE partners and beyond.

    - NGRMS Enterprise Architecture – consolidate budget formulation architecture across the Department, beginning with one Military Service and one Defense Agency.

- Beginning in FY 2026,
  - Integrate End-to-End PPBE – use capabilities of cloud solutions to sync fund controls, budget formulation and other PPBE data.
  - Implement Artificial Intelligence (AI)/Machine Learning (ML) Across Functions and Processes – implement AI/ML technologies to increase productivity and deliver new ways for end-users to interact with NGRMS data.

★Recommendation 11: Establish classified and unclassified enclaves for DoD-Congress-DoD information sharing.

The Commission recommends the CDAO, in coordination with the OUSD(C), will further develop both classified and unclassified enclaves to share appropriate budgetary information with Congress and for Congress to share information with DoD. The Commission's recommendation is to establish classified and unclassified enclaves for DoD-Congress-DoD information sharing in a manner that makes them searchable, sortable, and able to be updated electronically by both the Congress and DoD.

The Commission noted that most of the budget information transmitted by the Department to Congress continues to be sent in static form. Similarly, congressional actions and requests for information are generally transmitted in paper form or as static documents.

- **Feasibility Assessment:** The Department has been testing multiple avenues for sharing information with Congress, to include creating an enclave that includes the ability to host and federate data products developed on the DoD Information Network. Additionally, a DoD-Congress-DoD information sharing platform that provides access to select congressional staff to instances of DoD applications is also currently in experimentation.

  The Commission encouraged the Department to expand the information sharing platform capabilities for the purposes of three PPBE applications for:

  1. Delivery of annual presidential budget (PB) request and associated budget justification materials.
  2. Congressional delivery of data to DoD.
  3. DoD delivery of reprogramming actions and execution reports to Congress.

- **Key Actions & Activities:** Expand the information sharing capabilities to include three PPBE applications.

  1. Application 1 for delivery of the annual PB request and budget justification materials. The Advana platform has the foundation to provide digital delivery of the PB request and justification materials through a searchable, sortable database. The budget justification

book (J-book) data would feed from authoritative J-book writing systems into a singular enclave that is searchable, sortable, and able to be updated.

The enclave would also support the Commission's recommendations on standardization of justification materials and mid-year budget updates, as discussed in Section IV. Of note, this is a practice used by other federal agencies, such as the Department of Homeland Security, where agencies and components build their J-Books in disparate systems but aggregate into a single system.

Key Deliverables:

– Data sharing agreements with all DoD Components to automatically upload PB feeds to Advana
– J-book Common Data Model (CDM)
– CDM review to support the Commission's recommendations on standardization of justification materials and mid-year budget updates as discussed in Section IV
– Outline and implement Advana dataops standards
– Dashboard support for iterative updates to standards

2. Application 2 for congressional delivery of data to DoD. A collaboration between the DoD and Congress enabling information sharing from Congress to DoD the outcomes from the legislative process, to include congressional marks to the annual PB submission, as well as accompanying congressional report language. This application would either leverage or be integrated with the above enclave and offer a digestible and ingestible data format.

This solution would significantly reduce work hours required to input, review, and analyze data while also minimizing discrepancies for outcomes, including congressional marks, reporting requirements, and legislative limitations.

As an interim solution, Congress could share with the Department outcomes, including congressional marks and congressional reporting requirements, in a Microsoft Excel format, or similar ingestible data format, in addition to the currently used PDF format until a more robust and integrated capability is implemented.

Key Deliverables:

– Interface for DoD to receive taskings, generate records and reports, submit to congressional committee(s) or user(s)
– Users able to annotate records and perform actions on the records
– User permissions management
– User task distribution capability similar to a detailed portfolio by user
– Data capture capability via spreadsheet upload similar to a bulk upload, forms
– Email alerts
– Data table, CDM review and update to consume CHARRTS data
– Data table generation for data discovery, searching, sorting, and export

3. Application 3 for reprogramming actions and execution reports. Above threshold reprogramming requests are a time-consuming administrative process, requiring the wide use of PDFs and email delivery to request DoD leadership, OMB, and Congressional approvals. A common enterprise-wide coordination and tracking system for all stakeholders would significantly reduce process time, highlight source and requirement trends, and leverage automation to lessen errors, duplication, or misplacement.

As an interim step, DoD and Congress could make use of the information sharing platform enclave. The Department could upload PDF submissions to Congress and then Congress could upload approvals and denials to the Department until a more robust and integrated capability is implemented.

Key Deliverables:

- – User permissions management
- – User request designation
- – Email interface similar to a search application
- – Data pipeline development
- – Automatic metadata extraction via form upload
- – Data table, CDM review and update to integrate schema
- – Data table implementation for data discovery, searching, sorting, and export

- **Timeline:** Delivery is estimated to be 12 months from minimum viable product (MVP) through initial operating capability (IOC) to full operating capability (FOC). Once funding is identified for these applications, delivery will begin.

  - – Application 1 for delivery of the PB request and budget justification materials. MVP, IOC, FOC: All data feeds available in Advana and consumed by search and analytic apps; data dashboard; test feeding data from original sources to the Advana cluster; adding, removing, and clarifying dashboard capabilities and views after the MVP.

  - – Application 2 for delivery of Congressional data to DoD. MVP, IOC, FOC: Defense committee data capture application with standardized spreadsheet upload formats, deployed in information sharing platform with user permissions management; tasking and capture tool (CHARRTS replacement) with permission-based user tasking capabilities; form response; gold table integration and automated emails/alerts; fully integrate replacement for CHARRTS on Advana information sharing platform.

  - – Application 3 for reprogramming actions and execution reports. MVP, IOC, FOC: PDF upload application with data table interface and automated email notifications; request and approval application with email interface and data support; fully integrate tool on Advana information sharing platform.

★Recommendation 12: Continue the focus on improving recruiting and retention.

The Commission states that both CAPE and OUSD(C) realize they need to recruit more personnel with the right analytic skillsets. Both continue to recruit personnel from the Military Departments and DoD Components who have the appropriate analytic skills and experience. However, that is insufficient to support the recruiting requirements of CAPE and OUSD(C). The Commission recommends continued efforts to recruit and retain personnel for both CAPE and OUSD(C), including seeking approval for new approaches such as direct hires, incentives, and bonuses.

- **Feasibility Assessment (Office of the Under Secretary of Defense (Comptroller)):** A similar effort is currently underway within the Department. Known as the DoD FM Enterprise Recruitment Pilot, it is focused on the FM community in the DoD Components that are expending resources competing against each other within the same talent pools. At the same time, the Department loses highly qualified talent when an office is not the first choice for a position.

  The desired outcome is increased recruitment and retention through better identification and management of potential talent using coordinated engagement and information sharing.

  The approach is a collaborative outreach strategy that highlights the breadth of FM opportunities at DoD while also helping to funnel the right talent to the right positions across the Department. The pilot is testing three concepts:

  1. Enterprise Narrative – create a cohesive "DoD FM" branding and market strategy that focuses on the FM breadth and opportunities across the Department throughout a career.

  2. High-Touch Talent Cultivation – develop a model of continuous engagement with high-caliber candidates (similar to industry) to educate and assist them throughout the hiring process.

  3. Pooled Talent Management – Share candidates amongst DoD components and across positions, ensuring DoD is best positioned to successfully capture exceptional talent to fill priority vacancies.

  This plan supports the DoD FM Strategy's Strategic Goal #1 to Cultivate a skilled and inspired FM workforce.

- **Feasibility Assessment (Office of Cost Assessment and Program Evaluation):** CAPE has strengthened strategic partnerships to grow a cadre of future federal employees through internship and scholarship programs including the DoD Historically Black Colleges & Universities and Minority Serving Institutions Science Program[4] , the American Association for the Advancement of Science, the Presidential Management Fellowship[5], John S. McCain

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[4] https://basicresearch.defense.gov/Programs/HBCU-MI-Program/
[5] https://www.pmf.gov/

Strategic Defense Fellowship[6], the Partnership for Public Service's Harold W. Rosenthal Fellowship, and the Science, Mathematics, and Research for Transformation Scholarship-for-Service Program. CAPE has also created a unified summer internship program to ensure all interns had a meaningful experience while also recruiting qualified individuals into the organization at the right time.

The desired outcome is increased recruitment and retention through better identification and management of potential talent using coordinated engagement and information sharing.

- **Key Actions & Activities (Comptroller):**
  1. Phase 1 Design:
     - Establish a working group to design the pilot;
     - Complete analysis of both the current state of FM hiring and talent, as well as private sector best practices for talent recruiting;
     - Use available FM workforce data to identify the highest priorities and establish metrics of success; and
     - Draft pilot design that will:
       - Recommend tasks, positions, and roles for a talent acquisition team,
       - Propose a governance structure,
       - Identify targeted hiring priorities,
       - Establish a plan of action and milestones,
       - Design a metrics dashboard, and
       - Identify risks and determine potential mitigation plans.

  2. Phase 2 Stand-Up:
     - Establish support team and norms across the DoD Components to ensure delivery of the pilot,
     - Launch governance structure,
     - Draft and obtain approval on enterprise branding and marketing strategy,
     - Collect baseline data for metrics/measurement dashboards, and
     - Build pilot calendar and schedule critical recruitment engagements.

  3. Phase 3 Pilot Execution:
     - Execute the pilot plan, facilitating a variety of recruitment engagements:
       - Collect and share candidate information for consideration with participating FM offices, and
       - Deliver a high-touch talent cultivation model for candidates of interest; and
     - Within 30 days of the conclusion of the pilot, complete a final report that compiles metrics, reviews key findings, identifies best practices, and, if warranted, recommends a path to operationalize the enterprise recruitment concept.

- **Timeline:** 12 months that includes one month research/design, two months stand-up, and nine months to execute pilot and provide final report.

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[6] https://www.whs.mil/About-WHS/Directorates/Human-Resources-Directorate-HRD/Careers/John-S-McCain-Strategic-Defense-Fellowship-Program/

OTHER NEAR-TERM RECOMMENDATIONS

Recommendation 2: Restructure justification books.

The Commission recommends that the DoD should work with Congress to establish common formats and content for the J-books to provide needed content in a common format. There should be consistent language and depth of budgetary and programmatic content where there are cross-cutting programs and activities, such as the RDT&E budget lines and the O&M readiness accounts. Further, the current budget justification books vary widely in scope and content, with some large program writeups providing limited information while some smaller programs provide extensive detail.

- **Feasibility Assessment:** The Department's objective is to research and propose a new justification book structure that:

  1. Present a strategy-linked explanation of programs and funding that incorporates, where appropriate, the Department's Strategic Management Plan[7] (SMP) initiatives and nomenclature, in particular, ones that strengthen the Department's capabilities to report on investments and programs against the NDS strategic priorities.
  2. Provide content for cross-cutting programs and activities with consistency and uniformity.
  3. Streamline exhibits to evenly and efficiently present program details and requirements.

  The Department will also explore methods of improving the quality and timeliness of the justification books. To the greatest extent possible, the Department will work to incorporate disparate congressional recommendations and preferences on justification book format, content, etc.

  This plan supports the DoD FM Strategy's Strategic Goals #2, 4, and 5 to optimize taxpayer dollars for the highest value outcomes, simplify policy to support productive change, and improve data quality to make data easier to use for decision-making.

- **Key Actions & Activities:**

  1. Assemble a cross-functional working group comprised of FM experts with a representative from each Military Service and Defense Agency.

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[7] https://media.defense.gov/2023/Mar/13/2003178168/-1/-1/1/DOD-STRATEGIC-MGMT-PLAN-2023.PDF

2. Assess the PPBE Reform Commission's recommendation to restructure justification books.

3. Develop a questionnaire to facilitate feedback from the DoD enterprise as well as the congressional defense oversight committees.

4. Engage with the congressional defense oversight committees to solicit feedback on the current justification book structure across all appropriations.

- Timeline:
  - Spring 2024: Hold a workshop with all DoD stakeholders to begin the Department's assessment of the Commission's recommendation to restructure the justification books.

  - Beginning in Spring 2024: Assemble a cross-functional group with representatives from each Military Service and Defense Agency. The group will begin engaging with DoD stakeholders and the congressional defense oversight committees to solicit feedback on the current justification book structure across all appropriations.

  - Late 2025: The working group will complete its work in about one year after its establishment.

Recommendation 3: Improve training for preparation of budget justification materials.

The Commission recommends creation of training courses for various types of budget justification materials, including J-books, data files, and staffer briefings. Course material for inclusion in existing courses or individual courses should be created for financial management (FM) and acquisition personnel and for other groups as needed. The training should also be offered to Congressional staff and personnel on a voluntary basis.

- **Feasibility Assessment:** Budget justification material provides the necessary information to defend and justify the Department's annual budget request to Congress. Currently, there are no Department-wide trainings as part of the DoD Financial Management Certification Program[8] (DFMCP) that are specifically targeted to budget justification material creation. There are some training courses in the Military Departments, Defense Agencies, and Field Activities and on-the-job learning.

  The objective is to establish standardized and structured training available Department-wide beginning with a foundation in the basics of why the justification material is important and progressing into developing and writing narratives and j-books, rollout briefings, talking points, and other materials. Adding training classes to the DFMCP is possible.

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[8] https://comptroller.defense.gov/External-Links/FMCert/

This curriculum review and subsequent content development will support DoD FM Strategic Goal 1: Cultivate a skilled and inspired FM workforce and will initially focus on data analytic skills and improving budget justification materials preparation.

- **Key Actions & Activities:**

  1. Establish a DoD FM Curriculum Review Committee and approve charter and governance charter.

  2. Complete the three phases of the DoD FM Curriculum Review Process:

     – Competencies Review – review the FM workforce's competencies to determine where the workforce's knowledge, skills, and abilities need to be strengthened;

     – Curriculum Review – review existing courses to determine if they provide sufficient competencies to obtain certification and update and develop curriculum, where necessary; and

     – Composition Review - review program achievement and determine required certification level, required years of required experience, required continuing education training requirements, and reciprocity.

  3. Final review by FM Senior Leadership Group (SLG) to approve and incorporate new and revised training classes into the DFMCP.

- **Timeline:**

  – Beginning in the second quarter of 2024, establish a DoD FM Curriculum Review Committee, including establishing a charter and a governance charter and appoint a curriculum review committee. Begin FM Curriculum Review including a review of the competencies, curriculum, and composition.

  – Summer 2024: complete the DoD FM Curriculum Review Process, including Competencies Review, Curriculum Review, and Composition Review.

  – Fall 2024: add training classes to DFMCP after FM Senior Leadership Group review and approval.

Recommendation 4: Improve training for DoD liaisons.

The report asserts there is a lack of standardized training across DoD for anyone who serves in a liaison position, mentions best practices across the Services and DoD Components that should be formalized, and identifies some key components such as "dos and don'ts", a PPBE primer, and Congressional timelines that should be included in training to better empower legislative liaisons. The Commission recommends that OASD(LA) in coordination with OUSD(C)/BAA provide this standardized and structured training.

- **Feasibility Assessment:** The current training program in the Military Services is the DoD Congressional Fellowship Program and can be a three-plus-year program including graduate-level study, one-year Hill fellowship, and two-to-three-year payback tour.

  Providing additional Department-level training across DoD to congressional liaisons is feasible.

  The objective would be to define the required knowledge and skills, identify or develop training or education to provide the knowledge and skills, identify liaison positions, and ensure individuals in these positions possess the required knowledge and skills. Completion of required training and education before or shortly after assignment to a liaison position would be expected.

  This plan supports the DoD FM Strategy's Strategic Goal #1 to Cultivate a skilled and inspired FM workforce.

- **Key Actions & Activities:**

  1. Identify current DoD Component liaison training and best practices.

  2. Identify required knowledge and skills for liaisons, recognizing existing appropriations guidance.

  3. Align existing training and education to required knowledge and skills and source or develop training for any gaps.

  4. Identify liaison positions and current liaisons within the Department.

  5. Assess knowledge and skills of current and incoming liaisons.

  6. Provide training/education to liaisons.

  7. Maintain records of liaison positions, current and inbound liaisons, and training and education to sustain effort.

  8. Codify requirements in DoD guidance.

- **Timeline:**

  - Beginning in the second quarter of 2024,
    - Identify current DoD Component liaison training and best practices;
    - Identify required knowledge and skills for liaisons, recognizing existing appropriations guidance;
    - Align existing training and education to required knowledge and skills and source or develop training for any gaps; and
    - Identify liaison positions and current liaisons within the Department.
  - Summer of 2024, begin assessing knowledge and skills of current and incoming liaisons.
  - Beginning in the Winter of 2024,

- Provide training/education to liaisons;

- Codify requirements in DoD guidance; and

- Maintain records of liaison positions, current and inbound liaisons, and training and education.

Recommendation 6: Review and Update of PPBE-related guidance documents.

The Commission states they heard repeatedly about the undue burden and confusion caused by unclear guidance, which creates increased workloads and delays moving at the speed necessary to support modern warfighting requirements. A key component in enabling the PPBE process is providing clear, consistent, and current guidance that enables efficient and effective decision-making at the lowest levels. This includes systematic updates and revisions at least every three years of key finance, acquisition, and program guidance documents, such as the FMR, to provide a more useful and timely resource to DoD managers. The Commission recommends a systematic revision and update of the FMR, as well as an update to DoDD 7045.14, "The Planning, Programming, Budgeting, and Execution (PPBE) Process," which establishes policy and assigns responsibilities for the PPBE process.

- **Feasibility Assessment:** The DoD Financial Management Regulation[9] (FMR) consists of 333 chapters related to all phases of the Planning, Programming, Budgeting, and Execution process. The Department mandates a comprehensive review and update of all DoD publications within a maximum timeframe of 10 years from the last publication date. However, the FMR undergoes a more rigorous biennial review. From January to December of 2023, 118 chapters were updated or revised and published.[10] The Department of Defense Directive (DoDD) 7045.14[11] was last issued in August 2017.

  Objective:

  1. Review and update the FMR chapters that require revisions including reviewing for language that causes confusion and undue burden in the Department.

     - There are seven revision categories but only four categories are applicable for this purpose review: Administrative, Rewrite, Nondiscretionary, and Discretionary.

       - Administrative revisions are restricted to corrections related to format, spelling/grammar, hyperlinks, and a limited amount of clarifying language.

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[9] https://comptroller.defense.gov/FMR.aspx
[10] https://comptroller.defense.gov/FMR/change.aspx
[11] https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodd/704514p.pdf

- Rewrite refers to a streamlining effort to improve readability with no change to policy.

- Nondiscretionary revisions are required to implement a statutory change or regulatory change from an authoritative source.

- Discretionary revisions establish sound financial management policy but are not mandated by statute/regulation.

  - Timeframes to update and coordinate across Department stakeholders and publish to the public website are estimated to range from eight weeks to six months.

2. Update and reissue the DoDD 7045.14 with a revision focus on recent reforms to the program review process and a review of assigned responsibilities for the PPBE process.

This plan supports the DoD FM Strategy's Strategic Goals #1, 2, and 4 to Cultivate a skilled and inspired FM workforce, optimize taxpayer dollars for the highest value outcomes, and simplify policy to support productive change.

- **Key Actions & Activities:**

1. Identify FMR chapters that require revisions and assign a revision category, action officer, and publication due date.

2. Update and reissue the DoDD 7045.14 with a focus on incorporating recent reforms to the program review process and a review of assigned responsibilities for the PPBE process.

- **Timeline:**

  - Beginning in the second quarter of 2024, start the process of assessing and categorizing FMR chapters for revision, and assign a revision category, action officer, and publication due date.

    - By the end of 2024, update and publish 20 percent of chapters identified for revision.

    - By the end of 2025, update and publish 40 percent of chapters identified for revision.

    - By the end of 2026, update and publish the remaining 40 percent of chapters identified for revision.

  - The DoDD 7045.14 review and reissue will follow the standard procedures for processing DoD Issuances, per Department of Defense Issuance (DoDI) 5025.01.

Recommendation 7: Improve understanding of private sector practices.

The Commission states that increasingly, DoD needs the assistance of the private sector, including small business and venture capital firms, to provide the innovation needed to meet warfighter requirements. The Commission believes that PPBE personnel should be better informed about

private sector firms and their incentive structures to increase DoD's understanding about how PPBE decisions impact private firms and make better decisions during the PPBE process.

Familiarization should include financial management in private sector companies including profit and loss considerations, market analyses that private enterprises use to make decisions about DoD projects, timelines faced by private sector firms, including the short timelines faced by some small businesses, and differences in the overall culture between private firms and DoD.

- **Feasibility Assessment:** Develop and implement initiatives to improve holistic understanding of private sector practices to include industry (traditional and non-traditional defense) as well as sources of capital.

  The end state is a strategic, data-driven approach to engagements that enhance DoD understanding of private sector structures, incentives, and practices, resulting in increased DoD senior leader decision-making capability as well as strengthened industry partner activity, transparency, and performance.

- **Key Actions & Activities:**
  1. Establish a cadence for regular site visits and meetings with private sector entities, including financial partners such as venture capital and private equity firms, to understand business operating models, financial structures and incentives, and differences in operating timelines.
  2. Regular engagements with industry informed by subject matter expert research and analysis.
  3. Conduct recurring analysis of the state of the industrial base, with in-depth assessments of company financial data, capabilities, portfolio, capital structure, alignment to defense priorities, opportunities, and challenges.
  4. Increase the use of data and analytics, including researching publicly available information (financials, market data, and capabilities) and internal DoD data (such as Program Executive Office assessments).
  5. Ensure that industry engagement in support of the National Defense Industrial Strategy aligns to and informs the PBBE process and provides long-term plans and guidance for investment in the industrial base.
  6. Adopt a proactive, analytical approach to engaging industry that reflects National Defense Strategy and National Defense Industrial Strategy priorities.

- **Timeline:**
  - Facilitate industry engagements across multiple sectors to solicit feedback, understand key issues, incentivize partnerships with DoD, and inform how private sectors practices can lead to better decisions during the PPBE cycle.
    - Increase visibility, thought leadership, and active participation in meetings, conferences, roundtables, site visits, and other events to engage with industry, DoD partners, and financial community partners.

- Operationalize understanding of best practices within private sector and promote awareness among DoD stakeholders to enhance decision-making capability.

Recommendation 9: Expand PPBE analytics via Advana.

The Commission recommends the OUSD(C), in coordination with the CDAO and the Director of CAPE, develop an implementation plan to expand the scope of analytics of the PPBE process within Advana. Ensuring all organizations are leveraging the same authoritative, transaction-level data will drive more meaningful data-informed decisions while maintaining appropriate controls. The Advana platform offers over a hundred existing commercial solutions; open architectures to bring in additional commercial solutions; development, security, and operations (DEVSECOPS) practices; existing connections to authoritative accounting systems for continuous or near-continuous data *feeds; and analytic technologies.*

- **Feasibility Assessment:** Integrating Advana as a foundational tool in the PPBE process is well underway across the Department. Developing it further is feasible. Continued iteration and education on the reporting tools will further expand the Department's use of Advana.

  Dashboards for tracking metrics such as obligation rates, unobligated balances, execution status, and trend analysis are currently in use in Advana. The data sources and Advana reports to support PPBE reviews are available. The OUSD(C) offices overseeing Operation & Maintenance, Military Personnel, and Investment appropriations use Advana to support Mid-Year and other PPBE processes.

  The Revolving Funds team within OUSD(C) EFT has been using Advana since 2020. In March 2022, the budget execution review processes and Mid-Year Review were moved into an Advana application that automated the alignment of budget exhibit metrics with financial statement execution data. This provided common views, analytics, and standardized views for customers Department-wide, including views on Funds Balance with Treasury, Net Operating Results, and new customer orders and obligations. Machine learning projects are also in use to forecast Working Capital Funds collections and disbursements.

  This plan supports the DoD FM Strategy's Strategic Goals #2, 4, and 5 to optimize taxpayer dollars for the highest value outcomes, simplify policy to support productive change, and improve data quality to make data easier to use for decision-making.

- **Key Actions & Activities:**

  1. Leverage Advana during execution reviews to enhance the Department's ability to assess program performance.

  2. Maximize NGRMS and Advana integration for application across the full range of PPBE activities and expand automated analytics capabilities.

3. Further develop Advana's tools for the Programming and Budgeting processes within the PPBE cycle:

 – Evaluate access management and segmentation of the Advana platform to ensure it is secure and complies with DoD security requirements and classification guidance and enhance, as needed, for new development;

 – Incorporate new data sources and predictive modeling for programming, budgeting, and execution datasets to expand existing reports in Advana for enhanced execution reviews;

 – Ingest budget justification books and congressional marks to accelerate the use of Advana for analysis of robust programmatic data;

 – Ingest key budget execution files on the on a classified network to expand the full picture of budget execution to include both unclassified and classified budgetary information;

 – Link transaction-level detail from the general ledger with budgetary information to enhance data-driven resource planning and deliver detailed and closer-to-real-time reporting of execution status instead of monthly execution reports; and

 – Initial AI/ML efforts for predictive modeling for enhanced near-term and long-term financial planning and execution forecasting.

- **Timeline:**

 – Beginning in 2024,

   ▪ Evaluate access management and segmentation of the Advana platform and enhance access management and segmentation capabilities, as needed, for new development.

   ▪ Ingest and stabilize budgetary data on the classified network.

   ▪ Expand use of Advana more widely across the FY 2024 Mid-Year Review processes and then expand use of Advana fully for the FY 2025 Mid-Year Review processes.

   ▪ Investigate new data sources and predictive modeling for programming, budgeting, and execution datasets.

   ▪ Initial AI/ML efforts.

   ▪ Expand NGRMS and Advana integration.

 – In FY 2025,

   ▪ Further integrate NGRMS data within Advana for use during the Program Budget Review for FY 2026-2030.

   ▪ Begin the ingestion of budget justification books and congressional marks.

 – By the end of FY 2026, complete general ledger transactional data integration with budgetary information.

Recommendation 10: Provide annual report to Congress and briefing on DoD's strategy for consolidating, rationalizing, integrating, and modernizing DoD PPBE business systems and all related tools to support the PPBE process.

The Commission recommended the OUSD(C), in coordination with DoD Chief Information Officer (CIO), CAPE, and CDAO, should provide the congressional defense committees an annual report and briefing on the Department's strategy for consolidating, rationalizing, integrating, and modernizing DoD PPBE business systems, feeder systems, platforms, databases, and tools used to support the PPBE process.

The report should address what has been accomplished in implementing the Department's strategy, the roadmap for future consolidation and modernization, the ongoing process for assessing the PPBE business system environment, and efforts being made to provide training of personnel on new systems and processes related to PPBE.

- **Feasibility Assessment:** Much of the content in this recommendation is included in the Defense Business Systems Audit Remediation Plan, which is already submitted annually to Congress. Additionally, the Department's Enterprise FM IT Roadmap includes PPBE systems and assessment processes to date.

  This roadmap is primarily focused on systems that may impact internal controls over financial reporting (ICOFR), which align to DoD's auditability goals. To address non-ICOFR relevant PPBE systems, the roadmap's currently used assessment criteria and processes would require a review to determine what revisions are necessary. The goal is a report and briefing that provides Congress with a progress update on the Department's implementation of PPBE system consolidation and modernization efforts, to include ongoing processes used to assess and identify additional consolidation and modernization opportunities within a 'living' systems roadmap.

  The Department would request Congressional reporting requirements be consolidated for efficiency opportunities.

  This plan supports the DoD FM Strategy's Strategic Goals #3 and 4 to Increase the integrity of financial results and simplify policy to support productive change.

- **Key Actions & Activities:**

  1. Validate accuracy and completeness of PPBE system scope within the Enterprise FM IT Roadmap, adding/removing systems as appropriate.

  2. Implement and execute a recurring process that leverages the DoD Business Architecture, the Financial Systems Database, DoD Information Technology Portfolio Repository, and other authoritative sources to validate the accuracy and completeness of PPBE systems inventory.

- Assess current system rationalization and prioritization criteria to determine if additional criteria or assessment processes should be designed and implemented to identify consolidation and modernization opportunities of PPBE systems.

- Conduct Annual FM Systems Review to assess compliance with Financial Management Improvement Act, leveraging results to require system improvement plans, ensure critical funding is available to execute system changes, and/or directly influence system consolidation / retirement plans.

- Improve data accuracy and completeness of DoD systems information in authoritative systems; incorporate data and executive analytics from Pulse.

- Develop IT Portfolio Management dashboards, tools, and reporting mechanisms to:
  - Identify consolidation and modernization opportunities,
  - Expand and automate compliance assessments,
  - Provide a single source of truth for system compliance,
  - Improve accountability and oversight of system migration and retirement plans,
  - Improve system data quality,
  - Ensure new systems include appropriate system & process training, and
  - Capture estimated costs and funding availability to streamline PPBE systems and implement improvement plans.

- Update instruction on business systems requirements and acquisition (DoDI 5000.75[12]), including stakeholder responsibilities.

- **Timeline:**
  - Beginning in 2024,
    - Validate accuracy and completeness of PPBE system scope within the Enterprise FM IT Roadmap, adding/removing systems as appropriate.
    - Implement and execute recurring process that leverages the DoD Business Architecture, the Financial Systems Database, DoD Information Technology Portfolio Repository, and other authoritative sources to validate the accuracy and completeness of PPBE systems inventory.
  - Three months prior to report and briefing due date:
    - Develop report outline, identify data source(s), and assign tasks.
    - Obtain latest consolidation and modernization plans from Components.
    - Complete draft and coordination and submit report to Congress.

Recommendation 13: Streamline processes and improve analytic capabilities to reduce workload.

The Commission recommends the DoD improve analytic capabilities to reduce the workload of personnel involved in the PPBE process. It identifies several actions to achieve this goal, including revising policy to delegate approval authority to senior staff members, leveraging the NGRMS for data management, optimizing the use of the Advana for budgetary analytic capabilities, and streamlining the organizational structure.

- **Feasibility Assessment:** It is feasible that Recommendation 13 in conjunction with Recommendation 9 would have a direct benefit in reducing workload, improving financial transparency and data accuracy, and improving analytic capabilities and efficiency.

  NGRMS replaced two legacy systems and current capabilities decreased workload by reducing the need for data re-entry and correction. These capabilities combined with the customized dashboards in Advana further reduce workload and increase automated analytics through standardized and detailed reports that track budget data against actuals data from the programming and budgeting phases through the execution phase.

  Advana already has visualizations tracking budget and execution trends and visualization dashboards with performance management information. Further, the Department has deployed multiple Advana applications that reduce workload and increase automated analytics, including the Revolving Funds Daily Cash Balance application that tracks daily estimates of the Working Capital Funds' Fund Balance with Treasury against budget thresholds, and the Spend Plan Module identifies spend plan variances for the General Funds. These tools decrease the frequency of manual data calls, provided standardized reporting, and improve financial visibility.

  In development in Advana is a protype that ties the direction from the programming phase to the actuals from the execution phase and then feeds back into the programming phase for the upcoming budget submission. The development of this tool will allow analysts to better track compliance with prior years' programming direction and provide more accessible data from execution.

  This plan supports the DoD FM Strategy's Strategic Goals #2, 4, and 5 to optimize taxpayer dollars for the highest value outcomes, simplify policy to support productive change, and improve data quality to make data easier to use for decision-making.

- **Key Actions & Activities**:

  1. Enhance budgetary and execution trend analysis with Advana - leverage Advana for advanced budgetary and compliance with programming decisions trend analysis, enabling more informed decision-making and reducing inefficient workload.

  2. Embed performance management executive analytics in Pulse – incorporate executive analytics on the SMP strategic framework, performance goals measures, targets, and results, as well as Performance Improvement Initiative data (milestones and deliverables), providing performance data into resourcing decisions.

3. Improve general ledger nomenclature alignment - align the nomenclature of general ledger systems with NGRMS and standard financial information structure compliance to enhance tracking capabilities between programming, budgeting, and execution processes and improve data accuracy.

4. Streamline and automate data ingestion processes – continue to automate Advana data ingestion processes, including transactional data.

5. Enhance Advana's financial management segment's data management – reduce manual data calls and manual analysis; enhance capabilities for transaction type input web application tools; continue to integrate the full PPBE process into Advana with investment in master data management for appropriate segment and access management to ingest PPBE planning, program, and other pre-decisional financial data.

6. Optimize NGRMS data integration – integrate NGRMS data in Advana; enhance visibility for budget data; improve budget-to-execution reconciliation; make critical budget data and information readily accessible for data-based decision-making processes in the programming and budgeting phases of PPBE.

7. Invest in a change management program – educate the workforce on the technical capabilities of Advana, instill confidence in the data, and increase workforce knowledge and skill level to navigate Advana applications effectively.

- Timeline:
  - Beginning in 2024,
    - Enhance budgetary and execution trend analysis with Advana.
    - Invest in a change management program.
    - Embed performance management executive analytics in Pulse.
    - Streamline and automate data ingestion processes during new data and system onboarding for FY 2025.
    - Optimize NGRMS data integration for FY 2025.
    - Enhance Advana's financial management segment's data management for FY 2025.
    - Improve general ledger nomenclature alignment for FY 2026.

INTERIM REPORT OVERVIEW. The Interim Report[13] was publicly released on August 15, 2023. The Commissioners and commission staff conducted over 560 interviews, 29 formal Commission-led open mics, and 15 engagements with the professional staff of the congressional defense committees. They heard from experts across the PPBE process and related fields including current and former persons from Congress, DoD, industry, academia, other Federal organizations, and research organizations. Within the Department, they interviewed well over 100 different offices including several hundred military and civilian employees and made several hundred information requests.

The Interim Report outlined 13 recommendations that the Commission believed Congress and DoD could act on now to improve the PPBE process and ten potential recommendations requiring additional DoD and Congressional stakeholder feedback to inform the Commission's Final Report. The remaining ten were identified as potential recommendations for inclusion in the Final Report, which is congressionally mandated to be released in March 2024. These potential recommendations were noted as requiring additional stakeholder feedback and analysis before inclusion in the Final Report. Seven of the ten were identified as potential ★ key recommendations.

List 2 - Potential Recommendations

PPBE-related DoD and Congress relationships
  None

Innovation and Adaptability
  ★ Colors of money, a different approach
  ★ Modify thresholds for Below Threshold Reprogrammings
  ★ Modify internal DoD reprogramming requirements
  ★ Modify availability of appropriations
  ★ Mitigate problems caused by Continuing Resolutions
  • RDT&E Budget Activities consolidation

Alignment of Budgets to Strategy
  ★ Transform the budget structure
  ★ Strengthen the Defense Planning Guidance
  • Create continuous planning, analysis, & operational metrics to inform all PPBE phases

PPBE Business Systems and Data Analytics
  None

DoD Programming and Budgeting Workforce
  • Increase staffing levels for programming and budgeting workforce
                              ★ *Key Recommendations*

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[13] Commission on PPBE Reform Interim Report. Released 15 August 2023.
https://ppbereform.senate.gov/interimreport/

COMMISSION ON PPBE REFORM. The Congress established the Commission on PPBE Reform[14] in Section 1004 of the FY 2022 NDAA to examine the effectiveness of the Defense Department's PPBE process.

The Commissioners and the Department's Liaison. The Commission is comprised of 14 Commissioners[15] with experience across the congressional, defense, budgeting, acquisition, and innovation ecosystems. The Secretary of Defense appointed two members to the Commission – Honorable Lisa Disbrow and Honorable Peter Levin – and designated Ms. Julie Frisard to serve in the congressionally mandated role as the liaison between the Department and the Commission. The remaining 12 Commissioners were appointed by the Majority Leader and the Minority Leader of the Senate, Speaker of the House and the Minority Leader, and Chair and Ranking members of the four defense oversight committees.

The PPBE process. The PPBE system was first created in the early 1960s to allocate Department resources to meet national security objectives. The Commission was established to make recommendations on ways to improve the PPBE process, specifically to enhance the United States' ability to counter strategic competitors.

Commission purpose. The purpose of the Commission is to (1) examine the effectiveness of the planning, programming, budgeting, and execution process and adjacent practices of the DoD, particularly with respect to facilitating defense modernization; (2) consider potential alternatives to such process and practices to maximize the ability of the DoD to respond in a timely manner to current and future threats; and (3) make legislative and policy recommendations to improve such process and practices in order to field the operational capabilities necessary to outpace near-peer competitors, provide data and analytical insight, and support an integrated budget that is aligned with strategic defense objectives.

Congressionally mandated duties. The Commission is congressionally mandated by the FY 2022 NDAA to perform the following duties:

(1) Compare the planning, programming, budgeting, and execution process of the Department of Defense, including the development and production of documents including the Defense Planning Guidance (described in section 113(g) of title 10, United States Code), the Program Objective Memorandum, and the Budget Estimate Submission, with similar processes of private industry, other Federal agencies, and other countries.

(2) Conduct a comprehensive assessment of the efficacy and efficiency of all phases and aspects of the planning, programming, budgeting, and execution process, which shall include an assessment of--

(A) the roles of Department officials and the timelines to complete each such phase or aspect;

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[14] Commission on PPBE Reform public website. https://ppbereform.senate.gov/
[15] Commission on PPBE Reform Commissioners' biographies. https://ppbereform.senate.gov/commissioners/

(B) the structure of the budget of Department of Defense, including the effectiveness of categorizing the budget by program, appropriations account, major force program, budget activity, and line item, and whether this structure supports modern warfighting requirements for speed, agility, iterative development, testing, and fielding;

(C) a review of how the process supports joint efforts, capability and platform lifecycles, and transitioning technologies to production;

(D) the timelines, mechanisms, and systems for presenting and justifying the budget of Department of Defense, monitoring program execution and Department of Defense budget execution, and developing requirements and performance metrics;

(E) a review of the financial management systems of the Department of Defense, including policies, procedures, past and planned investments, and recommendations related to replacing, modifying, and improving such systems to ensure that such systems and related processes of the Department result in--

    (i) effective internal controls;

    (ii) the ability to achieve auditable financial statements; and

    (iii) the ability to meet other financial management and operational needs; and

(F) a review of budgeting methodologies and strategies of near-peer competitors to understand if and how such competitors can address current and future threats more or less successfully than the United States.

(3) Develop and propose recommendations to improve the effectiveness of the planning, programming, budgeting, and execution process.

Congressionally mandated reports. The Commission released a Status Update in March 2023. The Commission is congressionally mandated to release an Interim Report, which was released on August 15, 2023, and a Final Report, which is expected in March 2024.

Commission termination. The Commission will terminate 180 days after the date on which it submits the Final Report.