

EXECUTIVE OVERVIEW

PPBE SURVEY FINDINGS



“Reforming the PPBE process is not just important; it’s crucial for our future effectiveness. We need a system that can adapt and respond to the fast-evolving challenges we face.”

Introduction

In 2022, the PPBE Reform Commission was established to recommend improvements to the Department of Defense (DoD) resource allocation system. Since then, they issued an interim report in August 2023 and a final report in March 2024, consisting of 28 recommendations across five critical areas. Now, the challenge of implementing these changes must be addressed. ASMC partnered with Decision Lens and Deloitte to conduct a survey of PPBE professionals. The survey aims to assess the perceived importance of reform, familiarity with the initiative, potential impact, current preparedness, and required support for a successful transition to a modernized PPBE process.

This initial data, compiled in May 2024, provides a preliminary look at the findings. The sample size comprises 131 completed responses from PPBE professionals across the DoD, other government agencies, and the commercial sector. The survey will remain open until June 1, after which a final analysis will be conducted, and results published.

PPBE Professionals Recognize the Need for Reform

Nearly **75% of survey respondents consider reform extremely or very important**. This consensus underscores the urgent need to address inefficiencies and better align the process with strategic priorities. However, despite this recognition, there is a notable gap in familiarity with the PPBE Reform Commission’s key themes and recommendations. Only 18% of respondents are extremely familiar with the key recommendations, highlighting the need for ongoing communication and education to ensure stakeholders are well-

informed about the reform’s specific components and intended impacts.

Positive Sentiment Towards PPBE Reform

The data reveals overall positivity and perceived impact, with **66% of respondents expressing favorable views about the PPBE Reform overall**. This optimism is strongest in two critical areas: the perceived positive impact on supporting the warfighter (72%) and having a positive impact on the mission (76%). However, this positivity is tempered by the recognition of the significant challenge in transforming a 60+ year-old entrenched process. Only 15% of respondents felt implementing reform would be anything other than arduous.

Preparedness for Reform and Improving the Likelihood of Success

The survey indicates mixed preparedness levels for transitioning to the modernized PPBE process. While **58% of respondents feel at least somewhat prepared**, nearly half (45%) feel unprepared. The disparity between those who feel very prepared (11%) and those who feel very unprepared (19%) underscores varying readiness levels across organizations.

These findings suggest that additional support and resources are needed to enhance confidence and readiness. **According to more than 75% of respondents, the most important element for a smooth transition is additional training**. Other critical elements include leadership support (73%) and new software (55%) to modernize technological infrastructure and improve efficiency.

Encouragingly, if these needs are met, **78% of respondents believe it is at least somewhat likely their organization will successfully change how it plans, programs, budgets, and executes.** This strong confidence underscores the critical role of resources, training, and leadership support in enhancing the likelihood of successful PPBE reform implementation.

Importance of Recommendations vs. Ease of Implementation

While the overall sentiment of the survey is positive, there are specific areas the implementation team should focus on to ensure high-impact recommendations are fully vetted and objections overcome. The area with the highest perceived impact is modernizing business systems (76%). Encouragingly, **67% of respondents believe their organization can successfully implement this recommendation**, especially with access to training, better software, and expert help during the transition.

Conversely, **58% of respondents felt that fostering innovation and adaptability would be very or extremely helpful**—the lowest of all five areas—but perceive it as the most likely to be successfully implemented. This creates an interesting dynamic where the focus might be on achievable reforms, even if their impact is perceived as lower.

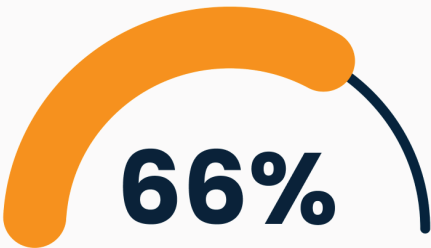
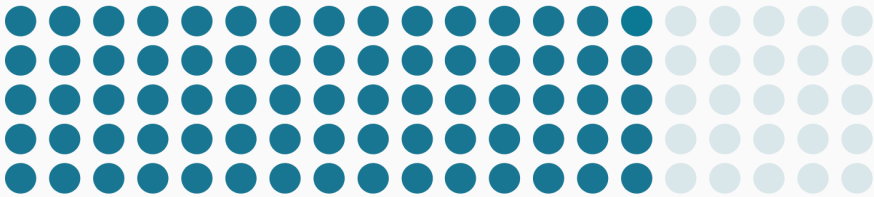
Both improving budget alignment to strategy and strengthening the capability of the resourcing workforce show minimal gaps (2%), indicating strong feasibility with ongoing support and clear guidelines. However, strengthening the relationship between DoD and Congress presents significant challenges and will require careful navigation.

Conclusion

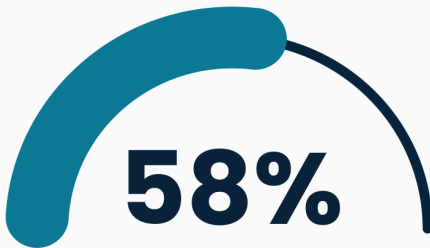
The survey data paints a complex picture of attitudes towards PPBE Reform. While there is strong positivity and belief in the reform’s potential benefits, significant challenges remain, particularly regarding ease of implementation. The overwhelming demand for additional training highlights a critical area for focus. Addressing these needs, alongside robust leadership support and modernized tools, will be essential to overcoming implementation hurdles and realizing the full potential of the PPBE Reform. By prioritizing these areas, the DoD can enhance confidence and readiness, ensuring a smoother and more effective transition to the modernized PPBE process. This comprehensive approach will bridge the gap between positive expectations and practical execution, fostering a more unified and capable defense infrastructure.

75%

of survey respondents consider reform extremely or very important



of respondents expressing favorable views about the PPBE Reform overall



of respondents felt that fostering innovation and adaptability would be very or extremely helpful