

***If there's no “ink on paper with a signature”, it's not a decision, deliverable, effective management instrument, policy...or even a meeting that happened. Digital signatures have no management value. (discussion 15-20 minutes)***

- Experience has proven this repeatedly.
- Decisions and agreements must be documented to have impact; otherwise, they are mere conversations without accountability.
- Meetings require agendas and summaries to serve as formal records and actionable instruments. Hardcopies are physical anchors in the corporeal world - for leaders and staff to refer to or more easily recall a specific meeting. Hard copies serve as an instrument to write notes on to task staff with actions and reinforce guidance across the organization.
- The Secretary of Defense's Signature on Machine (SOM) is used on hundreds of documents daily. Three staff members have this authority delegated to them by the Secretary—delegated in writing on paper. The point being ink on paper is required and ways to accomplish to unburden an executive where guidance exists must be disciplined and the authority to use them approved in writing by the executive.
- A signature represents a leader's commitment, both personal and organizational.
- A digital signature is more or less just a timestamp that validates information, and they should only be used on forms.