



DEPUTY SECRETARY OF DEFENSE  
1010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1010

SEP 16 2008

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
COMMANDERS OF THE COMBATANT COMMANDS  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF  
DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
INSPECTOR GENERAL OF THE DEPARTMENT OF  
DEFENSE  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION  
DIRECTOR, NET ASSESSMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: DoD Organizational Assessment for Fiscal Year 2008

This memorandum forwards the Department of Defense (DoD) Organizational Assessment for Fiscal Year 2008.

As required by law and Office of Personnel Management (OPM) instructions, the Department bases performance evaluations of Senior Executive Service (SES) members on both individual and organizational performance. OPM further requires each Agency to describe how it assessed organizational performance and how it communicated that performance to rating and reviewing officials and members of Performance Review Boards (PRBs) to inform individual performance decisions. This memorandum and its attachments comply by providing a summary of Department performance.

Rating officials and members of the PRBs representing organizations that fall under my cognizance as an authorizing official should use the attached organizational assessment documents, along with other relevant DoD reports, to assess SES performance.

The DoD Transformation Priorities served as the basis for the Department's organizational goals and SES performance plans for 2008. The DoD Transformation Priorities reflect the Department's continuing emphasis on prevailing in the Global War

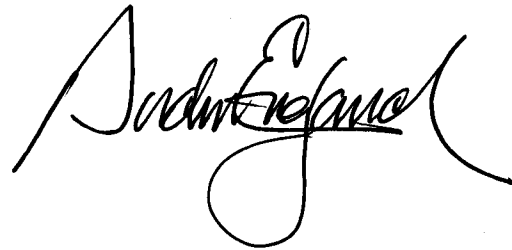


OSD 11558-08



on Terror, strengthening joint war fighting capabilities, its focus on people, and transforming enterprise management. The Department has achieved excellent progress in meeting DoD Transformation Priority milestones as described in the attached DoD Organizational Assessment Scorecard and accompanying priority assessments. Eighty-five percent (118 of 138) of the milestones from the first three quarters of FY08 have been completed on time. The Department will complete eighty-nine percent (164 out of 184) of the expected milestones by the end of FY08. The barriers to completing this work were significant and obstacles must still be overcome to bring some priorities to full fruition. In addition to meeting the described barriers head on, the Components initiated scores of actions, beyond originally identified milestones, to advance priority impacts. Forty-four of the forty-six transformation priorities are projected to be complete by their respective deadlines—a remarkable achievement.

As the Department's senior leadership team, we must strengthen our focus on this set of initiatives during the coming months to bring them to closure in advance of the transition of Presidential Administrations. The outcomes of the DoD Transformation Priorities are key to our Nation's security, the well-being of the Total Force, and effective management of the business enterprise in support of our Warfighters.

A handwritten signature in black ink, appearing to read "Robert Engle". The signature is fluid and cursive, with a large loop at the end.

Attachment:  
As stated

**BACKGROUND:**  
**THE DoD TRANSFORMATION PRIORITIES AND THE**  
**FY08 ORGANIZATIONAL ASSESSMENT**

The following document contains a collection of 46 one-page summaries of the DoD Transformation Priorities which are being utilized as the foundation for the Department's FY08 Organizational Assessment as directed by the Deputy Secretary of Defense in his October 2, 2007 memo. This appendix augments the attached memo and scorecard.

**BACKGROUND ON DoD TRANSFORMATION PRIORITIES**

In spring 2007, the Deputy Secretary established the DoD Transformation Priorities initiative to provide focus on the implementation of key reform initiatives and activities within the Department. The priorities were based on inputs from across the defense enterprise and included activities gathered from organizational strategic plans, the Enterprise Transition Plan, and others. The resulting list was briefed to several senior governance bodies in the Department to include the Senior Leadership Review Group (SLRG) in June 2007 and the Defense Senior Leader Council (DSLCC) in July 2007. Offices of primary responsibility (OPRs) were assigned to each priority to facilitate their implementation. In addition, executive-level milestone plans were developed which identified major advances through the end of 2008 and, in some cases, beyond. The Transformation Priorities initiative was briefed to the President at the August 2007 Camp David meetings. Modifications were made to the priority list and the milestone implementation plans following the Camp David meetings and the final product was released to the Department in an October 2007 memo from the Deputy Secretary.

The twenty-five priorities are grouped into four focus areas: *Prevail in the Global War on Terror (GWOT)*, *Strengthen Joint Warfighting Capabilities*, *Focus on People*, and *Transform Enterprise Management*. Many of the priorities have multiple milestone implementation plans to either cover activity for a specific part of the priority or to cover activity being conducted by a specific component from within the Department in support of a priority. In total, there are 46 milestone plans supporting the 25 priorities.

**FIELDS:**

The attached document details the Department's progress on each priority and milestone plan covering only those milestones for FY08. Each template contains the FY08 milestones for the DoD Transformation Priorities, as well as the milestone shortfalls, barriers to completion, accomplishments beyond the stated milestones, and the rationale for meeting the ultimate expected output on time.

The templates also contain the original classification of the priority, which explains why sensitive milestones and output details have been redacted to preserve the integrity of this unclassified submission to the Office of Personnel Management (OPM). Every page and all of the information contained herein is unclassified.

On several templates, there will be a priority title and a sub-priority title. This is done to identify which aspect of the overall priority is being discussed. The scorecard and template utilize an alpha-numeric naming construct with the letter corresponding to the priority and the number corresponding to a specific milestone plan supporting that priority.

## **DoD Transformation Priorities**

### **Prevail in GWOT**

- Develop Near East – South Asia security cooperation strategy and plan (OSD Policy)
- Conduct September 2007 Iraq surge assessment and revise and execute strategies and plans accordingly (Joint Staff)
- Implement long-term strategy for detainees (OSD Policy)
- Rapidly field Mine Resistant Ambush Protected vehicles (OSD AT&L)
- Aggressively support Joint Improvised Explosive Devices Defeat Organization and its institutionalization (JIEDDO assisted by JRAC)
- Implement Building Partnership Capacity initiatives (OSD Policy)
- Swiftly improve high value target tracking and locating capabilities (OSD Intelligence)
- Communicate in a 24/7 New Media Age (OSD PA)

### **Strengthen Joint Warfighting Capabilities**

- Finalize and implement the Cyberspace strategy (USSTRATCOM)
- Sustain Special Operations Force expansion plan (USSOCOM)
- Continue ground force expansion, reorganization, and reset to include transforming the Reserve Component into an operational reserve (Army in collaboration with Marine Corps)
- Move New Triad to implementation (USSTRATCOM)
- Strengthen cultural awareness and language capabilities (OSD P&R)
- Achieve full operational capability for Africa Command and initiate transformation of Southern Command toward an interagency operation (OSD Policy & USSOUTHCOM respectively)
- Execute BRAC and Global re-posture (OSD AT&L and Policy respectively)
- Complete a Homeland Defense – Civil Support Capabilities Based Assessment and revise and execute strategies and plans accordingly (USNORTHCOM)

### **Focus on People**

- Sustain the all-volunteer force to include dwell times, Active-Reserve-civilian-contractor mix, Commission on National Guard and Reserve implementation, and support to families (OSD P&R)
- Swiftly implement Wounded Warrior recommendations and accelerate Bethesda National Military Medical Center (OSD P&R)
- Complete National Security Personnel System implementation and new Senior Executive Service system (OSD P&R)
- Develop strategy to prevent civilian leadership vacuum (OSD DA&M and WHLO)

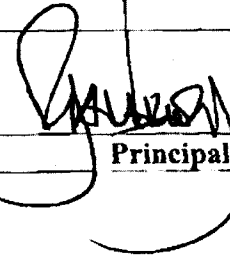
### **Transform Enterprise Management**

- Establish a new strategic planning process including an improved process for prioritizing and aligning resources to joint capability demands, implement a common transparent decision framework and supporting management information system, and expand Capability Portfolio Management (OSD Policy assisted by Joint Staff)
- Streamline security clearance processes (OSD Intelligence)
- Implement Defense Business Systems Management Committee and Business Transformation Agency agendas to include fielding Defense Integrated Military Human Resources System (BTA)
- Modernize and integrate critical financial management and internal control systems (OSD Comptroller)
- Pursue targeted acquisition reforms to include Concept Decision, Life-cycle Management, Configuration Steering Boards, and Energy Initiatives (OSD AT&L)

DEPARTMENT OF DEFENSE FISCAL YEAR 2008 ORGANIZATIONAL ASSESSMENT SCORECARD

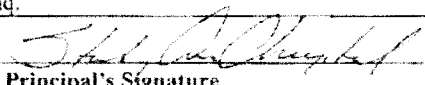
Priority	Milestone Accomplished through FY08 Change FY08	Transformation Priorities		
		Will Accomplish FY08 Milestones by FY08?	Will Accomplish Desired Output by Designated Time?	Output
A - Develop Near East - South Asia security cooperation strategy & plan		No	No	Classified
B - Conduct Iraq Surge Assessment		Yes	Yes	DoD will provide Congressionally mandated assessments of the Iraq Campaign and secure necessary support to achieve the President's goals in Iraq
C - Develop and implement long-term detention strategy for detainees		No	Yes	Classified
D - Rapidly field Mine Resistant Ambush Protected vehicles		Yes	Yes	Produce nearly 11,000 vehicles through July 2008 and field the maximum quantity of MRAPs through the end of CY08 (2008)
E 4 - Support and begin institutionalization of JIEDDO Resourcing		Yes	Yes	Institutionalize JIEDDO Resourcing in the Program Budget (POM 10) and continue to fund the balance in the GWOT supplemental
F - Implement Building Partnership Capacity initiatives		Yes	Yes	Improved authorities and appropriations for building partnership capacity
G - Swiftly improve high value target tracking and locating capabilities	Yellow	Yes	Yes	Close the persistence gaps in the find, fix, and finish of HVTs for OIF/OEF
H - Communicate in a 24/7 New Media Age		Yes	Yes	Transformed strategic communications across the DoD
I - Finalize and implement the Cyberspace strategy		Yes	Yes	Strengthen Joint Warfighting Capabilities
J 3 - Sustain Special Operations Force expansion plan—SOCOM	Gray	Yes	Yes	Classified
J 4 - Sustain Special Operations Force expansion plan—Army		Yes	Yes	Greater SOF capability and capacity in support of the GWOT
J 5 - Sustain Special Operations Force expansion plan—Navy	Gray	Yes	Yes	Increase capacity for the Global War on Terrorism, and irregular warfare activities including long-duration unconventional warfare, counterterrorism, counternursing, and military support for stabilization and reconstruction efforts
J 6 - Sustain Special Operations Force expansion plan—Air		Yes	Yes	The end state of increased SOF forces will yield 1,976 SEAL enlisted manpower and 730 SEAL officer manpower requirements (2012)
K 7 - Ground force expansion, reorganization and reset: Army Ground Force Expansion		Yes	Yes	Captured in major accomplishments
K 8 - Ground force expansion, reorganization and reset: Army Reorganization		Yes	Yes	Begin to restore balance by improving AC/RC dwell times while building strategic depth to meet the National Security Strategy & reduce stress on Soldiers & Families while sustaining the All Volunteer Force.
K 9 - Ground force expansion, reorganization and reset: Army Reset		Yes	Yes	Reset and recapitalize the force
K 10 - Ground force expansion, reorganization and reset: Marine Corps	Gray	Yes	Yes	Improve Active and Reserve Component dwell times while building strategic depth and transforming the Reserve Component to an operational force to meet the National Security Strategy and reduce stress on Soldiers and Families while sustaining the All Volunteer Force
L 11 - Move New Triad to implementation		Yes	Yes	A global USMC MAGTF presence that supports U.S. National Security Strategy
L 12 - Missile Defense	Gray	Yes	Yes	A robust New Triad with increased functionality improving operational speed and progress of the family of New Triad capabilities
M - Strengthen cultural awareness and language capabilities		Yes	Yes	By 2013, the U.S. will have 18 Aegis engagement ships with 132 SM-3 interceptors; four THAAD fire units with 96 interceptors; and more PAC-3 missiles. The Missile Defense Agency is also pursuing development programs, such as Multiple Kill Vehicle, Airborne Laser and Space Tracking and Surveillance System (2013)
N 13 - Achieve full operational capability for Africa Command	Yellow	No	Yes	Globally competent members with foreign language and cultural competencies to meet the operational demands of the 21st Century
N 14 - Initiate transformation of Southern Command toward interagency operation		Yes	Yes	AFRICOM will prioritize non-kinetic missions to build capacity of African partners to address problems at local, regional, and continental levels and accommodate AFRICOM's innovative structure and mission sets
O 15 - Execute BRAC		Yes	Yes	An optimized USSOUTHCOM better located, staffed, and organized to execute its 21st century mission
O 16 - Global Defense Posture Realignment	Yellow	No	Yes	Maintain path to completing implementation by statutory deadline (September 15, 2011)
P 17 - Homeland Defense - Civil Support Capabilities Based Assessment		Yes	Yes	Resulting posture changes will create a more relevant and adaptive forward network of capabilities with allies and partners, providing greater flexibility to deal with current and future security challenges
P 18 - Homeland Defense - Create a National Homeland Security Plan		Yes	Yes	Define DoD's HD/CS core capabilities and identify capability gaps and excesses, and provide a prioritized list of capability gaps along with recommendations on they should be addressed to influence and inform decisions on risk management and allocating resources
P 19 - Homeland Defense - Homeland air and cruise missile defense		Yes	Yes	Development of a National Homeland Security Plan that would clearly define roles and responsibilities at all levels of government to address all threats to the nation
P 20 - Homeland Defense - CBRNE Consequence Management Response Force (CCMRF)	Yellow	No	No	Homeland Air and Cruise Missile Defense of North America Functional Solutions Analysis and Integrated Air and Missile Defense Evaluation of Alternatives defining materiel and non-materiel solutions

**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> OUSD(P)	<b>Principal:</b> PDUSD-P	
<b>Focus Area:</b> Prevail in GWOT	<b>Priority Classification:</b> Secret with Attachment	
<b>Priority Title:</b> Develop Near East–South Asia security cooperation strategy and plan, known as the Gulf Security Dialogue		
<b>Fiscal Year 2008 Milestone Plan</b>		
<b>Major Milestones</b>	<b>Planned Target Date</b>	<b>Current Target Date</b>
1. Milestone 1- <i>Hill Briefings on GSD weapons procurements</i>	Ongoing	N/A
2. Milestone 2 – <i>POTUS Trip</i>	Jan 08	Completed Jan 08
3. Milestone 2 – <i>Maritime Infrastructure Program</i>	Feb 08	Completed Feb 08
4. Milestone 3- <i>Saudi Arabia</i>	Mar 08	Oct 08
5. Milestone 4- <i>Air Chiefs Symposium</i>	May 08	Completed June 08
6. Milestone 5- <i>Multilateral forum</i>	Jul 08	Dec 08
<b>2008 Target Milestone Shortfalls:</b>		
<ul style="list-style-type: none"> <li>• Milestones 4 and 6 were delayed due to GCC nations' senior leader availability. Milestone 5 was delayed due to senior USAF leadership changes.</li> </ul>		
<b>Barriers to Accomplishing 2008 Milestones:</b>		
<ul style="list-style-type: none"> <li>• External limitations to discussing overall defense relationships in a multilateral setting.</li> <li>• The GCC nations are willing to discuss specific aspects of defense, e.g., air and missile defense and maritime security in a multilateral forum; ongoing discussions have not yet included defense strategies.</li> </ul>		
<b>Major Accomplishments Beyond 2008 Target Milestones:</b>		
<ul style="list-style-type: none"> <li>• Congressional approval for Joint Direct Attack Munitions, AWACS upgrade, and LANTIRN pods for Saudi Arabia, PATRIOT PAC III and E-2C aircraft for the United Arab Emirates, and PATRIOT radar and missile upgrades for Kuwait.</li> </ul>		
<b>Rationale for Meeting Output On Time:</b> <i>Please provide a short paragraph for why you are optimistic for meeting the priority output on time(see bottom of original template for output).</i>		
<ul style="list-style-type: none"> <li>• Saudi Arabian leadership is amenable to conduct a strategic dialogue to discuss an overall defense review of the Kingdom. This review would complement the Kingdom's critical infrastructure protection capabilities, provide comprehensive plans for future U.S.-Saudi military relations and discuss defensive priorities, counterterrorism, and counterproliferation.</li> <li>• Assessment of the Royal Saudi Naval Forces Eastern Fleet will lead to Saudi Arabia to revitalize its degrading fleet and counter maritime threats.</li> </ul>		
<b>Output:</b> Progress with the GSD discussions and related weapons sales has increased GCC nations' military interoperability with the United States and formed a common perspective in addressing regional air and missile threats. Enhanced defense cooperation has led to more advanced bilateral and multilateral exercises. The GSD meetings have led to increased support for Iraq, highlighted by the UAE announcing \$7B in Iraqi debt forgiveness and its intention to post an ambassador to Iraq.		
<i>Principal Deputy Under Secretary of Defense for Policy</i>		
<b>Principal's Title</b>	<b>Principal's Signature</b>	

**AUG 14 2008**

**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> CJCS		<b>Principal:</b> CJCS	
<b>Focus Area:</b> Prevail in GWOT		<b>Priority Classification:</b> Unclassified	
<b>Priority Title:</b> Conduct Iraq Surge Assessment			
<b>Fiscal Year 2008 Milestone Plan</b>			
<b>Major Milestones</b>		<b>Planned Target Date</b>	<b>Current Target Date</b>
1. Assessment on Continuation of Surge		Mar 08	Completed Mar 08
2. Brief Congressional Defense Committees on Assessment		Apr 08	Completed Apr 08
<b>2008 Target Milestone Shortfalls:</b>			
<ul style="list-style-type: none"> <li>No Shortfalls. Met target.</li> </ul>			
<b>Barriers to Accomplishing 2008 Milestones:</b>			
<ul style="list-style-type: none"> <li>No Barriers.</li> </ul>			
<b>Major Accomplishments Beyond 2008 Target Milestones:</b>			
<ul style="list-style-type: none"> <li>Completed withdrawal of all surge forces with no backfill units (July 2008)</li> <li>Creation of security conditions in Iraq that allow for continued gains in the political, economic and diplomatic sectors</li> </ul>			
<b>Rationale for Meeting Output On Time:</b>			
<p>The Surge Assessment Milestones were achieved before the end of the third quarter of FY08. This timely execution resulted from numerous factors. First, the ability to deploy the surge forces into theater quickly allowed for immediate results. Second, the successful integration and employment of the surge forces by the staffs of MNE-I and MNC-I included the use of assessment tools and metrics that allowed the leadership to make continuous assessments and required adjustments to achieve the desired effects. Lastly, the confluence of surge force employment, Jaysh al-Mahdi cease fire, and the Sons of Iraq Program establishment created the verifiable conditions that appear to be durable as of August 2008.</p>			
<b>Output:</b> DoD will provide Congressionally mandated assessments of the Iraq campaign and secure necessary support to achieve the President's goals in Iraq.			
[INSERT TITLE]		 Principal's Signature	

**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> OUSD(P)	<b>Principal:</b> PDUSD-Policy
<b>Focus Area:</b> Prevail in GWOT	<b>Priority Classification:</b> Secret with attachment
<b>Priority Title:</b> Develop and implement long-term detention strategy for detainees	

**Fiscal Year 2008 Milestone Plan**

<b>Major Milestones</b>	<b>Planned Target Date</b>	<b>Current Target Date</b>
1. Milestone 1- <i>Modification</i>	Nov 07	Completed Nov 07
2. Milestone 2- <i>300 detainees at GTMO</i>	Dec 07	Completed Dec 07
3. Milestone 3- <i>Trial/Motions Start</i>	Mar 08	Completed Mar 08
4. Milestone 4- <i>Eligible Afghans transferred</i>	Apr 08	Completed Apr 08
5. Milestone 5- <i>Ramadi site</i>	Jul 08	Project Canx
6. Milestone 6- <i>SFA</i>	Jul 08	Completed Jul 08
7. Milestone 7- <i>Long term strategy</i>	Jul 08	Aug 08
8. Milestone 8- <i>Dangerous terrorists</i>	Jul 08	Sep 08
9. Milestone 9- <i>Reconcile Detention Policies</i>	Sep 08	Sep 08
10. Milestone 10- <i>Taji site</i>	Sep 08	Nov 08
11. Milestone 11- <i>Eligible Yemenis Transferred</i>	Sep 08	Oct 08
12. Milestone 12- <i>Conclude implementation plans</i>	Dec 08	Dec 08

**2008 Target Milestone Shortfalls:**

- Milestone 7 and 8 were not met because their completion is linked to the completion of the Operational MOU

**Barriers to Accomplishing 2008 Milestones:**

- Redacted

**Major Accomplishments Beyond 2008 Target Milestones:**

- Support to Habeas proceedings

**Rationale for Meeting Output On Time:**

Detainee Issues were identified as one of the Top 25 Transformation issues for this administration. For those milestones we have control over, we are optimistic that they will be met because of the priority status the issues have within the US interagency .

**Output:** Redacted

*Principal Deputy Under Secretary of Defense for Policy*  
**Principal's Title**

  
**Principal's Signature**      **AUG 14 2008**



<b>OPR:</b> OSD(AT&L)	<b>Principal:</b> USD-AT&L
<b>Focus Area:</b> Prevail in GWOT	<b>Priority Classification:</b> Unclassified
<b>Priority Title:</b> Rapidly field Mine Resistant Ambush Protected vehicle	

**Fiscal Year 2008 Milestone Plan**

<b>Major Milestones</b>	<b>Planned Target Date</b>	<b>Current Target Date</b>
1. Identify and address material shortages; i.e., steel and tires, via continuous industrial base monitoring	Aug 07	Ongoing
2. Identify and implement a common, joint in-theater maintenance battle damage repair and sustainment concept and infrastructure.	Aug 07	Ongoing
3. Complete an accelerated increased vehicle protection trade-off analysis and use results for rapid technology spiral development and insertion.	Sep 07	Completed Dec 07
4. Complete developments, obtain funding, and accelerate procurement and fielding of the new Counter Radio Controlled Electronic Warfare (CREW) jamming system.	Nov 07	Completed Dec 07
5. Add extra protection "kits" to already fielded and in-production vehicles.	Nov 07	Ongoing
6. Ramp and stabilize production capacity to support total MRAP requirements through FY08; deliver approximately 8,000 vehicles to the government by April 2008.	Apr 08	Completed Apr 08
7. Issue maximum quantity Production Contracts to all qualified producers.	Sep 08	Completed Mar 08

**2008 Target Milestone Shortfalls:** None; however, a number of "routine" acquisition events for sustainment, long-term programming, and so forth, still need to be completed.

**Barriers to Accomplishing 2008 Milestones:** None

**Major Accomplishments Beyond 2008 Target Milestones:**

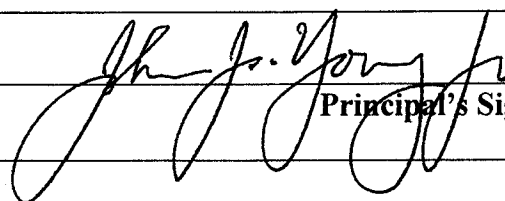
- Delivered over 10,000 MRAPs by 1 July 2008
- Placed over 15,000 MRAPs on contract by 15 July 2008
- Increased level of protection through Engineering Change Proposals

**Rationale for Meeting Output On Time:** Production of MRAPs has progressed from low rates and steep learning curves, past the peak months of February and March 2008 to a steady, dependable rate. Contractors have resolved material shortages and integration complexity to the point that meeting the lower monthly rates can be done with greater confidence. The many professionals involved in production, testing, integration and transportation of these vehicles are directly responsible for the success of this program.

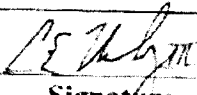
**Output:** Produce nearly 11,000 vehicles through July 2008 and field the maximum quantity of MRAPs through the end of CY08.

Under Secretary of Defense  
For Acquisition, Technology and Logistics

AUG 18 2008

  
 Principal's Signature

# Performance Based Organizational Assessment Submission Template

<b>OPR:</b> Joint IED Defeat Organization (JIEDDO)		<b>Principal:</b> LTG Metz
<b>Focus Area:</b> Prevail in GWOT		
<b>Priority Title:</b> Support & Begin Institutionalization of JIEDDO Resourcing		
<b>Fiscal Year 2008 Milestone Plan</b>		
<b>Major Milestones</b>	<b>Planned Target Date</b>	<b>Current Target Date</b>
1. JIEDDO provides a C-IED Program Initiatives Transfer Memorandum to Components for Program Budget Review (PBR) FY 2009	10 Aug 07	Completed
2. JIEDDO participates in PBR FY 2009 to include requirements associated with GWOT Supplemental	Aug – Nov 07	Completed
3. OSD PA&F and JIEDDO brief to DAWG NLT Apr 08	30 Apr 08	Completed 2 May 08
4. DEPSECDEF decision to institutionalize JIEDDO and to migrate some of JIEDDO GWOT supplemental funding to base budget	30 Apr 08	Completed 2 May 08
5. Execute DEPSECDEF decision to migrate some JIEDDO resourcing from GWOT supplemental to base budget (POM 10)	POM 10	(ongoing)
<b>2008 Target Milestone Shortfalls:</b> <i>Please provide a bulleted list of 2008 milestones missed (see original and revised templates)</i>		
None		
<b>Barriers to Accomplishing 2008 Milestones:</b> <i>Identify any barriers to completing the milestones, such as associated budget requirements, shortfalls, failed legislative proposal, etc.</i>		
None		
<b>Major Accomplishments Beyond 2008 Target Milestones:</b> <i>Identify any accomplishments beyond the original milestones.</i>		
<ul style="list-style-type: none"> <li>• Aug 08: DAWG on JIEDDO Fiscal Guidance</li> <li>• Jul - Aug 08: Program Decision Memorandum (PDM) to direct JIEDDO base budget funding level</li> <li>• 2 Sep 08: Submit budget justification to OSD-C</li> <li>• Nov 08: Revised DOD Directive 2000 19E, JIEDDO's capstone document, signed by the DEPSECDEF</li> <li>• Initiative Transition and Transfer (T2) to Services quarterly briefs to the Functional Capabilities Board (FCB)</li> <li>• Initiative T2 to Services annual brief to JROC prior to submission to DEPSECDEF for approval</li> <li>• POM Build FY10-15</li> </ul>		
<b>Rationale for Meeting Output On Time:</b> <i>Please provide a short paragraph for why you are optimistic for meeting the priority output on/within/before of original template for output.</i>		
Institutionalizing JIEDDO resourcing before the end of the current Administration will be accomplished as a result of the POM 10 build, which should execute on schedule.		
<b>Output:</b> Institutionalize JIEDDO Resourcing in the Program Budget (POM 10) and continue to fund the balance in the GWOT supplemental.		
JIEDDO Chief of Staff		
Title	Signature	

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## DoD Policy/Program Initiative

<b>OPR:</b> OSD(P)	<b>Principal:</b> PDUSD-Policy
<b>Focus Area:</b> Prevail in GWOT	<b>Priority Classification:</b> Unclassified
<b>Priority Title:</b> Implement Building Partnership Capacity Initiatives	
<b>Priority Sub Title:</b> Implement BPC Initiatives	

### Fiscal Year 2008 Milestone Plan

Major Milestone	Planned Target Date	Current Target Date
Implement \$280M in 1206 Train and Equip projects	Sept 2007	Completed Sept 2007
Implement \$100M in 1207 Stabilization projects	Sept 2007	Completed Sept 2007
Secure dedicated appropriations for 1206	Dec 2007	Completed Dec 2007
Building Global Partnerships Act proposals enacted (8 of 16)	Jan 2008	Completed Jan 2008
SecDef delivers Landon Lecture and CSIS Lecture	Nov2007, Jan 2008	Completed Nov2007, Jan 2008
Building Partnerships Capability Portfolio launched	Jan 2008	Completed Jan 2008
New funding in FY09 budget for Combatant Commanders' Initiative Fund for Urgent and Unanticipated Humanitarian Relief and Reconstruction (aka Global CERP) and 1207	Feb2008	Completed Feb2008
Transmit BPC requests for legislative authority for FY09	Feb 2008	Completed Feb 2008
Launch assessments/metrics effort for BPC programs	Feb 2008	Completed Feb 2008
SecDef and SecState give first ever joint SecDef-SecState testimony to the HASC on BPC and interagency cooperation	April 2008	Completed April 2008
POTUS signs Guidance for the Employment of the Force (GEF)	April 2008	Completed April 2008
SecDef signs and issues GEF to the Department	May 2008	Complete May 2008
SecDef continues to build on Landon and CSIS themes with speeches at Brookings and the US Global Leadership Campaign	May - July 2008	Completed May - July 2008
Launch Interagency Roles and Missions study as part of Quadrennial Roles and Missions Review	June 2008	Completed June 2008
USDP testifies on "Militarization of Foreign Aid," defending DoD programs	July 2008	Completed July 2008
Persuade Congress to pass full authorities needed by COCOMs	Feb - Sept 2008	Sept 2008
Secure new FY09 appropriations for 1206, 1207, CCIF-UUHRR (aka Global CERP), and other BPC programs	Feb - Sept 2008	Sept 2008
Press for increase in State Department FMF topline for FY09	Feb-Oct 2008	Oct 2008
Support funding and authority for DoS Civilian Response Corps	Feb-Oct 2008	Oct 2008
Implement full authority of FY08 projects for 1206 (\$300M)	Oct 2008	Oct 2008
Implement full authority of FY08 1207 projects (\$100M)	Oct 2008	Oct 2008

#### 2008 Target Milestone Shortfalls:

- None. Progress proceeding at expected pace. However, Congressional dynamics are such that we cannot expect to

**TAB F**

achieve 100% of all our legislative requests, which in many cases seek for very broad and expansive authority. Nevertheless, we have had some positive developments with Congress already, have seen marked success from last year to this year, and expect that trend to continue.

**Barriers to Accomplishing 2008 Milestones:**

Receiving FY09 results for BPC legislative initiatives may be delayed past September due to Congress' calendar.

**Major Accomplishments Beyond 2008 Target Milestones:**

- Include full funding in FY10 POM Build for BPC programs (Nov 2008)
- Conduct GDF-directed studies of BPC (Jan 2009)
- Complete Interagency QRM review (report due by Feb 2009)
- Re-propose National Security Initiative Fund in FY10 legislative proposals (Feb 2009)
- Defense Institution Reform Initiative Launched (Feb 2009)
- Persuade Congress to pass full authorities requested to build partner capacity in the FY10 NDAA (Aug 09)

**Rationale for Meeting Output On Time:**

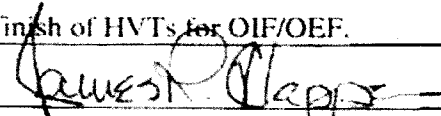
Behind strong support from Secretary Gates, Building Partner Capacity Initiatives and Efforts to Improve Whole-Of-Government Capabilities have been moving apace. We have had increased success with Congress in this legislative cycle, and expect this positive trend to continue.

**Output:** Improved authority and appropriations for building partnership capacity.

*Principal Deputy Under Secretary of Defense for Policy*  
**Principal's Title**

  
**AUG 14 2008**  
**Principal's Signature**

**Performance Based Organizational Assessment Submission Template**

<b>OPR: OSD(I)</b>		<b>Principal: USD (I)</b>
<b>Focus Area: Prevail in GWOT</b>		<b>Priority Classification: Unclassified</b>
<b>Priority Title: Swiftly improve high value target tracking and locating capabilities</b>		
<b>Priority Sub-Title: Improve high value target tracking</b>		
<b>Fiscal Year 2008 Milestone Plan</b>		
<b>Major Milestones</b>	<b>Planned Target Date</b>	<b>Current Target Date</b>
1. Provide Joint Rapid Acquisition and supplemental resources to address HVT mission associated with Joint Urgent Operational Needs.	Oct 07	Complete Oct 07
2. Complete initial evaluation of ISR Portfolio to reset capabilities associated with the HVT mission as part of the PBR09 process; and identify portfolio issues for PBR10.	Oct 07	Complete Nov 07
3. Complete OSD-sponsored analysis of ISR use for HVT missions.	Dec 07	Complete Nov 07
4. Surge airborne ISR and full-motion-video capabilities for OIF/OEF	Feb 08	Initial Surge Complete Feb 08
5. Complete Capability Based Assessments associated with Tag Track and Locate (TTL) Hostile Person.	Jan 08	Complete Jul 08
6. Continue quick-reaction R&D efforts for covert TTL; complete and transition to operations	Jul 08	Complete Jul 08
7. Complete POM 10 Battlespace Awareness Portfolio review for rebalancing of capabilities	Aug 08	Unchanged
8. Set strategic framework for the right-size and right-mix of ISR capabilities associated with irregular warfare and Global War on Terrorism.	Oct 08	Unchanged
<b>2008 Target Milestone Shortfalls:</b> <i>Please provide a bulleted list of 2008 milestones missed (see original and revised templates).</i> <ul style="list-style-type: none"> <li>• None, on target to complete last two major milestones</li> </ul>		
<b>Barriers to Accomplishing 2008 Milestones:</b> <i>Identify any barriers to completing the milestones, such as associated budget requirements/shortfalls; failed legislative proposal, etc.</i> <ul style="list-style-type: none"> <li>• None</li> </ul>		
<b>Major Accomplishments Beyond 2008 Target Milestones:</b> <i>Identify any accomplishments beyond the original milestones.</i> <ul style="list-style-type: none"> <li>• Ops ISR Task Force formed to address additional ISR and FMV needs--\$1.2B reprogrammed to date</li> </ul>		
<b>Rationale for Meeting Output On Time:</b> <i>Please provide a short paragraph for why you are optimistic for meeting the priority output on time(see bottom of original template for output).</i> The remaining two major milestones are both tied to the POM 10 process and will subsequently be completed before final budget submission in Nov 08.		
Output: Close the persistence gaps in the find, fix, and finish of HVTs for OIF/OEF.		
The Honorable James R. Clapper, Jr. Under Secretary of Defense for Intelligence <b>Principal's Title</b>		 <b>Principal's Signature</b>

**Performance Based Organizational Assessment Submission Template**

<b>OPR: OSD(PA)</b>	<b>Principal: ASD (PA)</b>
<b>Focus Area: Prevail in GWOT</b>	<b>Priority Classification: Unclassified</b>

**Priority Title:** Communicate in a 24/7 New Media Age  
**Priority Sub-Title:** Communicate in Media Age

**Fiscal Year 2008 Milestone Plan**

Major Milestones	Planned Target Date	Current Target Date
1. Plan to drive public affairs to be even more focused on operational needs of the Combatant Commanders.	Oct 07	Complete Oct 07
2. Continue to invest in development of strategic communication (QDR Roadmap deadlines).	Ongoing	Ongoing

**2008 Target Milestone Shortfalls:** *Please provide a bulleted list of 2008 milestones missed (see original and revised templates).*

NA

- No stated milestones were missed.
- With regard to Major Milestone 2 (reference above) being an ongoing task, there have been several challenges to include educating DoD on strategic communication across the Combatant Commands and funding to support strategic communication development across DoD .

**Barriers to Accomplishing 2008 Milestones:** *Identify any barriers to completing the milestones, such as associated budget requirements/shortfalls; failed legislative proposal, etc.*

- Funding – during FY 08, unfunded requests were honored to provide four strategic communications executive level courses in conjunction with the Naval Post Graduate School and University of Southern California.
- Education plan – during FY 08, DASD(JC) hosted the first Education summit with DoS, CoCOMs and Services to discuss and define a strategic communication education plan

**Major Accomplishments Beyond 2008 Target Milestones:** *Identify any accomplishments beyond the original milestones.*

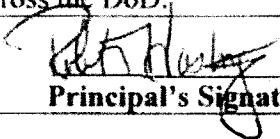
- POM requests for four executive level strategic communication courses including a NATO-centric course have been submitted for budget consideration beginning in 2010-2015
- DOS co-sponsorship of annual Worldwide Strategic Communication Seminar

**Rationale for Meeting Output On Time:** *Please provide a short paragraph for why you are optimistic for meeting the priority output on time(see bottom of original template for output).*


OASD (PA) has met major milestone one and continues to develop milestone 2. OASD (PA) is optimistic for meeting priority output because DoS has co-sponsored the strategic communication world-wide seminar, Naval Post Graduate School has supported OASD (PA) with a curriculum for the executive level strategic communication courses and those courses are in the POM for 2010.

**Output:** Transformed strategic communication across the DoD.

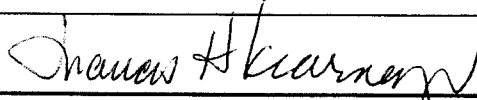
P DASD (PA), Robert T. Hastings  
**Principal's Title**

  
**Principal's Signature**

**UNCLASSIFIED**  
**Performance Based Organizational Assessment**

<b>OPR:</b> USSTRATCOM		<b>Principal:</b> CDR STRATCOM	
<b>Focus Area:</b> Strengthen Joint Warfighting Capabilities		<b>Priority Classification:</b> SECRET/NF	
<b>Priority Title:</b> Finalize and implement the Cyberspace strategy			
<b>Fiscal Year 2008 Milestone Plan</b>			
<b>Major Milestones</b>		<b>Planned Target Date</b>	<b>Current Target Date</b>
1. - <i>Redacted</i>		Sep 07	Unchanged
2. - <i>Redacted</i>		Mar 08	Unchanged
3. - <i>Redacted</i>		Sep 08	Unchanged
<b>2008 Target Milestone Shortfalls:</b>			
<ul style="list-style-type: none"> <li>• None</li> </ul>			
<b>Barriers to Accomplishing 2008 Milestones:</b>			
<ul style="list-style-type: none"> <li>• Pending adjudication of the Joint requirements document, Cyberspace DOTMLPF Change Recommendation (DCR)</li> </ul>			
<b>Major Accomplishments Beyond 2008 Target Milestones:</b>			
<ul style="list-style-type: none"> <li>• Published Operational Concept for Cyberspace Operations</li> <li>• Published Concept Plan for Cyberspace</li> <li>• Drafted a Concept of Operations for Cyberspace</li> <li>• Developed a Joint requirements document to assess and advocate for resources to remedy Department capability shortfalls identified in lessons learned</li> <li>• Utilized budget enhancements to initiate deployment of advanced technologies</li> <li>• Led interagency senior leadership experiments and discussions for development of Cyberspace forces</li> <li>• Cyberspace Operations Materiel Working Group reviewing current acquisition process and identifying attributes of a rapid acquisition process for cyberspace technologies</li> <li>• Led a Senior Warfighters Forum (SWarF) that provided Combatant Command perspective to Department leadership on Command and Control relationships for Cyberspace forces</li> </ul>			
<b>Rationale for Meeting Output On Time:</b> The first two milestones have been accomplished with significant progress towards meeting the third for implementation of the Cyberspace strategy on time. USSTRATCOM continues to work with interagency partners/components in creating solutions to identified mission gaps and assessing current authorities and command relationships to build a robust command and control structure. These efforts will provide an increased capacity in the form of forces and capability, while developing a strategy for organization to ensure dominance in this domain and defense of the Nation's assets.			
<b>Output:</b> - <i>Redacted</i>			
Commander, United States Strategic Command			
<b>Principal's Title</b>		<b>Principal's Signature</b>	

**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> USSOCOM		<b>Principal:</b> CDR USSOCOM	
<b>Focus Area:</b> Strengthen Joint Warfighting Capabilities		<b>Priority Classification:</b> Unclassified	
<b>Priority Title:</b> Sustain Special Operations Force expansion plan			
<b>Priority Sub-Title:</b> Sustain SOF expansion plan			
<b>Fiscal Year 2008 Milestone Plan</b>			
<b>Major Milestones</b>	<b>Planned Target Date</b>	<b>Current Target Date</b>	
1. Add Army Rangers (Three Companies/Recon Elements).	Sep 08	Aug 08	
2. Add Navy SEAL Forces	Sep 08	Sep 12	
3. Man and Equip Marine Corps SOF (2568 personnel).	Sep 08	Sep 08	
4. ISR Assets (1 Pred squadron and 1 DCGS squadron).	Sep 08	Jun 07	
<b>2008 Target Milestone Shortfalls:</b> <i>Please provide a bulleted list of 2008 milestones missed (see original and revised templates).</i>			
<ul style="list-style-type: none"> <li>Navy SEALs will realize 86% of FY 08 growth (end state requirement); total growth extended through FY 12</li> </ul>			
<b>Barriers to Accomplishing 2008 Milestones:</b> <i>Identify any barriers to completing the milestones, such as associated budget requirements/shortfalls; failed legislative proposal, etc.</i>			
<ul style="list-style-type: none"> <li>NA</li> </ul>			
<b>Major Accomplishments Beyond 2008 Target Milestones:</b> <i>Identify any accomplishments beyond the original milestones.</i>			
<ul style="list-style-type: none"> <li>Army Ranger growth reached FOC mid FY 08, well ahead of schedule, increasing direct action capability.</li> <li>Added 2 CA Companies and 2 PSYOP Companies in FY 08 to provide regional support to each COCOM.</li> <li>SEAL growth expedited due to USERT and internal composition restructure.</li> <li>MARSOC accelerated growth by a year and a half and will be complete by SEP 08.</li> <li>Air Force transferred Predator assets to AFSOC in May 2007, accelerating the growth of 6 orbits by nearly 2.5 years and significantly enhancing SOF find, fix and finish of high value GWOT Targets.</li> <li>CV 22 program accelerated to purchase 50 CV 22 by FY 13. TO date, 8 purchased (4 at Hulbert AFB, 4 Trainers)</li> <li>Non-Standard Aviation (NSAV) is fully funded for 20 light and 17 medium aircraft. 8 light NSAV aircraft will be purchased in FY 08 (4 PC-12s have been purchased and delivered, 2 M-28s are purchased and to be delivered in FY 09 (production lead time), and 2 additional light NSAV aircraft will be purchased this FY under the OMNIBUS program). 2 light NSAV are currently deployed in PACOM. 2 medium NSAV aircraft will be leased in SEP 08.</li> </ul>			
<b>Rationale for Meeting Output On Time:</b> <i>Please provide a short paragraph for why you are optimistic for meeting the priority output on time(see bottom of original template for output).</i>			
<p>To increase SEAL capacity, USN, WARCOM, and USSOCOM have put programs in place to enhance quality of the SEAL recruit and introduced efficiencies to the training pipeline. Conditions are set for a better graduation rate without compromising the requirements to graduate. Part of the requirement has been offset through NSW internal reorganization. In addition, the schoolhouse at USASOC has continually assessed production and continues to exceed graduation goals in all areas; retention incentives have been paramount in retaining the experience across the force.</p>			
<b>Output:</b> Greater SOF capability and capacity in support of the GWOT.			
<b>Principal's Signature:</b>			
<b>Principal's Title:</b>		FRANCIS H. KEARNEY III, LTG, U.S. Army, Deputy Commander	



**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> USA	<b>Principal:</b> Army G8 AQDRO
<b>Focus Area:</b> Strengthen Joint Warfighting Capabilities	<b>Priority Classification:</b> Unclassified
<b>Priority Title:</b> Sustain Special Operations Force expansion plan	
<b>Priority Sub-Title:</b> Sustain SOF expansion plan	

<b>Fiscal Year 2008 Milestone Plan</b>		
<b>Major Milestones</b>	<b>Planned Target Date</b>	<b>Current Target Date</b>
1. Initiate growth in Ranger and Special Operations Aviation Units.	Oct 07	Complete Oct 07
2. Incorporate Operational Availability 2008 study results into Army Force Sizing.	Dec 07	Complete Jan 08
3. Initiate growth in Active Component Civil Affairs and Psychological Operations units.	Mar 08	Complete Mar 08
4. Initiate growth of an additional battalion in one of the five Active Special Forces Groups.	Aug 08	Sep 08
5. Initiate growth in Active and Army National Guard battle staff and combat service support units.	Sep 08	Sep 08

**2008 Target Milestone Shortfalls:** *Please provide a bulleted list of 2008 milestones missed (see original and revised templates).*

- None.
- 
- 
- 

**Barriers to Accomplishing 2008 Milestones:** *Identify any barriers to completing the milestones, such as associated budget requirements/shortfalls; failed legislative proposal, etc.*

- None.
- 
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**Major Accomplishments Beyond 2008 Target Milestones:** *Identify any accomplishments beyond the original milestones.*

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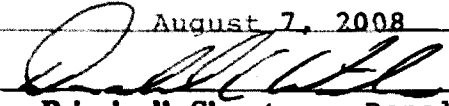
**Rationale for Meeting Output On Time:** *Please provide a short paragraph for why you are optimistic for meeting the priority output on time(see bottom of original template for output).*

SOCOM has the lead on the growth of an additional battalion. Army is supporting SOCOM efforts.


**Output:** Increase capacity for the Global War on Terrorism, and irregular warfare activities including long-duration unconventional warfare, counterterrorism, counterinsurgency, and military support for stabilization and reconstruction efforts.

<u>Mr. Tim Muchmore, Acting Dir, AODRO</u>	
<b>Principal's Title</b>	<b>Principal's Signature</b>

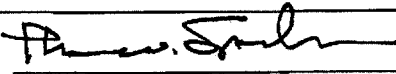
**Performance Based Organizational Assessment Submission Template**

OPR: USN		Principal:	
Focus Area: Strengthen Joint Warfighting Capabilities		Priority Classification: Unclassified	
Priority Title: Sustain Special Operations Force expansion plan			
Priority Sub-Title: Sustain SOF expansion plan			
<b>Fiscal Year 2008 Milestone Plan</b>			
<b>Major Milestones</b>		<b>Planned Target Date</b>	<b>Current Target Date</b>
1. At current loss and gain trends, NSW will have achieved the following: 86% of End State requirement.		Sep 08	Sep 12
<b>2008 Target Milestone Shortfalls:</b> <i>Please provide a bulleted list of 2008 milestones missed (see original and revised templates).</i> <ul style="list-style-type: none"> <li>• <b>Achieve 86% of End State requirement</b></li> <li>• <b>No Milestone measurements required through 3<sup>rd</sup> Quarter FY08</b></li> </ul>			
<b>Barriers to Accomplishing 2008 Milestones:</b> <i>Identify any barriers to completing the milestones, such as associated budget requirements/shortfalls; failed legislative proposal, etc.</i> <ul style="list-style-type: none"> <li>• <b>Resources needed for the billets to increase the number of platoons at each SEAL Team</b></li> </ul>			
<b>Major Accomplishments Beyond 2008 Target Milestones:</b> <i>Identify any accomplishments beyond the original milestones.</i> <ul style="list-style-type: none"> <li>• <b>NSW growth has provided increased capabilities for tactical intelligence, surveillance, and reconnaissance (ISR), submarine and submersible operations support, and maintenance and gunners on NSW small craft.</b></li> <li>• <b>Diver growth increases capability to support SOF missions on submarines.</b></li> <li>• <b>Special boat team growth provides robust crew size on MkV SOC's and RIBs.</b></li> </ul>			
<b>Rationale for Meeting Output On Time:</b> <i>Please provide a short paragraph for why you are optimistic for meeting the priority output on time(see bottom of original template for output).</i> <p><b>Opportunities in PR11, QDR 2010, and POM 12 to resource the end strength growth. USN, NSWE, and USSOCOM have put programs in place to enhance quality of the SEAL recruit and introduced efficiencies to the training pipeline. Conditions set for a better graduation rate without compromising the requirements to graduate. Part of the requirement has been offset through NSW internal reorganization.</b></p>			
<b>Output:</b> The end state of increased SOF forces (2012) will yield 1,976 SEAL enlisted manpower and 730 SEAL officer manpower requirements.			
_____ <b>Secretary of the Navy</b> <b>Principal's Title</b>		August 7, 2008  _____ <b>Principal's Signature</b>	Donald C. Winter

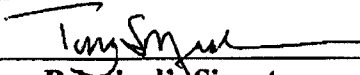
## Performance Based Organizational Assessment Submission Template

<b>OPR:</b> USA	<b>Principal:</b> Army G3/7 FM	
<b>Focus Area:</b> Strengthen Joint Warfighting Capabilities	<b>Priority Classification:</b> Unclassified	
<b>Priority Title:</b> Continue ground force expansion, reorganization, and reset to include transforming Reserve Component into an operational reserve		
<b>Priority Sub-Title:</b> Continue ground force expansion, reorganization, and reset		
<b>Fiscal Year 2008 Milestone Plan</b>		
<b>Major Milestones</b>	<b>Planned Target Date</b>	<b>Current Target Date</b>
1. JS complete Operational Availability 2008 study to allow Army to incorporate into Total Army Analysis 10-15.	Apr 08	Approved Jul 08
2. Army publish POM 10-15 force reflecting Army growth and reorganization to begin restoring balance in the force by the end of FY 2011	Jul 08	18 Jul 08
3. Army conducts TAA 10-15, informed by OA-08, to adjust force structure and to shape future decisions in QDR	Oct 08	Oct 08
4. Obtain funding approval from OSD for the POM 10-15 Force.	Nov 08	Nov 08
<b>2008 Target Milestone Shortfalls:</b> <i>Please provide a bulleted list of 2008 milestones missed (see original and revised templates).</i> <ul style="list-style-type: none"> <li>• None.</li> <li>•</li> <li>•</li> <li>•</li> </ul>		
<b>Barriers to Accomplishing 2008 Milestones:</b> <i>Identify any barriers to completing the milestones, such as associated budget requirements/shortfalls, failed legislative proposal, etc.</i> <ul style="list-style-type: none"> <li>• None.</li> <li>•</li> <li>•</li> </ul>		
<b>Major Accomplishments Beyond 2008 Target Milestones:</b> <i>Identify any accomplishments beyond the original milestones.</i> <ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>		
<b>Rationale for Meeting Output On Time:</b> <i>Please provide a short paragraph for why you are optimistic for meeting the priority output on time (see bottom of original template for output).</i> The Secretary of Defense approved the Army initiative to accelerate the AC and ARNG End Strength growth to FY 2010 and to accelerate the growth of the sixth additional AC BCT, completing BCT modular growth and assisting in the restoration of balance in the force by 30 September 2011. Additionally, the USAR is working an initiative to accelerate the growth of 1,000 by the end of 2010.		
<b>Output:</b> Begin to restore balance by improving Active and Reserve Component dwell times while building strategic depth to meet the National Security Strategy and reduce stress on Soldiers and Families while sustaining the All Volunteer Force.		
MG Richard Formica, ADCS G37 FM <b>Principal's Title</b>	 <b>Principal's Signature</b>	

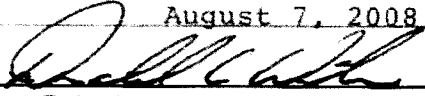
## Performance Based Organizational Assessment Submission Template

<b>OPR:</b> USA	<b>Principal:</b> Army G8 FD-DOI	
<b>Focus Area:</b> Strengthen Joint Warfighting Capabilities	<b>Priority Classification:</b> Unclassified	
<b>Priority Title:</b> Continue ground force expansion, reorganization, and reset to include transforming Reserve Component into an operational reserve		
<b>Priority Sub Title:</b> Continue ground force expansion, reorganization, and reset		
<b>Fiscal Year 2008 Milestone Plan</b>		
<b>Major Milestones</b>	<b>Planned Target Date</b>	<b>Current Target Date</b>
1. Finalize FY08 repair, recapitalization and distribution schedule.	Oct 07	Complete Nov 07
2. Submit FY09 Reset repair, recapitalization and replacement requirements to OMB.	Jan 08	Complete Jun 08
3. Submit FY09 GWOT request to Congress.	TBD	Complete Jun 08
4. Review and refinement of FY08 Reset repair, recapitalization, and replacement execution.	Apr 08	Complete Jul 08
5. Receive remaining reset procurement funding in FY08 main supplemental.	May 08	Received Jul 08
6. Publish a FY09 unit rotation schedule.	Jun 08	Complete Jun 08
7. Submit FY10 Reset requirements to OSD.	Sep 08	Sep 08
<b>2008 Target Milestone Shortfalls:</b> <i>Please provide a bulleted list of 2008 milestones missed (see original and revised templates).</i> <ul style="list-style-type: none"> <li>• None.</li> <li>•</li> <li>•</li> <li>•</li> </ul>		
<b>Barriers to Accomplishing 2008 Milestones:</b> <i>Identify any barriers to completing the milestones, such as associated budget requirements/shortfalls; failed legislative proposal, etc.</i> <ul style="list-style-type: none"> <li>• None.</li> <li>•</li> </ul>		
<b>Major Accomplishments Beyond 2008 Target Milestones:</b> <i>Identify any accomplishments beyond the original milestones.</i> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>		
<b>Rationale for Meeting Output On Time:</b> <i>Please provide a short paragraph for why you are optimistic for meeting the priority output on time(see bottom of original template for output).</i> Army received the required funding and is on track to complete all scheduled units in FY08. The FY09 supplemental bridge funding will enable the Army to complete its reset repair program planned for FY09. However, procurement is of concern for FY09. The Army received only 19% (\$1.8B of \$9.6B) of the required amount which delays the procurement of battle losses, washouts, army pre-positioned stocks, and recapitalization.		
<b>Output:</b> Reset and recapitalize the force.		
<b>Principal's Title</b> BG Thomas W Spoehr, Director of Integration	 <b>Principal's Signature</b>	

## Performance Based Organizational Assessment Submission Template

<b>OPR:</b> USA	<b>Principal:</b> Army G8 AQDRO	
<b>Focus Area:</b> Strengthen Joint Warfighting Capabilities	<b>Priority Classification:</b> Unclassified	
<b>Priority Title:</b> Continue ground force expansion, reorganization, and reset to include transforming Reserve Component into an operational force		
<b>Priority Sub Title:</b> Continue ground force expansion, reorganization, and reset		
Fiscal Year 2008 Milestone Plan		
Major Milestones	Planned Target Date	Current Target Date
1. Complete review of AC/RC rebalance for OSD with focus on transforming the RC to an operational force	Nov 07	Complete Feb 08
2. Continue AC/RC force rebalancing, to transform RC to operational reserve based on Total Army Analysis '10-15 review.	Jul 08	On-going
3. Publish POM 10-15 force reflecting Army growth, rebalance and ARFORGEN.	Sep 08	Briefed to DAWG Aug 08
4. Initiate actions to convert six Army National Guard combat brigades to Multi-Functional Support brigades to increase strategic depth in enabling combat support capabilities.	Sep 08	Sep 08
<b>2008 Target Milestone Shortfalls:</b> <i>Please provide a bulleted list of 2008 milestones missed (see original and revised templates).</i> <ul style="list-style-type: none"> <li>• None identified (AI4 Task Force charter signed in Jan 08; became operational in Mar 08).</li> </ul>		
<b>Barriers to Accomplishing 2008 Milestones:</b> <i>Identify any barriers to completing the milestones, such as associated budget requirements/shortfalls; failed legislative proposal, etc.</i> <ul style="list-style-type: none"> <li>• None.</li> <li>• Barriers to accomplishing future milestones include funding shortfalls to Operationalize the Army's Reserve Components, limitation of existing statutes and authorities to manage personnel in the RC.</li> </ul>		
<b>Major Accomplishments Beyond 2008 Target Milestones:</b> <i>Identify any accomplishments beyond the original milestones.</i> <ul style="list-style-type: none"> <li>• Instituting of draft implementation plan that is supported in the Army POM 10-15 submission.</li> <li>• Reduction of post-mob training requirements within the 12-month mob policy.</li> <li>• Policy decisions to improve unit stabilization pay, GI Bill benefits, and dental readiness for RC soldiers.</li> </ul>		
<b>Rationale for Meeting Output On Time:</b> <i>Please provide a short paragraph for why you are optimistic for meeting the priority output on time(see bottom of original template for output).</i> The Secretary of Defense approved the Army initiative to accelerate the AC and ARNG End Strength growth to FY 2010 and to accelerate the growth of the sixth additional AC BCT, completing BCT modular growth and assisting in the restoration of balance in the force by 30 September 2011. Additionally, the USAR is working an initiative to accelerate the growth of 1,000 by the end of 2010.		
<b>Output:</b> Improve Active and Reserve Component dwell times while building strategic depth and transforming the Reserve Component to an operational force to meet the National Security Strategy and reduce stress on Soldiers and Families while sustaining the All Volunteer Force.		
<u>Mr Tim Muchmore, Acting Dir, AODRO</u>		
<b>Principal's Title</b>	<b>Principal's Signature</b>	

**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> USMC		<b>Principal:</b>	
<b>Focus Area:</b> Strengthen Joint Warfighting Capabilities		<b>Priority Classification:</b> Unclassified	
<b>Priority Title:</b> Continue ground force expansion, reorganization, and reset to include transforming Reserve Component into an operational reserve			
<b>Priority Sub Title:</b> Continue ground force expansion, reorganization, and reset: Marine Corps			
Fiscal Year 2008 Milestone Plan			
Major Milestones		Planned Target Date	Current Target Date
1. Conduct planned unit activations and expansions		Sep 08	Sep 08
2. Increase End Strength to 189,000		Sep 08	Sep 08
<b>2008 Target Milestone Shortfalls: –</b>			
<ul style="list-style-type: none"> <li>• None</li> <li>• No Milestone measurements required through 3<sup>rd</sup> Quarter FY08</li> </ul>			
<b>Barriers to Accomplishing 2008 Milestones:</b>			
<ul style="list-style-type: none"> <li>• None</li> </ul>			
<b>Major Accomplishments Beyond 2008 Target Milestones:</b>			
<ul style="list-style-type: none"> <li>• Current forecasted end of FY08 end strength is 197,051 active duty Marines—8,051 more than the target.</li> </ul>			
<b>Rationale for Meeting Output On Time:</b>			
Forecasted to achieve the 202,000 E/S goal by end of FY09—two years ahead of the growth plan. While we may be at 202K in gross numbers, we will not have the correct grade/MOS mix until at least FY12. Success is due to: (1) solid recruiting to higher missions, (2) increased retention, and (3) lower non-EAS attrition.			
<b>Output:</b> A global USMC MAGTF presence that supports U.S. National Security Strategy.			
August 7, 2008			
_____ Secretary of the Navy		 _____ Principal's Signature	
Principal's Title		Donald C. Winter	

<b>OPR:</b> USSTRATCOM	<b>Principal:</b>
<b>Focus Area:</b> Strengthen Joint Warfighting Capabilities	<b>Priority Classification:</b> Unclassified
<b>Priority Title:</b> Move New Triad to Implementation	
<b>Priority Sub Title:</b> New Triad Implementation	

**Fiscal Year 2008 Milestone Plan**

Major Milestones	Current Target Date	Completion Date
1. Migrate Integrated Sensor Data (ISD) (formerly ITWAA) from stove pipe, stand alone systems to a net-centric, IP-based capability.	Jul 08	Delayed until Dec 08
2. Develop and deliver net-centric continuity module.	<del>Nov 08</del>	Unchanged
3. Migrate NC2 and Missile Warning/Missile Defense to Distributed Ground Node (DGN)	<del>Nov 08</del>	Requirement and Funding Cancelled
4. Provide the President with a wider range of timely, global strike options. (Accelerated from Oct 08 to Aug 08)	Aug 08	Complete Aug 08
5. Develop quantitative method to evaluate Operationalizing the Triad (OTT) progress in achieving OTT goals.	Mar 08	Complete Mar 08

**2008 Target Milestone Shortfalls:** *Please provide a bulleted list of 2008 milestones missed (see original and revised templates).*

- Milestone #1 – Global Sensor Integrated Network (GSIN) Single Integrated Pilot Demonstration delayed until late Aug 08. Expect Phase 1 IOC Dec 08.

**Barriers to Accomplishing 2008 Milestones:** *Identify any barriers to completing the milestones, such as associated budget requirements/shortfalls: failed legislative proposal, etc.*


- Milestone #3 – Requirement and funding removed per DEPSECDEF memo dated 25 Apr 08.

**Major Accomplishments Beyond 2008 Target Milestones:** *Identify any accomplishments beyond the original milestones.*

- Milestone #1 – Worked collaboratively with Air Force Space Command and JFCC-IMD for the Enabling Concepts for Missile Warning / Missile Defense and GSIN.
- Milestone #2 – Revised and updated the USSTRATCOM Continuity of Operations Plan (COOP). Developed and implemented the USSTRATCOM Strategic Mission Assurance Data System (SMADS). SMADS capability operational at all CCDRs and the NMCC. Currently designing the COOP layer of SMADS.
- Milestone #3 – USSTRATCOM requirements developed and delivered to DISA. Developed Operational Concept for Distributive Ground Network. DepSecDef memo cancelled requirement and funding for DGN. If / when replacement network is designed, STRAT requirements are known and available.
- Milestone #4 – Complete Aug 08. OPLAN approved by SecDef. Actions and processes underway to allow for implementation of various tasks that fall under any / all of STRAT assigned mission areas. Follow-on review scheduled for Nov 08.
- Milestone #5 – Complete Mar 08. Developed a methodology of metrics and lifecycle management applicable to OTT goals. The method tracks the user through a logical process for evaluating the major program elements from concept development through program management to program deactivation. The methodology was applied to all ongoing OTT projects and is successfully used for quarterly updates to senior leadership.

**Rationale for Meeting Output On Time:** *Please provide a short paragraph for why you are optimistic for meeting the priority output on time(see bottom of original template for output).* Successful completion of the GSIN Single Integrated Pilot for milestone 1 will demonstrate the technical feasibility of this approach. Milestone 2 is on track and not technically difficult. Loss of funding for milestone 3 removes a desired capability, but current systems are being used to fill the gap. The operational implementation of milestone 4 does in fact provide the President a wider range of options and by itself makes a significant contribution to accomplishment of the desired output. Milestone 5 also contributes tot the output through improved tracking of the program elements contributing to the development of the family of New Triad capabilities.

**Output:** A robust New Triad with increased functionality improving operational speed and progress of the family of New Triad capabilities.

<b>Principal's Title</b>	
	<b>Principal's Signature</b>

**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> OSD(P)	<b>Principal:</b> PDUSD(P)
<b>Focus Area:</b> Strengthen Joint Warfighting Capabilities	<b>Priority Classification:</b> Unclassified

**Priority Title:** Move New Triad to Implementation  
**Priority Sub Title:** Missile Defense

**Fiscal Year 2008 Milestone Plan**

Major Milestones	Planned Target Date	Current Target Date
1. Complete negotiations with Poland and the Czech Republic to host U.S. missile defense assets.	Dec 2008	Dec 2008
2. Improve Japan's PAC-3 and Aegis capabilities and continue to jointly develop a more capable sea-based interceptor.	Dec 2008	Dec 2008
3. Cooperate with Israel on Arrow System improvements and short-range missile defense.	Dec 2008	Dec 2008

**2008 Target Milestone Shortfalls:**

- None.

**Barriers to Accomplishing 2008 Milestones:**

- None.

**Major Accomplishments Beyond 2008 Target Milestones:**

- Fielded additional land- and sea-based interceptors, netted sensors, and a global command and control system.
- Continued the operationally-realistic test program, with 35 of 43 successful intercept flight tests since 2001.
- Adopted new missile defense governance and management practices, including the Missile Defense Executive Board, Capability Portfolio Management, BMDS Life Cycle Management Process and new BMDS block structure.
- Continued a robust development program for key capabilities needed to counter emerging complex threats
- Pursuing international BMD cooperation opportunities with 15 countries and NATO
- Initiating a major BMD security cooperation initiative with a Persian Gulf country; other countries may follow
- Released a USD(P) memo elaborating on U.S. BMD policy regarding 1) employment and command & control of the proposed U.S. missile defense site in Europe and 2) developing capabilities to defend against all regional ballistic missile threats to U.S. deployed forces and our Allies.

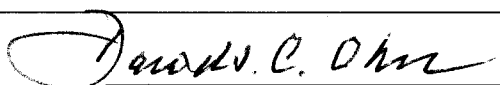
**Rationale for Meeting Output On Time:**  
 U.S., Poland and Czech Republic government officials have nearly completed negotiations on all agreements necessary to host U.S. missile defense assets. We expect to complete negotiations by the end of CY08. Following the fielding of Japan's initial MD capability last year, we are enhancing Japan's PAC-3 and Aegis capability with more interceptors, improved missile tracking, and greater operational cooperation. We also held negotiations this year to update the SM-3 Cooperative Development project MOU, a key step in advancing the project. Israel and the U.S. completed work on the Arrow System Improvement Program, and are now evaluating Israel's long-term MD needs and possible materiel solutions. We are cooperating with Israel on the David's Sling program, which is designed to counter short-range ballistic missiles.

**Output:** By 2013, the U.S. will have 18 Aegis engagement ships with 132 SM-3 interceptors; four Terminal High-Altitude Area Defense fire units with 96 interceptors; and more PAC-3 missiles. The Missile Defense Agency (MDA) is also pursuing development programs, such as Multiple Kill Vehicle, Airborne Laser and Space Tracking and Surveillance System.

<i>Principal Deputy Under Secretary of Defense for Policy</i> <b>Principal's Title</b>	 AUG 14 2008 <b>Principal's Signature</b>
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**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> OUSD(P&R)		<b>Principal:</b> USD(P&R)
<b>Focus Area:</b> Strengthen Joint Warfighting Capabilities		<b>Priority Classification:</b> Unclassified
<b>Priority Title:</b> Strengthen cultural awareness and language capabilities		
<b>Fiscal Year 2008 Milestone Plan</b>		
<b>Major Milestones</b>	<b>Planned Target Date</b>	<b>Current Target Date</b>
1. Publish a DoD Regional and Cultural Expertise White Paper signed by USD/P&R to form the basis for future actions to embed competencies in the force.	Oct 07	Completed Oct 07
2. Incorporate language and culture into doctrine and policy.	Mar 08	Completed Mar 08
3. Embed cultural awareness in accession training, all levels of professional development education, and pre-deployment training.	Jun 08	Completed Jun 2008
4. Establish a Language Readiness Index as part of the Defense Readiness Reporting System to capture requirements against capability and analyze the gaps in the Total Force to determine acceptable risk levels.	Jul 08	Completed Jul 2008
5. Sponsor National Cultural Conference to promote cross-communication among business community, academia and federal agencies on need for increased cultural awareness across the Nation.	Sep 08	Sep 08
<b>2008 Target Milestone Shortfalls:</b>		
<ul style="list-style-type: none"> <li>No target milestones have been missed.</li> <li>The planning for the National Cultural Conference is on track to be hosted on September 24, 2008.</li> </ul>		
<b>Barriers to Accomplishing 2008 Milestones:</b>		
<ul style="list-style-type: none"> <li>All barriers have been successfully addressed for each milestone.</li> </ul>		
<b>Major Accomplishments Beyond 2008 Target Milestones:</b>		
<ul style="list-style-type: none"> <li>Significant input into the 2008 Guidance for the Development of the Force which will further strengthen language and culture.</li> <li>Submission of a legislative proposal which will pay a monetary stipend to ROTC students taking foreign languages of interest to the Department. Proposal is in both Houses.</li> <li>Completed over 80% of the tasks in the Defense Language Transformation Roadmap.</li> </ul>		
<b>Rationale for Meeting Output On Time:</b>		
<p>The component expects to meet the Output in the Implementation Plan in the designated time frame due to the leadership of the DoD SLA and the Director of the Defense Language Office who ensured consistent oversight and visibility of the initiative. Efforts have supported and strengthened the war fighter's capability to understand their surroundings, interact in foreign cultures, and navigate the political climate.</p>		
<b>Output:</b> Globally competent members with foreign language and cultural competencies to meet the operational demands of the 21st Century.		
<b>Under Secretary of Defense for Personnel and Readiness</b>		 <b>Principal's Signature</b>

**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> OSD(P)	<b>Principal:</b> PDUSD-Policy
<b>Focus Area:</b> Strengthen Joint Warfighting Capabilities	<b>Priority Classification:</b> Unclassified
<b>Priority Title:</b> Achieve full operational capability for Africa Command and initiate transformation of Southern Command toward an interagency operation	
<b>Priority Sub Title:</b> Achieve full operational capability for Africa Command	

**Fiscal Year 2008 Milestone Plan**

Major Milestones	Planned Target Date	Current Target Date
1. Achieve Initial Operational Capability.	Oct 07	Completed Oct 07
2. Transfer of Authority from PACOM to AFRICOM	Jan 08	Completed May 08
3. Establish Presence on the Continent	May 08	Oct 08
4. Transfer of Authority from EUCOM to AFRICOM	Jul 08	Sept 08
5. Transfer of Authority from CENTCOM to AFRICOM	Sep 08	Sept 08
6. Achieve FOC	Oct 08	Oct 08

**2008 Target Milestone Shortfalls:**

- Establishment of presence on the continent. (AFRICOM has delayed and redefined the on-Continent presence, opting instead to enhance DoD presence at the bilateral level.)
- The Transfer of Authority from PACOM to AFRICOM was an initial estimate based on projected manning. The shift to the right was caused by the delay in the arrival of critical manning to assume the missions between these COCOMs.

**Barriers to Accomplishing 2008 Milestones:**

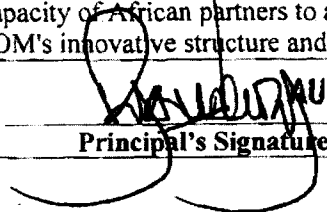
- Inaccurate and negative public perception of AFRICOM's purpose has impacted DoD prioritization and decision making as to a future HQ presence.

**Major Accomplishments Beyond 2008 Target Milestones:**

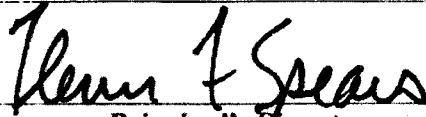
- Interagency participation (IA) kickoff event. Several IA's took the lead in collaboration with JFCOM's mission analysis as well as sending their personnel TDY to explore positions for their personnel.

**Rationale for Meeting Output On Time:**  
 AFRICOM should attain Unified Command Status on 30 Sept 08 as all major roadblocks have been resolved (manning and MAPES) or are being worked (through RFF's) with senior leadership support across all services and Inter-agencies.

**Output:** AFRICOM will prioritize non-kinetic missions to build capacity of African partners to address problems at local, regional, and continental levels and accommodate AFRICOM's innovative structure and mission sets.

<i>Principal Deputy Under Secretary of Defense for Policy</i> <b>Principal's Title</b>	 <b>MUG 1 4 2008</b> <b>Principal's Signature</b>
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**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> USSOUTHCOM		<b>Principal:</b> CDR SOUTHCOM	
<b>Focus Area:</b> Strengthen Joint Warfighting Capabilities		<b>Priority Classification:</b> Unclassified	
<b>Priority Title:</b> Achieve full operational capability for Africa Command and initiate transformation of Southern Command toward an interagency operation			
<b>Priority Sub Title:</b> Transform SOUTHCOM toward an interagency operation			
<b>Fiscal Year 2008 Milestone Plan</b>			
<b>Major Milestones</b>		<b>Planned Target Date</b>	<b>Current Target Date</b>
1. Execute organizational design study.		Jan 08	Jan 08
2. Brief findings and recommendations to OSD leadership.		Mar 08	Mar 08
<b>2008 Target Milestone Shortfalls:</b> <i>Please provide a bulleted list of 2008 milestones missed (see original and revised templates).</i>			
<ul style="list-style-type: none"> <li>•</li> <li>• N/A</li> <li>•</li> </ul>			
<b>Barriers to Accomplishing 2008 Milestones:</b> <i>Identify any barriers to completing the milestones, such as associated budget requirements, shortfalls, failed legislative proposals, et</i>			
<ul style="list-style-type: none"> <li>•</li> <li>• None</li> <li>•</li> </ul>			
<b>Major Accomplishments Beyond 2008 Target Milestones:</b> <i>Identify any accomplishments beyond the original milestones.</i>			
<ul style="list-style-type: none"> <li>• Developed a new interagency oriented Combatant Command model. Per SECDEF guidance, will complete a Provisional internal reorganization by end of FY08.</li> <li>• Identified interagency personnel requirements to executive branch agencies.</li> <li>• Submitted revised manpower documents to services for FY10 fill.</li> <li>• Broke ground on new Headquarters facility. Projected move-in date: 1 Jan 2011.</li> </ul>			
<b>Rationale for Meeting Output On Time:</b> <i>Please provide a short paragraph for why you are optimistic for meeting the priority output on time (see bottom of original template for output).</i>			
SOUTHCOM transformation is proceeding ahead of earlier anticipated milestones. Ultimate success of this initiative will depend upon support from interagency partners.			
<b>Output:</b> An optimized USSOUTHCOM better located, staffed, and organized to execute its 21 <sup>st</sup> century mission.			
GLENN F. SPEARS Lieutenant General, USAF DCDR USSOUTHCOM Principal Title		 _____ Principal's Signature	

**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> OSD (AT&L)	<b>Principal:</b> USD AT&L
<b>Focus Area:</b> Strengthen Joint Warfighting Capabilities	<b>Priority Classification:</b> Unclassified
<b>Priority Title:</b> Execute BRAC and Global re-posture	
<b>Priority Sub Title:</b> Execute BRAC	

**Fiscal Year 2008 Milestone Plan**

<b>Major Milestones</b>	<b>Planned Target Date</b>	<b>Current Target Date</b>
1. Develop and approve Business Plans for non-controversial recommendations (Biannually)	Nov 07	Complete Dec 07
2. Develop and approve Business Plans for controversial recommendations (Biannually)	Nov 07	Oct 08
3. Fully fund BRAC program (annually with PRES BUD submit)	Feb 08	Complete Feb 08
4. Fund emerging BRAC requirements (e.g., medical acceleration in National Capital Region).	Feb 08	Complete Feb 08

**2008 Target Milestone Shortfalls:**

- Milestone 2: Develop and approve Business Plans for controversial recommendations. A few controversial business plans remain to be finalized. These include Joint Basing, Chemical Demilitarization, and Joint Medical HQs.

**Barriers to Accomplishing 2008 Milestones:**

- Joint Basing presents unique implementation challenges such as the transfer of real property and budget authority from one Military Department to another.
- Continuing Resolutions, delayed receipt of funding, and attempts to reverse BRAC recommendations have practically eliminated any "slack" in the schedule between now and the statutory deadline. For instance, legislative provisions on Walter Reed and Joint Basing would condition implementation on further review and certification which would in turn, stop the orderly progression to full implementation.

**Major Accomplishments Beyond 2008 Target Milestones:**

- Developed and approved 221 of 237 Business Plans.
- Fully funded \$31B of BRAC requirements in PB08 – Established schedule to realize an Annual Recurring Savings (ARS) of \$4B.
- Implemented Deputy Secretary's decision to accelerate/enhance medical facilities at Bethesda and Fort Belvoir to improve wounded warrior care – President attended ground breaking ceremony at Bethesda July 3, 2008.
- Resolved controversial recommendations with significant operational implications, including Walter Reed closure, C4ISR consolidation (Fort Monmouth), Logistics Reconfiguration, MDA HQs relocation, Medical Training consolidation, TRANSCOM consolidation, DISA relocation, Counterintelligence collocation, and Research & Testing facility consolidation.

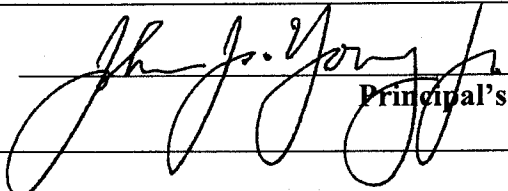
**Rationale for Meeting Output On Time:**

The Department has a legal obligation to implement all BRAC 2005 recommendations by the end of the six-year statutory implementation period (September 15, 2008). Of equal importance, these recommendations provide significant enhancements to capabilities and will achieve efficiencies. Joint Programming Guidance (JPG) requires full funding, consistent with approved Business Plans. Business Plans are the foundation of the complex program management necessary for effective implementation and are required to be updated twice annually.

**Output:** Maintain path to completing implementation by statutory deadline (September 15, 2011).

**Under Secretary of Defense  
For Acquisition, Technology and Logistics**

**AUG 18 2008**

  
Principal's Signature

## Performance Based Organizational Assessment Submission Template

<b>OPR: OUSD(P)</b>		<b>Principal: PDUSD (Policy)</b>	
<b>Focus Area: Strengthen Joint Warfighting Capabilities</b>		<b>Priority Classification: Secret with attachment</b>	
<b>Priority Title: Execute BRAC and Global Defense Posture Realignment</b>			
<b>Priority Sub Title: Execute Global Defense Posture Realignment</b>			
<b>Fiscal Year 2008 Milestone Plan</b>			
<b>Major Milestones</b>		<b>Planned Target Date</b>	<b>Current Target Date</b>
1. Formalize Global Defense Posture (GDP) management and governance process		Mar 08	Completed Mar 08
2. Establish a senior GDP steering body – the Global Posture Executive Council (GPEC) -- to oversee the formalized process, facilitate senior leader decisions, and manage execution		Mar 08	Completed Mar 08
3. Milestone 3 accomplished (Korea force posture)		Apr 08	Completed Apr 08
4. Milestone 4 accomplished		Apr 08	Completed Jul 08
5. Milestone 5 (SecDef portion) underway. Also formalize arrangements between Military Departments, Guam oversight organizations, and GPEC		Apr-July 08	Sep 08
6. Submit 3 <sup>rd</sup> GDP Report to Congress (SAC-MILCON directed)		Jul 08	Sep 08
7. Develop DoD business practices/procedures to advance development of Forward Operating Sites and Cooperative Security Locations in key operation regions, including: normalizing DoD's approach to developing infrastructure at enduring locations in CENTCOM/HOA (baseline budgeting); assessing new requirements and developing diplomatic/execution plans for strengthened access in other regions; and integrating en route mobility requirements into theater posture plans		Aug 08	Sep 08
8. Program initial funding via POM 10-15 to support re-stationing of heavy BCTs from Germany to CONUS		Aug 08	Aug 08
9. Submit for DepSecDef approval an implementing instruction addressing all aspects of the formal GDP process		Aug 08	<del>Dec 08</del>
10. Reform posture planning and reporting process and deliverables, including annual submission of a GDP Synchronization Report to DepSecDef integrating CoCom and Service posture planning efforts		Dec 08	Dec 08
<b>2008 Target Milestone Shortfalls:</b>			
<ul style="list-style-type: none"> <li>• <u>Milestone 3</u> -- planned for Apr 08, SecDef decision brief occurred on 5 May and SecDef made final decision on 1 July.</li> <li>• <u>Milestone 5</u> – originally scheduled for Apr-July 08 SecDef decision, Policy currently plans for a SecDef decision brief in Sep 08.</li> <li>• <u>GDP Report to Congress</u> -- due with the FY09 budget submission (Feb 08), Policy plans to submit the final report to Congress by 30 Sep 08.</li> <li>• <u>Develop FOS/CSL Business Rules</u> – planned for an Aug 08 completion, this effort is waiting to be informed by the outcome of FY10 PR, and other external inputs.</li> <li>• <u>GDP process implementing instruction</u> – GDF directed submission of this instruction to DepSecDef in Aug 08 (GEF required it by Nov 08, 6 months from GEF publication). Rather than submitting a separate reporting requirement to DepSecDef, Policy intends to integrate this requirement as part of the Dec. 08 GDP Synchronization Report.</li> </ul>			
<b>Barriers to Accomplishing 2008 Milestones:</b>			
<ul style="list-style-type: none"> <li>• <u>Milestone 4</u> – While completing the requirement for a SecDef brief within the 3<sup>rd</sup> quarter as planned, SecDef tasked Policy and PA&amp;E to identify further congressional and fiscal implications of the proposed</li> </ul>			

**Performance Based Organizational Assessment Submission Template**

change; these inputs informed SecDef's July decision to approve component request.

- **GDP Report to Congress** – Policy was not notified of the reporting requirement until 30 Mar 08, two months after its required submission (as directed in FY08 MILCON Approps bill). GPEC Co-Chairs (PDUSDP, DJS) approved of a late Sep 08 submission, subsequent to updating the body on status of the report (scheduled for a 22 Sep GPEC).
- **GDP process implementing instruction** – GDP business practices/procedures are being developed throughout CY08 as part of the GPEC process. As the GPEC meets to address major SecDef posture priorities and related GEF/GDF-directed posture deliverables (e.g., Theater Posture Plans), the formal posture process is being refined and can be best codified in conjunction with submission of the Dec. GDP Synchronization Report to DepSecDef.
- **Milestone 5** -- While completing the 3<sup>rd</sup> quarter requirement for a SecDef brief, support for SecDef decisions on this issue is affected by numerous external factors which may extend the decision timeline through the remainder of CY08. Such factors include: complexity of effort vis-à-vis ongoing negotiations and implementation efforts; Presidential interest in the effort; and the need to leverage the FY10 Program Review (through Oct 08) to put funding decisions in the proper context of other overseas MILCON priorities. Scheduled for SecDef decision in Sep 08.
- **FOS/CSL Development** – While completing 3<sup>rd</sup> quarter requirements via guidance/outcomes from the 25 June GPEC, final outcomes related to this effort are affected by external factors including: ongoing consultations and negotiations with host nations; and efforts to address programmatic implications in the FY10 Program Review.

**Major Accomplishments Beyond 2008 Target Milestones:**

- On Pacific force posture issues for the 3<sup>rd</sup> quarter, the President also became involved, reaffirming his strong support for GDP realignment. He endorsed the decision to maintain the current force level on the Korean peninsula, as well as reaffirmed USG commitment with the GoJ Prime Minister to executing the 2006 US-Japan negotiated plan for realignments within and from Japan/Okinawa and Guam.
- Per SecDef direction (May 08), the GPEC was designated as the executive agent for overseeing efforts to stand up AFRICOM by FOC (1 Oct 08). Accordingly, PDUSDP and DJS have chaired multiple GPECs dedicated to supporting AFRICOM planning and execution efforts, facilitating SecDef IPRs prior to FOC.
- Derived entirely from issues raised and vetted by the GPEC in CY08, PA&E established a global posture Issue Team for the FY10 Program Review. This Issue Team is examining all major MILCON demands associated with SecDef posture priorities to ensure fiscally-informed posture implementation in POM 10-15.

**Rationale for Meeting Output On Time:** Establishment of the GPEC and the formal posture process has created needed momentum to facilitate SecDef decisions in CY08 on priority issues and ensure effective execution of approved posture changes. It has also generated more comprehensive and inclusive discussion across DoD components in support of strengthening access relationships and capabilities globally.


**Output:** Resulting posture changes will create a more relevant and adaptive forward network of capabilities with allies and partners, providing greater flexibility to deal with current and future security challenges. AUG 14 2008

*Principal Deputy Under Secretary of Defense for Policy*

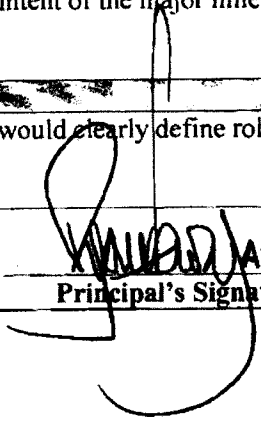
**Principal's Title**

**Principal's Signature**

**Performance Based Organizational Assessment Submission Template**

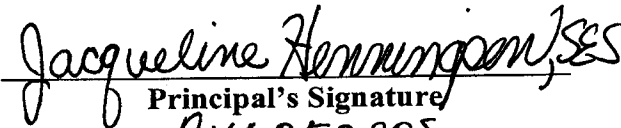
<b>OPR:</b> NORAD/USNORTHCOM		<b>Principal:</b> CDRUSNORTHCOM	
<b>Focus Area:</b> Strengthen Joint Warfighting Capabilities		<b>Priority Classification:</b> Unclassified	
<b>Priority Title:</b> Complete a Homeland Defense – Civil Support Capabilities Based Assessment and revise and execute plans and resources accordingly <b>Priority Sub Title:</b> Homeland Defense Civil Support Assessment			
Fiscal Year 2008 Milestone Plan			
Major Milestones	Planned Target Date	Current Target Date	
1. HD/CS CBA - Complete Functional Area Analysis	May 08	Completed Apr 08	
<b>2008 Target Milestone Shortfalls:</b> <i>Please provide a bulleted list of 2008 milestones missed (see original and revised templates).</i> <ul style="list-style-type: none"> <li>All milestones for 2008 have been met</li> </ul>			
<b>Barriers to Accomplishing 2008 Milestones:</b> <i>Identify any barriers to completing the milestones, such as associated budget requirements/shortfalls; failed legislative proposal, etc.</i> <ul style="list-style-type: none"> <li>Approval of HD/CS CBA Joint Capability Document subject to FCB/JCB/JROC schedule constraints</li> <li>Assignment of sponsors for required Functional Solutions Analysis subject to agreement from designated Services and Agencies</li> </ul>			
<b>Major Accomplishments Beyond 2008 Target Milestones:</b> <i>Identify any accomplishments beyond the original milestones.</i> <ul style="list-style-type: none"> <li>Developing comprehensive operational architecture for HD/CS mission sets</li> <li>Providing insights into DOD – Interagency seam of ambiguity to inform other federal departments' capability development efforts and resource allocation</li> </ul>			
<b>Rationale for Meeting Output On Time:</b> <i>Please provide a short paragraph for why you are optimistic for meeting the priority output on time(see bottom of original template for output).</i> <ul style="list-style-type: none"> <li>All milestones have been met to date</li> <li>HD/CS CBA Team is on-track to complete all remaining milestones on-time</li> </ul>			
<b>Output:</b> Define DOD's HD/CS core capabilities and identify capability gaps and excesses, and provide a prioritized list of capability gaps along with recommendations on how they should be addressed to influence and inform decisions on risk management and allocating resources. (changes per N-NC input to 3 <sup>rd</sup> Quarter Report)			
Commander, NORAD and USNORTHCOM <b>Principal's Title</b>		 <b>Principal's Signature</b>	

**Performance Based Organizational Assessment Submission Template**

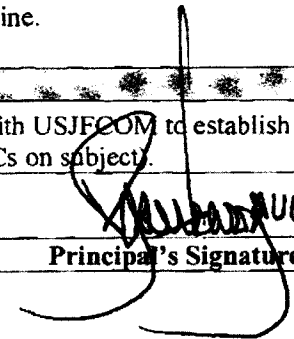
<b>OPR:</b> OASD (HD & ASA)		<b>Principal:</b> ASD (HD & ASA)	
<b>Focus Area:</b> Strengthen Joint Warfighting Capabilities		<b>Priority Classification:</b> Unclassified	
<b>Priority Title:</b> Complete a Homeland Defense – Civil Support Capabilities Based Assessment and revise and execute plans and resources accordingly			
<b>Priority Sub Title:</b> Develop a National Homeland Security Plan (NHSP)			
<b>Fiscal Year 2008 Milestone Plan</b>			
<b>Major Milestones</b>		<b>Planned Target Date</b>	<b>Current Target Date</b>
1. Develop National Planning Annex (Annex I) to HSPD 8 (“National Preparedness”) as directed by the Building Partnership Capacities roadmap.		Jun 07	Completed Dec 07
<b>2008 Target Milestone Shortfalls:</b>			
<ul style="list-style-type: none"> <li>• None</li> </ul>			
<b>Barriers to Accomplishing 2008 Milestones:</b>			
<ul style="list-style-type: none"> <li>• All DoD major milestones have been met, however the anticipated output may not be accomplished by the end of FY 08.</li> <li>• The NHSP was to be submitted to the President within 120 days of Annex I approval (NLT April 2008).</li> <li>• Barriers to accomplishing the output were principally due to DHS changing internally the office of primary responsibility late in the staffing process. Further, in April 2008 the HSC stopped staffing all Annex I requirements other than Integrated Planning System.</li> </ul>			
<b>Major Accomplishments Beyond 2008 Target Milestones:</b>			
<ul style="list-style-type: none"> <li>• Action on the NHSP was resumed by the Homeland Security Council (HSC) in June 2008.</li> </ul>			
<b>Rationale for Meeting Output On Time:</b>			
<ul style="list-style-type: none"> <li>• Output will be met when a NHSP is signed that meets the intent of the major milestone.</li> </ul>			
<b>Output:</b> Development of a National Homeland Security Plan that would clearly define roles and responsibilities at all levels of government to address all threats to the nation.			
<i>Principal Deputy Under Secretary of Defense for Policy</i>			
<b>Principal's Title</b>		<b>AUG 14 2008</b> <b>Principal's Signature</b>	



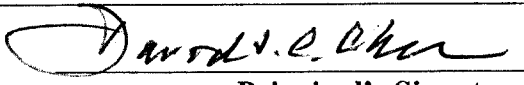
**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> USAF		<b>Principal:</b> A9
<b>Focus Area:</b> Strengthen Joint Warfighting Capabilities		<b>Priority Classification:</b> Unclassified
<b>Priority Title:</b> Complete a Homeland Defense – Civil Support Capabilities Based Assessment and revise and execute plans and resources accordingly		
<b>Priority Sub Title:</b> Homeland Air and Cruise Missile Defense of North America Functional Solutions		
<b>Fiscal Year 2008 Milestone Plan</b>		
<b>Major Milestones</b>	<b>Planned Target Date</b>	<b>Current Target Date</b>
1. Homeland Air and Cruise Missile Defense of North America Functional Solutions Analysis	Oct 08	Complete April 08
2. Integrated Air and Missile Defense Evaluation of Alternatives	Oct 07	Complete Dec 07
<b>2008 Target Milestone Shortfalls:</b> <i>Please provide a bulleted list of 2008 milestones missed (see original and revised templates).</i>		
<ul style="list-style-type: none"> <li>• NONE</li> </ul>		
<b>Barriers to Accomplishing 2008 Milestones:</b> <i>Identify any barriers to completing the milestones, such as associated budget requirements/shortfalls; failed legislative proposal, etc.</i>		
<ul style="list-style-type: none"> <li>• CLASSIFIED</li> </ul>		
<b>Major Accomplishments Beyond 2008 Target Milestones:</b> <i>Identify any accomplishments beyond the original milestones.</i>		
<ul style="list-style-type: none"> <li>• CLASSIFIED</li> </ul>		
<b>Rationale for Meeting Output On Time:</b>		
<i>The USAF (Air Force Vice Chief of Staff, A8 and A9) briefed the Deputy Secretary in March 2008 upon completion of these milestones. The Air Force reported its accomplishments and major activities in subsequent Transformational Priority reports. The USAF's completion of these activities and milestones were approved by the Deputy Secretary at the March 2008 DAWG.</i>		
<b>Output:</b> Homeland Air and Cruise Missile Defense of North America Functional Solutions Analysis and Integrated Air and Missile Defense Evaluation of Alternatives defining materiel and non-material solutions. As of today, the FSA final results were briefed at a variety of different forums including the DAWG and JROC and we have found the findings to be invaluable to the Department's homeland defense planning and programming efforts.		
<b>Director, AF/A9</b> <b>Principal's Title</b>	 <b>Principal's Signature</b> Aug 25, 2008	

**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> OASD(HD & ASA)		<b>Principal:</b> PDUSD(P)
<b>Focus Area:</b> Strengthen Joint Warfighting Capabilities		<b>Priority Classification:</b> Unclassified
<b>Priority Title:</b> Complete a Homeland Defense – Civil Support Capabilities Based Assessment and revise and execute plans and resources accordingly		
<b>Priority Sub Title:</b> CBRNE Consequence Management Response Force (CCMRF)		
<b>Fiscal Year 2008 Milestone Plan</b>		
<b>Major Milestones</b>	<b>Planned Target Date</b>	<b>Current Target Date</b>
1. Develop/approve sourcing solutions in support of CONPLAN 3500	Apr 07	Completed Feb 08
2. Develop funding strategy for CCMRF requirements	May 07	Completed Feb 08
3. Identify Strategy to correct Force Structure shortfalls	May 07	Completed Feb 08
4. Source and exercise all CCMRFs.	Jan 08	FY2011
<b>2008 Target Milestone Shortfalls:</b>		
<ul style="list-style-type: none"> <li>Source and exercise all CCMRFs will not be completed by FY08</li> </ul>		
<b>Barriers to Accomplishing 2008 Milestones:</b>		
<ul style="list-style-type: none"> <li>The Army and National Guard sourcing plan was submitted and approved by DepSecDef in Feb 08. Due to active duty personnel and budgetary shortfalls, the decision was made to phase in the CCMRF sourcing across the next three FYs.</li> </ul>		
<b>Major Accomplishments Beyond 2008 Target Milestones:</b>		
<ul style="list-style-type: none"> <li>Sourcing solution was approved by DepSecDef in Feb 08, as follows:</li> <li>CCMRF 1 will be sourced by FY09</li> <li>CCMRF 2 will be sourced by FY10</li> <li>CCMRF 3 will be sourced by FY11</li> <li>SecDef directed that CCMRF 1 be assigned to Commander, USNORTHCOM by FY09.</li> <li>CCMRFs will be exercised incrementally as they are sourced.</li> </ul>		
<b>Rationale for Meeting Output On Time:</b>		
The DepSecDef-directed sourcing solution has been funded by the Army. There are no current legal, policy, or funding impediments to preclude meeting the directed sourcing timeline.		
<b>Output:</b> Maintain close communication and working relationship with USJFCOM to establish productive glide path in identifying and sourcing forces for all CCMRFs (weekly VTCs on subject).		
Principal Deputy Under Secretary of Defense for Policy Principal's Title		 AUG 14 2008 Principal's Signature

**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> OUSD(P&R)	<b>Principal:</b> USD(P&R)	
<b>Focus Area:</b> Focus on People	<b>Priority Classification:</b> Unclassified	
<b>Priority Title:</b> Sustain the All-Volunteer force to include dwell times, Active-Reserve-civilian-contractor mix, Commission on National Guard and Reserve implementation, and support to families		
<b>Priority Sub Title:</b> Force Management and Dwell Times		
<b>Fiscal Year 2008 Milestone Plan</b>		
<b>Major Milestones</b>	<b>Planned Target Date</b>	<b>Current Target Date</b>
1. Provide the ability for COCOMS, JTFs, Services, and Agencies to assess their readiness to execute their assigned missions.	Oct 07	Completed Oct 07
2. Incorporate authoritative data from the data owners to facilitate visibility and situational awareness of available forces/individuals.	Dec 07	Completed Jan 08
3. Transition Services from current legacy SORTS system to DRRS.	Apr 08	Dec 08
4. Provide detailed, accurate, and current resource information to facilitate monitoring of the force to include HDLD assets.	Apr 08	Completed Apr 08
5. Integrate with other Global Force Management programs to include Adaptive Planning, contingency sourcing, & Joint Training System.	Apr 08	Completed Apr 08
<b>2008 Target Milestone Shortfalls:</b>		
<ul style="list-style-type: none"> <li>• Incorporate authoritative data from the data owners to facilitate visibility and situational awareness of available forces/individuals.</li> <li>• Transition Services from current legacy SORTS system to DRRS.</li> </ul>		
<b>Barriers to Accomplishing 2008 Milestones:</b>		
<ul style="list-style-type: none"> <li>• Delays in the testing and fielding of SORTS 4.1.1 until late this year are impacting DRRS ability to complete the transition.</li> <li>• DISA is conducting a program review to determine a way forward for SORTS testing and deployment.</li> <li>• DRRS Implementation Office (DIO) is coordinating with DISA GCCS-J PM to synchronize efforts for the transition.</li> </ul>		
<b>Major Accomplishments Beyond 2008 Target Milestones:</b>		
<ul style="list-style-type: none"> <li>• DIO has fielded an initial capability for an Enterprise Messaging Service (EMS) to support data exchange with the Department.</li> <li>• The EMS will initially support interoperability between DRRS, JTIMS, and CFAST.</li> <li>• Next steps will incorporate the GFM-DI Joint and Service Organizational Servers.</li> </ul>		
<b>Rationale for Meeting Output On Time:</b> DRRS is scheduled to integrate with the SORTS developmental, system acceptance, and operational/interoperability testing due to be completed by the end of October 2008. Transition to DRRS will be completed by the end of December 2008.		
<b>Output:</b> The end goal is to ensure that capabilities based mission assessments – informed by accurate, timely, and relevant resource information – supports the senior leadership in management decisions for current operations and future deployments.		
<b>Under Secretary of Defense for Personnel and Readiness</b>	 <b>Principal's Signature</b>	

**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> OUSD(P&R)	<b>Principal:</b> USD P&R
<b>Focus Area:</b> Focus on People	<b>Priority Classification:</b> Unclassified
<b>Priority Title:</b> Sustain the All-Volunteer force to include dwell times, Active-Reserve-civilian-contractor mix, Commission on National Guard and Reserve implementation, and support to families	
<b>Priority Sub Title:</b> Active-Reserve-Civilian-Contractor Mix ("Military to Civilian Conversions")	

**Fiscal Year 2008 Milestone Plan**

Major Milestones	Planned Target Date	Current Target Date
1. The FY09-14 President's Budget (PB) increased the total number of conversions programmed for FY04-13 from 55,500 to 56,888	Mar 08	Completed Mar 08
2. Military Departments/ASD(HA) to speak to Congress with "one voice" to reverse the FY08 National Defense Authorization Act (NDAA) prohibition on military medical/dental conversions	Sep 08 <i>Ongoing (Reference Rationale)</i>	Sep 08

**2008 Target Milestone Shortfalls:**

- DoD will have to reduce the total number of conversions programmed for FY04-13 in the FY10-15 PB by around 9,900 due to the Congressional prohibition on medical/dental conversions

**Barriers to Accomplishing 2008 Milestones:**

- Section 721 of the FY08 NDAA prohibits conversion of any medical/dental billets from FY08-12 and requires reversal of any medical/dental billets that were programmed for conversion in FY04-FY07 but not filled by the end of FY08
  - FY09 NDAA (HASC) continues prohibition
  - FY09 NDAA (SASC) repeals prohibition

**Major Accomplishments Beyond 2008 Target Milestones:**

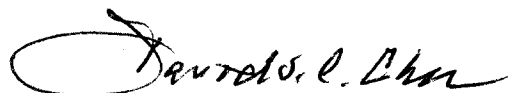
- The Army could program an additional 5,000 conversions for Civil Affairs and other military units by 1<sup>st</sup> QTR FY09 if funds are provided for civilian backfills. This will help offset reductions of medical/dental conversions.

**Rationale for Meeting Output On Time:**

- The total number of conversions programmed as of July 31 is 59,054.
- Plan in works for Military Departments/ASD(HA) to speak to Congress with "one voice" to repeal FY08 NDAA prohibition on military medical/dental conversions for FY08-FY12
- The original FY07 goal for FY04-FY13 military to civilian conversions was 55,500. Despite the Congressional prohibition on military medical/dental conversion, the Military Services continue to identify additional opportunities for conversion in other functional areas.

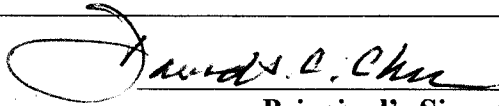
**Output:** Use military end strength from the conversions to increase operational capability and relieve stress on the force in the Army and Marine Corps and use cost savings to fund high priority needs in the Navy and Air Force

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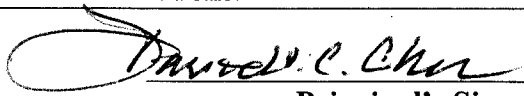


**Principal's Signature**

**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> OUSD(P&R)	<b>Principal:</b> USD(P&R)	
<b>Focus Area:</b> Focus on People	<b>Priority Classification:</b> Unclassified	
<b>Priority Title:</b> Sustain the All-Volunteer force to include dwell times, Active-Reserve-civilian-contractor mix, Commission on National Guard and Reserve implementation, and support to families		
<b>Priority Sub Title:</b> Commission on National Guard and Reserve implementation		
<b>Fiscal Year 2008 Milestone Plan</b>		
<b>Major Milestones</b>	<b>Planned Target Date</b>	<b>Current Target Date</b>
1. CNGR to Release Final Report	Jan 08	Completed Jan 08
2. 7 of 22 SecDef directed actions (Mar 2007 CNGR Report) completed	Mar 08	Completed Mar 08
3. Develop implementation plan for final report (Jan 2008 CNGR Report)	Mar 08	Completed Mar 08
4. 10 of 22 SecDef directed actions (Mar 2007 CNGR Report) completed	Jun 08	Completed Jun 08
5. 13 of 22 SecDef directed actions (Mar 2007 CNGR Report) completed	Sep 08	Sep 08
6. 5 of the remaining 9 SecDef directed actions (Mar 2007 CNGR Report) extend to the end of CY 2008	Dec 08	Dec 08
7. Final 4 remaining SecDef directed actions (Mar 2007 CNGR Report) extend past end of this Administration	Ongoing	TBD
<b>2008 Target Milestone Shortfalls:</b>		
<ul style="list-style-type: none"> <li>All planned major milestones have been met.</li> </ul>		
<b>Barriers to Accomplishing 2008 Milestones:</b>		
<ul style="list-style-type: none"> <li>Awaiting actions by outside agencies (Congress, DHS) on three SecDef directed actions (FY 2007 Report). Completion of these three is projected in FY 2008.</li> </ul>		
<b>Major Accomplishments Beyond 2008 Target Milestones:</b>		
<ul style="list-style-type: none"> <li>The January 2008 CNGR final report contained 95 recommendations (Four of the Mar 2007 CNGR Report recommendations overlap with these).</li> <li>In accordance with its implementation plan, the Department is in the final stages of reviewing and evaluating the 95 recommendations.</li> <li>The next step is to obtain SecDef approval of the proposed action plans for executing those recommendations which were evaluated as appropriate for implementation.</li> </ul>		
<b>Rationale for Meeting Output On Time:</b>		
The National Guard and Reserve are currently accomplishing the Department's goals and objectives. Though some CNGR recommendations will enhance their efficiency and effectiveness, the Reserve component forces are today professional forces critical to the military mission.		
<b>Output:</b> A modernized National Guard and Reserve that more effectively and efficiently accomplishes the Department of Defense's goals and objectives.		
<b>Under Secretary of Defense for Personnel and Readiness</b>		<b>Principal's Signature</b>

**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> OUSD(P&R)		<b>Principal:</b> USD(P&R)	
<b>Focus Area:</b> Focus on People		<b>Priority Classification:</b> Unclassified	
<b>Priority Title:</b> Sustain the All-Volunteer force to include dwell times, Active-Reserve-civilian-contractor mix, Commission on National Guard and Reserve implementation, and support to families			
<b>Priority Sub Title:</b> Support to Families			
<b>Fiscal Year 2008 Milestone Plan</b>			
<b>Major Milestones</b>		<b>Planned Target Date</b>	<b>Current Target Date</b>
1. Implementation of payday lending legislation		Oct 07	Completed Oct 07
2. Increased state legislative benefits by 20 (increased from 500 in 2004 to 728 in 2006 for Guard & Reserve)		Oct 07	Completed Oct 07
3. Implement Joint Guard and Reserve Family Assistance Support in six states (MN, OR, NH, OH, HI, AR) by September 2007 and expand to nine additional states by December 2007		Dec 07	Completed Dec 07
4. Increase surge support to 150 installations for outreach family assistance		Dec 07	Completed Dec 07
<b>2008 Target Milestone Shortfalls:</b>			
<ul style="list-style-type: none"> <li>Met all milestones for FY 2008</li> </ul>			
<b>Barriers to Accomplishing 2008 Milestones:</b>			
<ul style="list-style-type: none"> <li>Met all milestones for FY 2008</li> </ul>			
<b>Major Accomplishments Beyond 2008 Target Milestones:</b>			
<ul style="list-style-type: none"> <li>Child Care Expansion - \$210M in FY 2008 Emergency Supplemental Appropriation to accelerate design and build of 20 child development centers</li> <li>Joint Family Assistance for Guard and Reserve – expanding from 15 states to all 50 states</li> </ul>			
<b>Rationale for Meeting Output On Time:</b>			
<ul style="list-style-type: none"> <li>For sustainability of these family support initiatives, funding must shift from the supplemental to the baseline budget.</li> </ul>			
<b>Output:</b> For National Guard and Reserve, organized state-by-state family assistance platform, integrating state, non-profit and DoD resources for a more effective system with surge capability. For Active Duty, increased outreach platform for young families dealing with deployment and depression. Successful models are now being reproduced across installations.			
<b>Under Secretary of Defense for Personnel and Readiness</b>		 <b>Principal's Signature</b>	

**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> OUSD (P&R)	<b>Principal:</b> USD (P&R)
<b>Focus Area:</b> Focus on People	<b>Priority Classification:</b> UNCLASS
<b>Priority Title:</b> Swiftly Implement Wounded Warrior Recommendations and accelerate Bethesda National Military Medical center	

**Fiscal Year 2008 Milestone Plan**

Major Milestones	Planned Target Date	Current Target Date
1. Implement Pilot Disability Evaluation System in National Capital Region	Nov 07	Completed Nov 07
2. Address all recommendations from various Commission, Task Force, and Review Groups.	Nov 07	Completed Jan 08
3. Complete Decision making process and Lock Budget Review Process.	Nov 07	Nov 08
4. Establish Center for Case Management Oversight.	Dec 07	TBD
5. Transition Future Governance to the Joint Executive Committee or other oversight body.	May 08	Jan 09

*not representative milestones?*

**2008 Target Milestone Shortfalls:**

- Milestone #2 target date was revised, the; DoD IG July 2008 documents January 2008 accomplishment
- Milestone #3 target date revised; Lifecycle of SOC extended though FYDP
- Milestone #5 is pending the transition of the SOC future governance to a permanent Joint oversight body
- Milestone #5 target date was extended by the SECDEF (see Milestone #4)

**Barriers to Accomplishing 2008 Milestones:**

- Milestones #3, 4, and 5 revised dates are attributed to the expansion of the SOC mission along with desires of Congress to continue mission beyond original timeline to 2012
- Milestone #3 SOC Mission has been extended and the original budget does not reflect ability to complete the mission

**Major Accomplishments Beyond 2008 Target Milestones:**

- Integrated the DoD and VA in a single team
- Established the Defense Center of Excellence for Traumatic Brain Injury and Post-Traumatic Stress Disorder Center of Excellence
- Initiated a Federal Recovery Coordinator Program
- Established facility standards and compliance inspections completed
- Established the Vision Center of Excellence
- Established the Interagency Program Office
- Established a DES Pilot in the National Capital Region to streamline the DES process
- Ground breaking for the the WRNMMC was held on July 3rd, 2008

*no credit for these?*

**Rationale for Meeting Output On Time:**

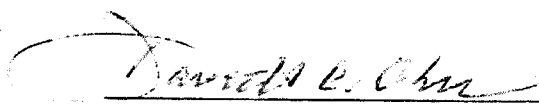
The WII SOC expects to meet the priority output on time based on the collaborative and aggressive efforts of DoD and VA in addressing issues affecting Wounded Warriors. Senior leaders in both departments have made Wounded Warriors and their families a top priority, to include, the elimination of adverse issues.

**Output:** Assist America's Wounded Warriors in remaining productive contributing members of society

**Under Secretary of Defense  
for Personnel and Readiness**

*David C. Chen*  
Principal's Signature

**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> OUSD(P&R)	<b>Principal:</b> USD (P&R)	
<b>Focus Area:</b> Focus on People	<b>Priority Classification:</b> Unclassified	
<b>Priority Title:</b> Complete National Security Personnel System Implementation		
<b>Priority Sub Title:</b> NSPS Implementation		
<b>Fiscal Year 2008 Milestone Plan</b>		
<b>Major Milestones</b>	<b>Planned Target Date</b>	<b>Current Target Date</b>
1. Implement Spiral 2.1 and 2.2, adding 70,000+ civilian employees to NSPS	Apr 08	Completed Apr 08
<b>2008 Target Milestone Shortfalls:</b>		
<ul style="list-style-type: none"> <li>• No Shortfalls. Met target.</li> </ul>		
<b>Barriers to Accomplishing 2008 Milestones:</b>		
<ul style="list-style-type: none"> <li>• No Barriers.</li> </ul>		
<b>Major Accomplishments Beyond 2008 Target Milestones:</b>		
<ul style="list-style-type: none"> <li>• Converted 72,000 to NSPS in FY08</li> <li>• Published draft, revised NSPS regulation to conform to FY08 National Defense Authorization Act</li> </ul>		
<b>Rationale for Meeting Output On Time:</b>		
<p>DoD has more than 180,000 civilian employees, supervisors, and managers under the NSPS, with its performance-based, market-sensitive pay system. The workforce can take on a broader range of assignments under NSPS' more open job structure, and be rewarded directly for performance results aligned to priority mission goals. At end of the 3<sup>rd</sup> quarter, DoD was far into the process of modifying NSPS to conform to the FY 08 National Defense Authorization. The process, including fulfillment of labor relations obligations, is targeted realistically for completion in FY 09, after which time DoD can convert the remainder of the eligible workforce, within statutory annual limits.</p>		
<b>Output:</b> A more agile and dynamic workforce.		
<p><b>Under Secretary of Defense for Personnel and Readiness</b></p>	 _____ <b>Principal's Signature</b>	



**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> ODUSD(P&R)	<b>Principal:</b> USD (P&R)
<b>Focus Area:</b> Focus on People	<b>Priority Classification:</b> Unclassified
<b>Priority Title:</b> Complete National Security Personnel System Implementation	
<b>Priority Sub Title:</b> New Senior Executive Service	

**Fiscal Year 2008 Milestone Plan**

Major Milestones	Planned Target Date	Current Target Date
1. Publish DoD Directive Regarding SES	Oct 07	Completed Oct 07
2. Drafted and Coordinated SES position and Compensation Tier Policy	Dec 07	Completed Dec 07
3. Publish Final SES Tier Policy	Feb 08	Completed Feb 08
4. Finalize the SES operational policies for coordination	Aug 08	Completed Sep 08

**2008 Target Milestone Shortfalls:**

- No shortfalls. Met Target

**Barriers to Accomplishing 2008 Milestones:**

- No barriers.

**Major Accomplishments Beyond 2008 Target Milestones:**

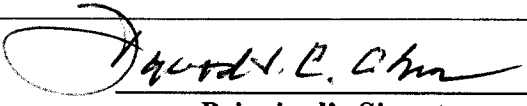
- DoD is establishing a Senior Defense Executive Advisory Board comprised of civilian senior leaders, General Officers, and Flag Officers who will advise the Deputy Secretary on the Department's life cycle management of Senior Executives.
- The Department's questionnaire for the Longitudinal Study of the Department's senior performance management system was approved for release on May 28, 2008. The administration date of the survey will occur in January 2009.
- The Department's SES Performance Management was re-certified for FY 2009 by the Office of Personnel Management.
- The Department piloted a common framework for talent management and succession planning using Navy as a pilot.
- Hosted an SES forum to obtain feedback on SES issues.

**Rationale for Meeting Output On Time:**

The last milestone is in progress. The draft instruction will be released for pre-coordination in August 2008.

<b>Under Secretary of Defense for Personnel and Readiness</b>	 _____ <b>Principal's Signature</b>
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**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> ODUSD(P&R)		<b>Principal:</b> USD (P&R)
<b>Focus Area:</b> Focus on People		<b>Priority Classification:</b> Unclassified
<b>Priority Title:</b> Complete National Security Personnel System Implementation		
<b>Priority Sub Title:</b> Expeditionary Workforce		
<b>Fiscal Year 2008 Milestone Plan</b>		
<b>Major Milestones</b>	<b>Planned Target Date</b>	<b>Current Target Date</b>
1. Draft and coordinate updated policies to expand the universe of jobs that support mission contingencies	Dec 07	Completed Sep 07
2. Conduct an offsite with the DoD Components to obtain recommendations for building an expeditionary capability in the DoD civilian workforce.	Nov 07	Completed Nov 07
3. Develop interim guidance for the deployment of DoD civilians	Jan 08	Completed Feb 08
4. Develop final DoD policy in a DoD Directive that establishes the policy framework for sourcing, identifying, and providing an expeditionary capability in the DoD civilian workforce (September 2008)	Sept 08	Sep 08
5. Develop a DoD Instruction to operationalize the practices for an expeditionary civilian workforce and coordinate it with the DoD Components (September 2008)	Sep 08	Oct 08
<b>2008 Target Milestone Shortfalls:</b>		
<ul style="list-style-type: none"> <li>No shortfalls. Met target.</li> </ul>		
<b>Barriers to Accomplishing 2008 Milestones:</b>		
<ul style="list-style-type: none"> <li>No barriers</li> </ul>		
<b>Major Accomplishments Beyond 2008 Target Milestones:</b>		
<ul style="list-style-type: none"> <li>Submission of a legislative proposal seeking authority to increase the premium pay cap and eliminate the aggregate limitation on pay in the U.S. Central Command area of responsibility</li> <li>Submission of a legislative proposal which would permanently authorize Foreign Service benefits</li> <li>Submission of a legislative proposal to permit employees to elect basic and optional coverage under the Federal Employees Group Life Insurance program within 60 days of their deployment</li> <li>Continued commitment and outreach throughout DoD and with other Federal agencies to ensure that compensation and benefits for deployed civilians are consistent and equitable across the Federal spectrum. Convened and chaired interagency working group to address civilian deployment benefits, and oversees benefits and entitlements.</li> <li>Provided staffing support for GWOT individual augmentee positions.</li> <li>Conducted focus groups of deployed civilians to obtain lessons learned.</li> </ul>		
<b>Rationale for Meeting Output On Time:</b>		
The last milestone is in progress. The draft instruction will be released for pre-coordination in August 2008.		
<b>Output:</b> A more agile and dynamic workforce.		
<b>Under Secretary of Defense for Personnel and Readiness</b>	 _____ <b>Principal's Signature</b>	

## Performance Based Organizational Assessment Submission Template

<b>OPR:</b> DA&M/WHLO	<b>Principal:</b> DA&M	
<b>Focus Area:</b> Focus on People	<b>Priority Classification:</b> Unclassified	
<b>Priority Title:</b> Develop strategy to prevent civilian leadership vacuum		
<b>Fiscal Year 2008 Milestone Plan</b>		
<b>Major Milestones</b>	<b>Planned Target Date</b>	<b>Current Target Date</b>
1. Develop, coordinate, and publish DoD Directive on transition policy framework.	Nov 07	Completed Aug 08
2. Conduct an organizational review and assessment of DoD Components to baseline the number, kind, and placement of politically appointed officials to assess the impacts of personnel departures on leadership continuity.	Mar 08	Completed Jun 08
3. Develop and submit a DoD governance proposal that will provide leadership and structure to institutionalize transition processes.	May 08	Completed Feb 08
4. Plan, schedule, and publish preliminary out-briefings for senior political staff members to capture critical initiatives, identify implementation plans, and record lessons learned.	Jun 08	Dec 08
5. Develop/launch formal training and other programs to rapidly and thoroughly install, inform, and support new civilian leaders.	Sep 08	Jan 09
<b>2008 Target Milestone Shortfalls:</b>		
<ul style="list-style-type: none"> <li>• <u>Milestone 1:</u> Submitted draft Directive for signature on January 30, 2008. The Department's Senior Leadership decided to issue the Directive after the July Defense Senior Leadership Conference. This decision provided the opportunity to simultaneously formalize and establish the governance structure that was positioned and proposed in February 2008 as a Milestone 3 deliverable. The Directive and implementing memorandum were signed by the Secretary of Defense and published on August 8, 2008.</li> <li>• <u>Milestone 2:</u> None. Milestone fully accomplished June 2008.</li> <li>• <u>Milestone 3:</u> None. Milestone fully accomplished February 2008.</li> <li>• <u>Milestone 4:</u> Complementary to Milestone 2. Preliminary out-briefings (DepSecDef One-on-One) for Military Department Secretaries and OSD Component Heads began in July and will be completed on August 27, 2008. As meetings are completed, ODA&amp;M expects take-aways to record personnel succession and critical policy and program initiatives, and to inform further requirements for out-briefings, interviews of other senior staff members, and documentation of lessons learned.</li> <li>• <u>Milestone 5:</u> An initial proposal has been submitted that frames options and suggestions for formal training programs. For obvious reasons, this proposal will require the incoming Administration's transition team review and approval prior to implementation.</li> </ul>		
<b>Barriers to Accomplishing 2008 Milestones:</b>		
<ul style="list-style-type: none"> <li>• Milestone 1: The proposed Directive was held in abeyance by senior leadership, pending decision on timing for its release.</li> <li>• Milestone 4: Dependent on results of One-on-One interviews and identification of resources to conduct and record interviews.</li> <li>• Milestone 5: Dependent on incoming leadership approval and dedicated funding.</li> </ul>		
<b>Major Accomplishments Beyond 2008 Target Milestones:</b>		
<ul style="list-style-type: none"> <li>• Supported both DAWG and DSLC discussions on Transition.</li> <li>• Implemented a web-based information sharing structure for the management of transition priorities.</li> <li>• Supported the Secretary of Defense-sponsored Town Hall meeting for Political Personnel.</li> <li>• Provided direct support to the Secretary, Deputy, and their key staffs in constituting the Transition Task Force.</li> <li>• Developed, coordinated, and delivered to the Secretary of Defense a staff package soliciting his guidance on the Department's Order of Succession, which the General Counsel is advancing as a proposed update to Executive Order 13394.</li> </ul>		
<b>Rationale for Meeting Output On Time:</b>		
<p>The planning work has been completed and we are moving forward with implementation. The SecDef and DepSecDef have communicated their commitment and have signed the governance and policy documents to implement the DoD structure that will provide an efficient DoD transition. Review of historic milestones by the Director of the DoD Transition Task Force Staff indicates that the Department is currently months ahead in transition planning when compared to traditional patterns. While not completing all actions against the "stretch milestone goals", we have exceeded those historical norms and are well-positioned to achieve success in this effort.</p>		
<b>Output:</b> A comprehensive, well organized, fully developed, and formally documented DoD transition framework.		
<i>Jr</i> Acting Director of Administration and Management Principal's Title	<i>Regina F. Thomas</i> Principal's Signature	8/22/08

**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> OSD(P)	<b>Principal:</b> PDUSD-P
<b>Focus Area:</b> Transform Enterprise Management	<b>Priority Classification:</b> Unclassified
<b>Priority Title:</b> Establish a new strategic planning process to include an improved process for prioritizing and aligning resources to joint capability demands, implement a common transparent decision framework and supporting management information system, and expand Capability Portfolio Management	
<b>Priority Sub Title:</b> New Strategic Planning Process	

**Fiscal Year 2008 Milestone Plan**

Major Milestones	Planned Target Date	Current Target Date
1. Hold coordination meetings to resolve outstanding issues.	Dec 07	Completed Dec 07
2. Complete coordination.	Dec 07	Completed Jan 08
3. Publish National Defense Strategy.	Dec 07	Completed June 08
4. Publish National Military Strategy	Feb 08	TBD
5. Publish GEF and GDF	Feb 08	Completed May 08
6. Seek DSLC approval (Jan 08) and secure senior leader signatures	Feb 08	Completed Feb 08

**2008 Target Milestone Shortfalls:**

- NDS milestone met at revised target date subsequent to addressing Service critical comments.
- NMS on hold per CJCS direction.

**Barriers to Accomplishing 2008 Milestones:**

- None.

**Major Accomplishments Beyond 2008 Target Milestones:**

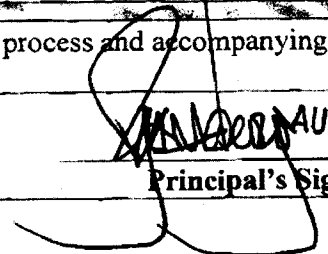
- On track to complete GEF-tasked campaign plan reviews by November 2008.

**Rationale for Meeting Output On Time:**

Streamlined strategic planning process provides greater transparency and common understanding to leaders across the enterprise. Civilian and military leaders have accepted the new system and agreed to work towards institutionalizing the processes before the end of the calendar year.

**Output:** A widely accepted and understood strategic planning process and accompanying guidance

*Principal Deputy Under Secretary of Defense for Policy*  
**Principal's Title**

  
**Principal's Signature**

AUG 14 2008

## Performance Based Organizational Assessment Submission Template

<b>OPR:</b> OSD(P), OSD(AT&L), JS	<b>Principal:</b> Various	
<b>Focus Area:</b> Transform Enterprise Management	<b>Priority Classification:</b> Unclassified	
<b>Priority Title:</b> Establish a new strategic planning process to include an improved process for prioritizing and aligning resources to joint capability demands, implement a common transparent decision framework and supporting management information system, and expand Capability Portfolio Management		
<b>Priority Sub Title:</b> Improve Strategic Direction and CPM expansion		
<b>Fiscal Year 2008 Milestone Plan</b>		
<b>Major Milestones</b>	<b>Planned Target Date</b>	<b>Current Target Date</b>
1.1 <b>Improve Strategic Direction</b> Issue planning guidance for the Employment and Development of the Force (same as Milestone 5 in U27)	Feb 08	Completed (Policy)
1.2 <b>Improve Strategic Direction</b> Develop methodology for Capability & Capacity Prioritization Process	Nov 07	Dec 08 (Joint Staff)
1.3 <b>Improve Strategic Direction</b> Incorporate performance assessment requirements in guidance for employment and development of the force	Feb 08	Completed (Policy)
1.4 <b>Improve Strategic Direction</b> Identify/implement tools and process for tracking Force Employment & Force Development Strategic Objectives	Apr 08	Completed (Policy)
2.1 <b>CPM</b> Complete JCA Decomposition	Nov 07	Dec 08 (Joint Staff)
2.3 <b>CPM</b> Complete Resource Mapping to JCAs	Apr 08	Completed (PA&E)
2.4 <b>CPM</b> Develop, coordinate, and issue a CPM Instruction	Apr 08	Directive August 08 Instruction April 09 (AT&L/IR&G)
3.1 <b>Decision Framework</b> Develop, coordinate, approve and issue a DoD strategic planning system Directive supporting the decision framework	Apr 08	(DSD tasked to USDC)
3.2 <b>Decision Framework</b> Begin implementation of integrated management information plan supporting the capabilities-based decision framework	Apr 08	Cancelled (IR&G)
<b>2008 Target Milestone Shortfalls:</b>		
<ul style="list-style-type: none"> <li>• (1.2) Joint Staff-led action. Joint Staff is continuing to develop methodology for capability and capacity prioritization, but the effort has been transitioned into an element within the Quadrennial Roles and Missions Review (QRMR), which will not be completed until Dec. 2008 based on Congressionally-established deadline.</li> <li>• (2.1) Joint Staff-led action. Joint Staff is completing this effort within the context of the QRMR study, which will not be completed until Dec. 2008 based on Congressionally-established deadline.</li> <li>• (2.4) AT&amp;L-led action. The draft CPM directive has been coordinated – AT&amp;L currently resolving final issues. Expect the final to be issued early August 2008. An instruction will be a result of lessons learned in the FY2010 POM process to be addressed by the CPM council.</li> <li>• (3.1) OUSD(C)-led action. DepSecDef tasked USD(C) with updating the PPBE Directive.</li> <li>• (3.2) Effort has been concluded as Institutional Reform and Governance Roadmap has been closed out by the DAWG and the DAWG decided not to pursue this task as initially conceived.</li> </ul>		
<b>Barriers to Accomplishing 2008 Milestones:</b>		
<ul style="list-style-type: none"> <li>• (3.1) USD(C) draft PPBE directive focuses narrowly on resource management and force development, rather than encompassing broader strategic planning, assessment, or force employment issues. There is no plan to capture a Unified Flied Theory level concept for the Department outside this effort.</li> <li>• (3.2) Effort has been concluded as Institutional Reform and Governance Roadmap has been closed out by the DAWG and the DAWG decided not to pursue this task as initially conceived.</li> </ul>		

## Performance Based Organizational Assessment Submission Template

### Major Accomplishments Beyond 2008 Target Milestones:

- To institutionalize the GEF's new campaign plan approach, Policy and Joint Staff have worked with CoComs to accelerate completion of theater campaign plans by the end of CY2008 and the change in administration.
- The Department broadened the scope of the QRMR, co-led by Policy and Joint Staff, to address six issues that will improve process alignment to transform enterprise management (analytic agenda, analysis of alternatives, capability prioritization, governance alignment, force employment resource visibility, joint capability areas).

### Rationale for Meeting Output On Time:

Civilian and military leaders have actively engaged in developing and implementing the new system and are working towards institutionalizing the processes before the end of the calendar year.

**Output:** A capabilities-based approach to strategic decision making supported by process alignment and data transparency.

*Principal Deputy Under Secretary of Defense for Policy*  
Principal's Title

  
AUG 14 2008  
Principal's Signature

**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> OSD (I)	<b>Principal:</b> USD(I)
<b>Focus Area:</b> Transform Enterprise Management	<b>Priority Classification:</b> Unclassified
<b>Priority Title:</b> Streamline Security Clearance Processes	
<b>Priority Sub Title:</b> Streamline Security Clearance Processes	

**Fiscal Year 2008 Milestone Plan**

Major Milestones	Planned Target Date	Current Target Date
1. In Phase II (Design Details), incorporate DNI, USD(I), and DD/OMB input and resolve outstanding issues for proposed "to-be" process; conduct an Analysis of Alternatives; and perform detailed design activities and identify validation methods.	Oct 07	Completed Oct 07
2. In Phase III (Demonstration Design and Acquisition Strategies), prepare acquisition strategy to execute and prove proposed process reform. Draft presidential memorandum	Dec 07	Completed Dec 07
3. Perform and evaluate demonstrations and formulate end-to-end IT acquisition strategy.	Mar 08	Completed Mar 08
4. Draft initial revisions to appropriate policy documentation to include executive orders.	Apr 08	Completed Apr 08

**2008 Target Milestone Shortfalls:** *Please provide a bulleted list of 2008 milestones missed (see original and revised templates).*

- All milestones have been met.

**Barriers to Accomplishing 2008 Milestones:** *Identify any barriers to completing the milestones, such as associated budget requirements/shortfalls; failed legislative proposal, etc.*

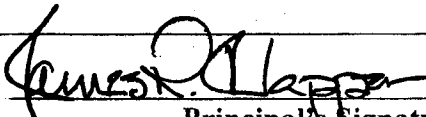
- All milestones have been met.

**Major Accomplishments Beyond 2008 Target Milestones:** *Identify any accomplishments beyond the original milestones.*

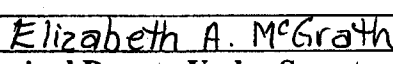
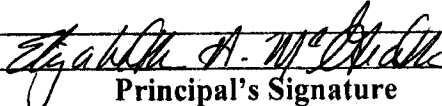
- On April 30, 2008, the joint reform team, led by DoD and the Director of National Intelligence, submitted its initial reform proposal to the President.
- On June 30, 2008 the President signed Executive Order 13467 that established a Federal governance structure to drive clearance reform. The Security Clearance Performance Accountability Council now serves as the principal interagency forum for ensuring the alignment of security clearance and suitability processes within the Executive Branch.
- The joint reform team is now conducting an end-to-end technology demonstration to determine requirements for information technology investments needed to achieve transformation. This demonstration will be completed in Fall 2008, and will link several existing systems to in order to perform and analyze end-to-end automated process flow.

**Rationale for Meeting Output On Time:** *Please provide a short paragraph for why you are optimistic for meeting the priority output on time(see bottom of original template for output).*

**Output:** A comprehensive transformed security clearance process that enables fair, efficient, clearance determinations at reasonable cost.


<u>James R. Clapper, Jr.</u> Under Secretary of Defense (Intelligence)	 AUG 18 2008 Principal's Signature
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## Performance Based Organizational Assessment Submission Template

<b>OPR:</b> OSD (AT&L/BTA)	<b>Principal:</b> USD (AT&L)	
<b>Focus Area:</b> Transform Enterprise Management	<b>Priority Classification:</b> Unclassified	
<b>Priority Title:</b> Implement Defense Business Systems Management Committee and Business Transformation Agency agendas to include fielding Defense Integrated Military Human Resources System		
<b>Priority Sub Title:</b> Defense Business Systems Management Committee and BTA agendas		
<b>Fiscal Year 2008 Milestone Plan</b>		
<b>Major Milestones</b>	<b>Planned Target Date</b>	<b>Current Target Date</b>
1. DBSMC: Merge investment management and acquisition oversight roles into a single body for Major Automated Information Systems. Initial system assessment: Sep 07, Full implementation Dec 07.	Dec 07	Completed Jun 08
2. DBSMC: Determine optimal strategy for implementing Enterprise Resource Planning solutions.	Dec 07	Completed Dec 07
3. Defense Integrated Military Human Resources System (Army): System integration test Aug 17, 2007 - Dec 2007. Army operational test Dec 07 - May 08. Achieve initial operating capability Oct 08.	Oct 08	Mar 09
<b>2008 Target Milestone Shortfalls:</b> <i>Please provide a bulleted list of 2008 milestones missed (see original and revised templates).</i> <ul style="list-style-type: none"> <li>• Defense Integrated Military Human Resources System (Army): System integration test Aug 17, 2007 - Dec 2007. Army operational test Dec 07 - May 08. Achieve initial operating capability Oct 08.</li> </ul>		
<b>Barriers to Accomplishing 2008 Milestones:</b> <i>Identify any barriers to completing the milestones, such as associated budget requirements/shortfalls; failed legislative proposal, etc.</i> <ul style="list-style-type: none"> <li>• Army's Initial Operating Capability has been delayed to March, 2009 to allow time to complete functional/business process re-engineering, interface production and testing, and data cleansing and validation. Air Force's Initial Operating Capability has been delayed to October, 2009.</li> <li>• Investment management and acquisition oversight for Major Automated Information Systems have been merged into a single body, it is anticipated that final codification of this milestone, through a DoD Instruction, will occur in December, 2008. This delay is due to the implications of the 2008 National Defense Authorization Act Section 904.</li> </ul>		
<b>Major Accomplishments Beyond 2008 Target Milestones:</b> <i>Identify any accomplishments beyond the original milestones.</i> <ul style="list-style-type: none"> <li>• Initiated regular "See/Try DIMHRS" sessions to provide the Services and Agencies with hands-on experience with DIMHRS functionality and to facilitate business process re-engineering and streamlining.</li> <li>• The Deputy Chief Management Officer and the Military Department's Chief Management Officers have been added to the membership of the DBSMC.</li> <li>• By the end of 2008, the Department will have 1% of its people trained as Lean Six Sigma Black Belts and 5% of its people trained as Green Belts. Lean Six Sigma is being accepted into the culture of the Department and numerous projects are being completed leading to cost savings, cycle time reductions, and quality improvements.</li> </ul>		
<b>Rationale for Meeting Output On Time:</b> <i>Please provide a short paragraph for why you are optimistic for meeting the priority output on time(see bottom of original template for output).</i> <ul style="list-style-type: none"> <li>• Functional/business process testing for DIMHRS has been successfully completed. Data cleansing is proceeding on schedule. A jointly developed remediation plan is in place and is being intensively monitored by the DBSMC for adherence to the new schedule.</li> </ul>		
<b>Output:</b> <ul style="list-style-type: none"> <li>- DIMHRS fielded to Army and Air Force.</li> <li>- DBSMC with expanded role to include adoption for LSS and new Acquisition Process.</li> </ul>		
 Elizabeth A. McGrath Principal Deputy Under Secretary of Defense (Business Transformation)	 Elizabeth A. McGrath Principal's Signature	



## Performance Based Organizational Assessment Submission Template

<b>OPR:</b> OSD(C)	<b>Principal:</b> USD (C)	
<b>Focus Area:</b> Transform Enterprise Management	<b>Priority Classification:</b> Unclassified	
<b>Priority Title:</b> Modernize and Integrate Critical Financial Management and Internal Control System		
<b>Priority Sub Title:</b> Critical Management and Internal Control System		
<b>Fiscal Year 2008 Milestone Plan</b>		
<b>Major Milestones</b>	<b>Planned Target Date</b>	<b>Current Target Date</b>
1. Complete 23% of total Financial Improvement and Audit Readiness plan audit readiness milestones; with 25% assets (\$303.7B) and 50% liabilities (\$967B) with a clean audit.	Dec 07	Completed Dec 2007
2. Complete Standard Financial Information Structure (SFIS) implementation for legacy systems by Dec 07.	Dec 07	Completed July 2008
3. Resolve all Anti-Deficiency Act (ADA) cases caused by interagency audits.	Jan 08	Partially Complete Sep 08
4. Deploy information system to eliminate interagency Anti-Deficiency Act challenges.	Sep 08	Partially Completed April 2009
<b>2008 Target Milestone Shortfalls:</b>		
<ul style="list-style-type: none"> <li>• 98% of 640 cases were resolved as no ADA violation. 2% or 14 cases were deemed as ADA violations and are undergoing formal due diligence process. USD(C) continues to brief the Deputy Secretary of Defense on ADA progress.</li> <li>• Initiated deployment of the automated system solution (IVAN) to eliminate interagency Anti-Deficiency Act challenges. As of 3rd quarter FY 2008, processed 27 Military Interdepartmental Purchase Request for \$25M with DOI and GSA. Estimated date for full roll-out is April 2009.</li> </ul>		
<b>Barriers to Accomplishing 2008 Milestones:</b>		
<ul style="list-style-type: none"> <li>• Anti-Deficiency Act violations resolutions required longer legal due-diligence then expected</li> <li>• SFIS implementation initiative discovered unexpected incompatible service system accounting frameworks which required additional effort.</li> </ul>		
<b>Major Accomplishments Beyond 2008 Target Milestones:</b> <i>Identify any accomplishments beyond the original milestones.</i>		
<ul style="list-style-type: none"> <li>• For December 2007, the Department obtained 15% of assets (\$220.8 billion) and 50% of liabilities (\$1,301.1 billion) which, while a lower level of assets then projected, exceeds the December 2007 total goal of \$1270.7 billion by \$251.2 billion.</li> <li>• The Department is investing in its workforce with a first-of-its kind Chief Financial Officer Academy opening in September 2008</li> </ul>		
<b>Rationale for Meeting Output On Time:</b> <i>Please provide a short paragraph for why you are optimistic for meeting the priority output on time(see bottom of original template for output).</i>		
<ul style="list-style-type: none"> <li>• The Department will obtain a clean audit on 10 entities and \$2422 billion in FY 2009 which exceeds the output goal by 1 entity and \$24 billion cleanly audited. (The output goal is equivalent to \$843 billion or 64% in assets and \$1555 billion or 79% in liabilities).</li> <li>• OUSD(C) continues to closely track each entity's progress against a detailed Financial Improvement Plan published in the Financial Improvement and Audit Readiness (FIAR) Plan.</li> </ul>		
<b>Output:</b> Achieve a clean audit on 9 entities and 64% assets and 79% liabilities by FY09.		
<u>Under Secretary of Defense (Comptroller)</u>		AUG 20 2008
<b>Principal's Title</b>	<b>Principal's Signature</b>	

# Performance Based Organizational Assessment Submission Template

<b>OPR:</b> OSD (AT&L)	<b>Principal:</b> USD AT&L
<b>Focus Area:</b> Transform Enterprise Management	<b>Priority Classification:</b> Unclassified
<b>Priority Title:</b> Pursue targeted acquisition reforms to include Concept Decision, Life-cycle Management, Configuration Steering Boards, and Energy initiatives	
<b>Priority Sub Title:</b> Concept Decision	

## Fiscal Year 2008 Milestone Plan

Major Milestones	Planned Target Date	Current Target Date
1. DAU Requirements Officer Management Course IOC	Sep 07	Complete Oct 07
2. Identify additional Evaluation of Alternatives for CD Reviews	Nov 07	Complete Nov 07
3. CD Pilot Lessons Learned Workshop (to feed policy proposals)	Nov 07	Complete Nov 07
4. Policy Review: change proposals for DoDI 5000 and CJCSI 3170	Feb 08	Complete Feb 08
5. Identify criteria for Time Defined (TD) optimum path selection	Apr 08	Complete Mar 08
6. Complete Tri-chair CD Reviews on Pilots: Joint Light Tactical Mobility; Integrated Air and Missile Defense; Joint Rapid Scenario Generation; Global Strike-Raid	Jun 08	Complete Mar 08
7. Identify tools & best practices to support Concept Decision Reviews	Sep 08	Complete Mar 08

**2008 Target Milestone Shortfalls:** *Please provide a bulleted list of 2008 milestones missed (see original and revised templates).*

- None

**Barriers to Accomplishing 2008 Milestones:** *Identify any barriers to completing the milestones, such as associated budget requirements/shortfalls; failed legislative proposal, etc.*

- None

**Major Accomplishments Beyond 2008 Target Milestones:** *Identify any accomplishments beyond the original milestones.*

- N/A

**Rationale for Meeting Output On Time:** *Please provide a short paragraph for why you are optimistic for meeting the priority output on time(see bottom of original template for output).*

The CDI is complete. Through the CDI we established the value of an early mandatory decision point in the acquisition process and transitioned from initiative to policy action in March 2008. The USD(AT&L) approved the transition and associated draft policy language. The new policy is proceeding through department wide coordination via the ongoing update to DoDI 5000.2 which describes the DoD acquisition process.

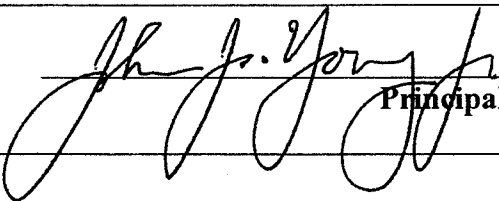
**Output:** Portfolio-based investment decisions that enable predicable acquisition performance that is responsive to joint warfighter needs.

Under Secretary of Defense  
For Acquisition, Technology and Logistics

AUG 18 2008

*John J. Young Jr.*  
Principal's Signature

**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> OSD (AT&L)		<b>Principal:</b> USD AT&L
<b>Focus Area:</b> Transform Enterprise Management		<b>Priority Classification:</b> Unclassified
<b>Priority Title:</b> Pursue targeted acquisition reforms to include Concept Decision, Life-cycle Management, Configuration Steering Boards, and Energy initiatives		
<b>Priority Sub Title:</b> Life-cycle Management		
<b>Fiscal Year 2008 Milestone Plan</b>		
<b>Major Milestones</b>	<b>Planned Target Date</b>	<b>Current Target Date</b>
1. Finalize AT&L memorandum directing implementation strategy of Task Force recommendations.	Feb 08	Aug 08
2. Identify specific changes to DoD policy, processes and documentation to implement approved recommendations.	Feb 08	Sep 08
3. Finalize required changes to policies and procedures.	Jun 08	Oct 08
4. Implement recommendations.	Jul 08	Feb 09
<b>2008 Target Milestone Shortfalls:</b> <i>Please provide a bulleted list of 2008 milestones missed (see original and revised templates).</i> <ul style="list-style-type: none"> <li>Finalize AT&amp;L memorandum directing implementation strategy of Task Force recommendations.</li> <li>Identify specific changes to DoD policy, processes and documentation to implement approved recommendations.</li> <li>Finalize required changes to policies and procedures.</li> <li>Implement recommendations.</li> </ul>		
<b>Barriers to Accomplishing 2008 Milestones:</b> <i>Identify any barriers to completing the milestones, such as associated budget requirements/shortfalls; failed legislative proposal, etc.</i> <ul style="list-style-type: none"> <li>Complexity of Departmental stakeholder impact of this new strategy and subsequent required policy revisions required iterative staffing process.</li> <li>Subsequent milestones (2,3,and 4) are dependent upon completion of Milestone 1.</li> </ul>		
<b>Major Accomplishments Beyond 2008 Target Milestones:</b> <i>Identify any accomplishments beyond the original milestones.</i> <ul style="list-style-type: none"> <li>Provided final coordination input for DODI 5000.02, Section 3.8 Operations and Support Phase</li> <li>Authored revision of Defense Acquisition Guide Chapter 5, Life Cycle</li> <li>Co-Chaired sub-group 2 of the DoD Reliability Improvement WG resulting in reliability DoD policy formulation</li> <li>Supported the development of Congressionally mandated Requirements Management Certification training Program</li> <li>Provided life cycle management sustainment subject matter expertise for AT&amp;L Program Support reviews and Joint Staff document reviews of Capability Development Documents Key Performance Parameters and Key System Attributes</li> </ul>		
<b>Rationale for Meeting Output On Time:</b> <i>Please provide a short paragraph for why you are optimistic for meeting the priority output on time(see bottom of original template for output).</i> ODUSD(L&MR) organizational emphasis on fill of key leadership positions in OADUSD (Materiel Readiness), coupled with the pending approval of Life Cycle Framework memorandum (Milestone 1) and parallel efforts in key policy revisions, makes the subsequent milestone completion action plan achievable.		
<b>Output:</b> Revised policies and procedures implementing life cycle management into acquisition and sustainment process.		
Under Secretary of Defense For Acquisition, Technology and Logistics	AUG 18 2008	 _____ Principal's Signature

Completed or not?

## Performance Based Organizational Assessment Submission Template

<b>OPR:</b> OSD (AT&L)	<b>Principal:</b> USD AT&L
<b>Focus Area:</b> Transform Enterprise Management	<b>Priority Classification:</b> Unclassified
<b>Priority Title:</b> Pursue targeted acquisition reforms to include Concept Decision, Life-cycle Management, Configuration Steering Boards, and Energy initiatives	
<b>Priority Sub Title:</b> Configuration Steering Boards	

### Fiscal Year 2008 Milestone Plan

Major Milestones	Current Target Date	Completion Date
1. Service Acquisition Executives will report to the USD AT&L on the formation of Configuration Steering Boards and schedule initial meetings prior to 1 October 2007.	Sep 07	Complete Nov 07
2. Ensure Services establish and begin executing Configuration Steering Board Plan.	Nov 07	Complete Nov 07
3. 100 % of ACAT I programs have been reviewed by a CSB	Mar 08	New Target Date Feb 09
4. Monitor Service's ID of CSB "descoping options" in coordination with Joint Staff	Jul 08	New Target Date Feb 09

**2008 Target Milestone Shortfalls:** *Please provide a bulleted list of 2008 milestones missed (see original and revised templates).*

- Review of 100% of ACAT I programs by a CSB has not occurred as of July 30, 2008. This effort is on-going with an anticipated completion date of February 2009
- OSD and JS are actively participating in Configuration Steering Boards, but not all of them have been descoping CSBs. Its milestone will be reset to align to the new target date of milestone 3--review of 100% of ACAT I programs

**Barriers to Accomplishing 2008 Milestones:** *Identify any barriers to completing the milestones, such as associated budget requirements/shortfalls; failed legislative proposal, etc.*

- Component's ability to schedule and conduct CSB reviews of all the ACAT I programs

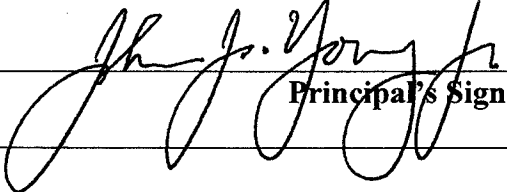
**Major Accomplishments Beyond 2008 Target Milestones:** *Identify any accomplishments beyond the original milestones.*

- N/A

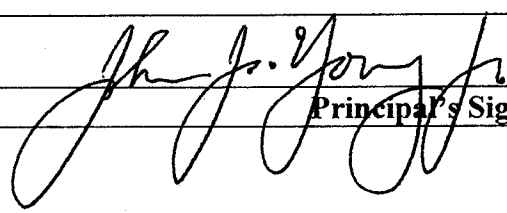
**Rationale for Meeting Output On Time:** *Please provide a short paragraph for why you are optimistic for meeting the priority output on time(see bottom of original template for output).*

- N/A

**Output:** Ability to procure systems at or below the approved current baseline cost estimate.

Under Secretary of Defense For Acquisition, Technology and Logistics	AUG 18 2008	 _____ Principal's Signature
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**Performance Based Organizational Assessment Submission Template**

<b>OPR:</b> OSD (AT&L)		<b>Principal:</b> Al Shaffer, PDDR&E
<b>Focus Area:</b> Transform Enterprise Management – Energy Initiatives		
<b>Priority Title:</b> Pursue targeted acquisition reforms to include Concept Decision, Life-cycle Management, Configuration Steering Boards, and Energy initiatives		
<b>Priority Sub Title:</b> Energy initiatives		
<b>Fiscal Year 2008 Milestone Plan</b>		
<b>Major Milestones</b>	<b>Planned Target Date</b>	<b>Current Target Date</b>
1. Develop/test aircraft operations on 50/50 blend of synthetic fuel. B-52 certified done; C-17, B-1, F-15 and F-22 underway. (AF Lead)	Jun 08	B-52 certified Aug 07
2. Design review completed 3FY07 for a prototype long endurance UAV to fly high altitude missions un-refueled for seven plus days. (Note: Cost greater than initial estimate; budget insufficient to fabricate and demonstrate flying prototype.)	Sep 08	Preliminary design completed Mar 08
3. Improve Solid Oxide fuel cell technology 25% or more to provide alternative to replacement batteries or generators.	Sep 08	Sep 12
<b>2008 Target Milestone Shortfalls:</b>		
<ul style="list-style-type: none"> <li>• Long Endurance UAV funding insufficient to fabricate and demonstrate flying prototype, but design folded into potential solutions for ISR Task Force follow on</li> </ul>		
<b>Barriers to Accomplishing 2008 Milestones:</b>		
<ul style="list-style-type: none"> <li>• Multi-year programs (e.g. solid oxide fuel cells) will take several years to complete</li> </ul>		
<b>Major Accomplishments Beyond 2008 Target Milestones:</b>		
<ul style="list-style-type: none"> <li>• Energy security strategic plan in final draft; outlines 4 strategic goals</li> <li>• Continue to make progress in reducing total energy use in the DoD; total energy reduced 6% since 2005.</li> <li>• Initiated R&amp;D programs/prototypes for turbine engines, ground systems and naval systems; potential energy reductions vary from ~5-25%</li> <li>• Foam insulation on tents in Iraq – estimated to save 77K gals of fuel/day; ~13 fuel trucks/day (\$300+K/day)</li> <li>• Several demos of renewable energy on DoD bases—total DoD renewable energy use at 12%; exceeds federal goals; new projects include 14 MW solar array at Nellis AFB; meeting 25% of the base’s daily energy demand.</li> </ul>		
<b>Rationale for Meeting Output On Time:</b>		
There are numerous projects ongoing throughout DoD that should reduce energy consumption and increase assured alternatives, consistent with the goals outlined in the strategic plan. As demonstrations prove successful, they are being expanded for broader implementation.		
<b>Output:</b> Increase energy efficiency and decrease dependence on foreign oil.		
<b>Under Secretary of Defense For Acquisition, Technology and Logistics</b>	AUG 18 2008	 _____ Principal's Signature