November 12, 2014

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

SUBJECT: Fiscal Year 2014 Organizational Assessment Report

　　　　The attached assessment has been prepared pursuant to sections 4311-4315 of Title 5, United States Code and Office of Personnel Management, implementing regulations and guidance. This guidance requires that performance evaluations for Department of Defense (DoD) Senior Executive Service (SES) members and Senior Level Scientific and Technical (SL / ST) professionals be based on both individual and organizational performance. This memorandum and the attached Organizational Assessment comply by providing an assessment of Department performance through Third Quarter, Fiscal Year 2014 (FY14).

　　　　DoD's FY14 performance goals, as reflected in the President's Budget, are the basis for DoD-wide organizational performance. The results represent performance priorities that are aligned to the strategic goals and objectives in DoD's Strategic Plan (i.e., 2010 Quadrennial Defense Review Report) and to direction provided by the President, Congress, and Secretary of Defense. DoD Component performance results also inform individual SES and SL / ST performance evaluations. Rating officials and members of Performance Review Boards (PRB) should use the attached organizational assessment results, along with other relevant performance reports, to assess SES and SL / ST performance. PRBs should make pay-for-performance decisions and award determinations based upon results achieved that demonstrate success and improvement in both DoD-wide and component-specific performance.

As of third quarter, 89 percent of core warfighting quarterly measures were on track, while 11 percent did not meet third quarter targets and were considered "at risk" of not achieving their annual targets for FY14. Similarly, 75 percent of infrastructure quarterly measures were on track, while 25 percent were at risk. Mitigation strategies have been put in place by relevant goal owners to appropriately address at risk quarterly measures for fourth quarter of FY14 and, while we have made progress in many areas, we must continue to strive for even greater efficiency and effectiveness in our operations across the Department.

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David Tillotson III

Attachment:
As stated

DEPARTMENT OF DEFENSE

Organizational Assessment Report
October 2014

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Overview

Introduction

The Department of Defense (DoD) Organizational Assessment (OA) reports on DoD-wide performance results and is used to evaluate performance of Senior Executive Service (SES) and Senior Level/Scientific and Technical (SL/ST) professionals, pursuant to sections 4311-4315 of Title 5, of the United States Code and Office of Personnel Management implementing guidance. Accordingly, Senior Executives are evaluated on both individual and organizational performance.

DoD 2010 Quadrennial Defense Review (QDR) priorities shaped the following strategic goals:

1. Prevail in today's wars
2. Prevent and deter conflict
3. Prepare to defeat adversaries and succeed in a wide range of contingencies
4. Preserve and enhance the all-volunteer force
5. Reform the business and support functions of the Defense enterprise

DoD strategic goals served as the foundation for the strategic objectives, performance goals, and performance measures outlined in the Department's Annual Performance Plan (APP), published each year within the President's Budget (PB). The FY 2014 OA Guidance (Appendix A) directed executive professionals to include organizational performance goals and measures, as published in the APP, in their Individual Performance Plans. Performance results through the third quarter of FY 2014, published in this report, will be used for senior executive performance review boards. Performance results through the fourth quarter will be published in the DoD Annual Performance Report (APR), as part of the forthcoming PB. This linkage is depicted in Figure 1.
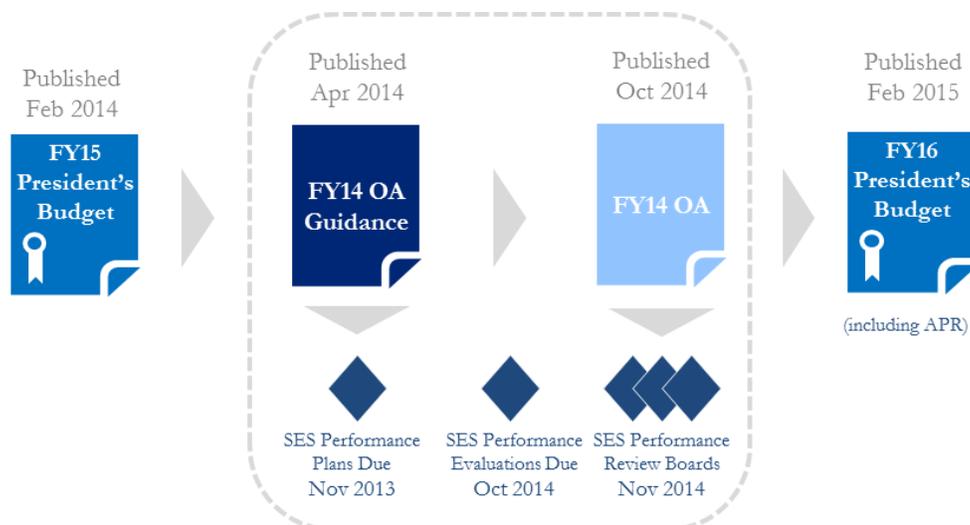

Figure 1 - Alignment of Organizational Assessment with SES and SL/ST Performance Management Process

Summary of Results

The FY 2014 OA evaluates strategic objective progress based on 68 performance measures that were published in the FY 2014 OA Guidance in April 2014.[1] Figure 2 shows strategic alignment and third quarter, FY 2014 summary results. Detailed results are in Appendix B.

Strategic Goals	Strategic Objectives	Performance Measures
Strategic Goal 1 — Prevail in Today's Wars	Strategic Objectives were not developed for FY 2014.	Performance Measures were not developed for this Objective.
Strategic Goal 2 — Prevent and Deter Conflict	SO 2.1 – Ensure that we can quickly confront and defeat aggression from any adversary – anytime, anywhere.	Performance Measures were not developed for this Objective.
	SO 2.2 – Enhance U.S. capabilities to train, advise, and assist foreign security forces and their sustaining institutions to operate with or in lieu of U.S. forces.	
	SO 2.3 – Rebalance our global posture and presence to emphasize the Asia-Pacific region and maintain focus on the Middle East.	Performance Measures were not developed for this Objective.
	SO 2.4 – Build innovative partnerships and strengthen key alliances and partnerships elsewhere in the world.	Performance Measures were not developed for this Objective.
	SO 2.5 – Strengthen cooperation with allies and partners to develop and field robust, pragmatic, and cost-effective missile defense capabilities.	
	SO 2.6 – Ensure sufficient Intelligence, Surveillance, and Reconnaissance (ISR) collection and analysis capacity for full spectrum operations and ensure resiliency of ISR operations	
Strategic Goal 3 — Prepare to Defeat Adversaries and Succeed in a Wide Range of Contingencies	SO 3.1 – Maintain a safe, secure, and effective nuclear arsenal to deter attack on the U.S. and our allies and partners.	
	SO 3.2 – Improve the responsiveness and flexibility of consequence management response forces.	
	SO 3.3 – Enhance capacity to locate, secure, or neutralize weapons of mass destruction, key materials, and related facilities.	Performance Measures were not developed for this Objective.
	SO 3.4 – Expand capacity to succeed against adversary states armed with anti-access capabilities and/or nuclear weapons and improve capabilities to conduct effective operations in cyberspace and space.	
	SO 3.5 – Maintain a strong technical foundation within the Department's Science and Technology (S&T) Program.	
Strategic Goal 4 — Preserve and Enhance the All-Volunteer Force	SO 4.1 – Provide top-quality physical and psychological care to wounded warriors, while reducing growth in overall healthcare costs.	
	SO 4.2 – Ensure the Department has the right workforce size and mix, manage the deployment tempo with greater predictability, and ensure the long-term viability of the Reserve Component.	
	SO 4.3 – Better prepare and support families during the stress of multiple deployments.	
	SO 4.4 – Train the Total Defense Workforce with the right competencies.	
Strategic Goal 5 — Reform the Business and Support Functions of the Defense Enterprise	SO 5.1 – Reduce energy demand and increase use of renewable energy at DoD installations.	
	SO 5.2 – Protect critical DoD infrastructure and partner with other critical infrastructure owners in government and the private sector to increase mission assurance.	
	SO 5.3 – Improve acquisition processes, from requirements definition to the execution phase, to acquire military-unique and commercial items.	
	SO 5.4 – Provide more effective and efficient logistical support to forces abroad.	
	SO 5.5 – Improve financial management and increase efficiencies in headquarters and administrative functions, support activities, and other overhead accounts.	
	SO 5.6 – Provide more effective and efficient Force Readiness Operations Support.	

★ Agency Priority Goal

Legend: Met/Exceeded FY14 Q3 Target · Did Not Meet FY14 Q3 Target · Not Reported · Not Available (Annually Reported) · Q2 Data (Semi-Annually Reported)

Figure 2 - Summary of Results and Alignment of Department FY 2014 Strategic Goals and Measures

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[1] Two Long-Term Performance Goals share the same key performance measure: 5.2.2-2C - Cumulative percent reduction in the number of DoD data centers. See page 20.

Defense leaders are responsible for creating performance measures in the APP. These performance measures encompass activities related to both the Department's warfighting mission and business (Institutional) operations to create a holistic annual performance plan and budget submission. While goal leader responsibility has been assigned to functional Principal Staff Assistants for reporting purposes, these goals and measures are used to inform the "Results Driven" critical element contained in respective Senior Executive performance agreements. This enables executives to focus on measurable outcomes from the Department's Strategic Plan. Figure 3 is a high level depiction of how performance measure results drive a senior executive's performance evaluation.
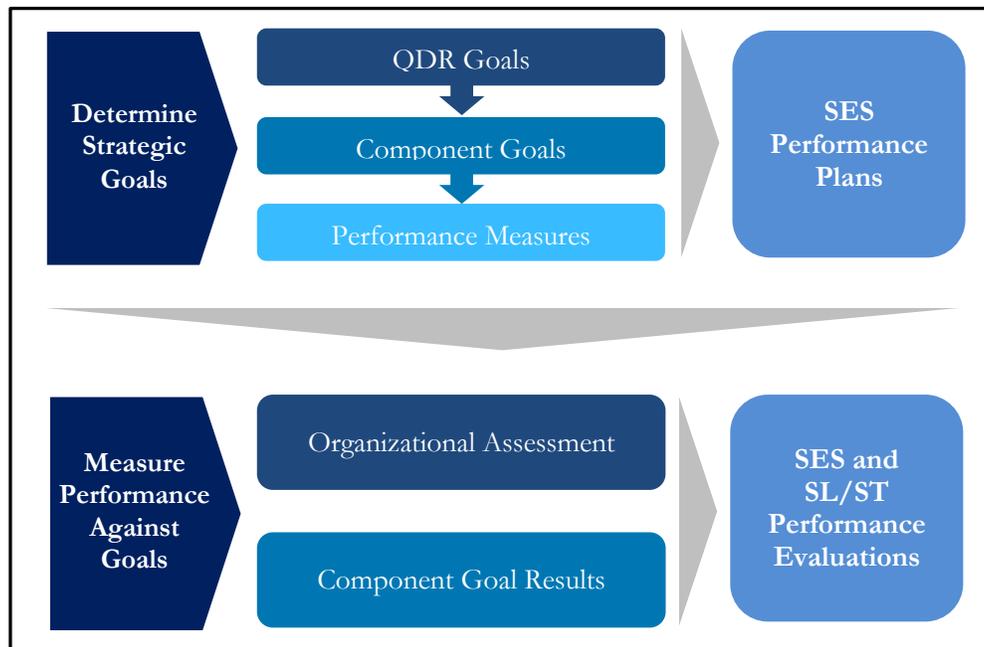
Figure 3 - Alignment of Organizational Goals to Senior Executive Performance Evaluations

There are 69 performance goals with 68 performance measures, of which 19 are reported annually. Of the 49 quarterly measures published in this OA, nine are categorized as "Warfighting" measures, aligned to QDR Goals 1, 2, and 3; and 40 are categorized as "Institutional" measures, aligned to QDR Goals 4 and 5.[2] As of the end of third quarter; 89% of Warfighting measures are on track while 11% did not meet third quarter targets and are considered "at risk" of not achieving their annual targets. Similarly, 75% of Institutional measures are on track while 25% are at risk of not achieving their annual targets.

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[2] Goal 1. Prevail in today's wars

Goal 2. Prevent and deter conflict

Goal 3. Prepare to defeat adversaries and succeed in a wide range of contingencies

Goal 4. Preserve and enhance the all-volunteer force

Goal 5. Reform the business and support functions of the Defense enterprise
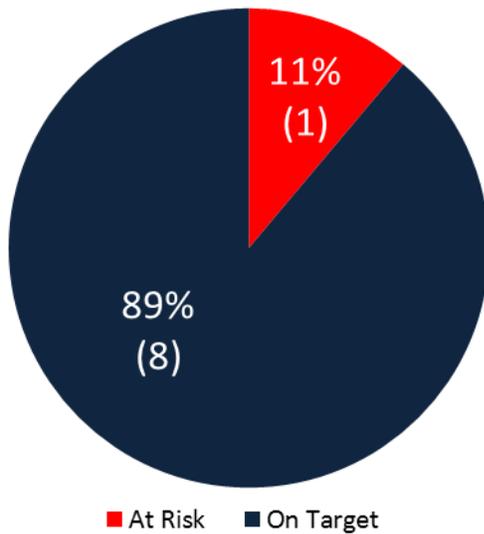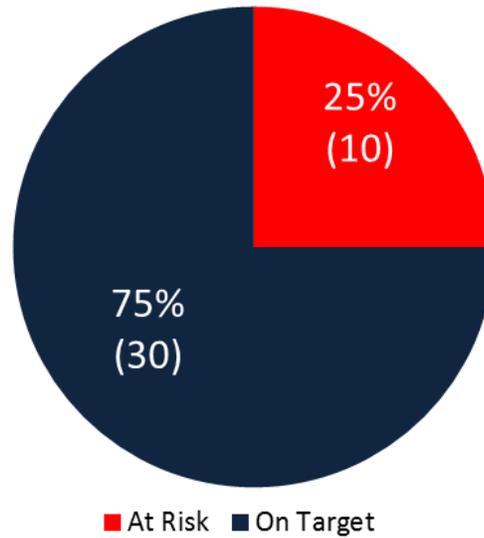
Figure 4 – Summary of FY 2014 Performance Results

Successes

The Department has been successful in meeting several of its most critical measures for third quarter, FY 2014; including those related to **mission readiness**, **providing high quality care to wounded warriors**, and **achieving audit readiness**. The Department has maintained its commitment to taking care of its people and has made considerable improvements in processing wounded warriors in a timely and effective manner. In addition to these mission critical goals, the Department has continued its efforts towards achieving audit readiness.

Mission Readiness

Despite a challenging fiscal environment, the Department has remained committed to ensuring that our Nation's military remains ready to train, advise, and assist foreign security forces and their sustaining institutions to operate with or in lieu of U.S. forces. To that end, the Department requires that annually, 95% of General Purpose Force (GPF) units/teams deployed to support Combatant Command (COCOM) security force assistance (SFA) requirements receive focused SFA training. As of the

Lt. Col. Peter Zike (right) speaks with Afghanistan National Army Brig. Gen. Ghulam Sarvari Murtaza (left), Oct. 29, 2013. (Photo Credit: Spc. Joshua Edwards)

end of third quarter, FY 2014, 100% of GPF deployed to support SFA requirements receive focused SFA training, ensuring that warfighters in Afghanistan and elsewhere around the globe were trained and prepared to build partnership capacity.

In FY 2014, Department took three priority actions with regard to the Defense Institutional Reform Initiative, a program that develops effective, accountable, professional and transparent partner defense establishments in partner countries that can manage, sustain and employ national forces:

(1) Established a larger pool of advisors and technical experts, cohesively trained and employed, to meet growing engagement demand;

(2) Worked with DoD components for exceptions to hiring freezes to improve program capacity; and

(3) Worked more closely with COCOMs and Security Officers to improve defense institutions building requirements generation.

Processing Wounded Warriors Through IDES

A C-5 Galaxy flies behind a KC-135 Stratotanker from McConnell Air Force Base, Kan., during an air refueling training exercise, Aug. 5, 2014. (Photo Credit: U.S. Air Force/Senior Master Sgt. Brad Beyer)

Our Nation continues to be committed to the care and support of those who keep our country free and strong. Providing top-quality physical and psychological care to wounded warriors and assisting with the transition to veteran status is a Department priority. In FY 2014, the Department continued its work with the U.S. Department of Veterans' Affairs (VA) to accelerate the transition of Wounded, Ill, and Injured Service Members into Veteran status by reducing the disability evaluation processing time. The Integrated Disability Evaluation System (IDES) is used to determine if Service members coping with wounds that may prevent them from performing their duties are able to continue serving. IDES is a joint process established by the VA and DoD that includes a single set of medical examinations and disability ratings. The goal is to close the gap between separation from active duty and receipt of VA benefits and compensation.

Despite numerous cross-agency challenges, the Department was able to meet its IDES goal. One indicator used to assess the efficiency and effectiveness of the IDES system is the percentage of Service members who meet DoD's core IDES time and Service member satisfaction goals. In the third quarter 2013, just 26% of Service members being processed through IDES met time and satisfaction goals; a year later in third quarter, 2014, the percentage rose to 79%. The Department is on track to achieve the fourth quarter goal of 80%.

Achieving Audit-Ready Financial Statements

The National Defense Authorization Act of 2010 mandated that the Department have audit ready financial statements by 2017; accordingly, the Department made this requirement a priority goal.

Achieving audit readiness means that the Department has strengthened internal controls and improved financial practices, processes, and systems so there is reasonable confidence the information can withstand review by an independent auditor.

DoD is currently focusing on Statement of Budgetary Resources (SBR) line items: "Obligations Incurred" and "Outlays" which closely relate to current year activity or Statement of Budgetary Activity (SBA). For third quarter, FY 2014, the Department set a target of having 25% of DoD's General Fund, SBA for material components validated as audit ready. For the third quarter of FY 2014, the Department set a target of having 25% of the SBR "Obligations Incurred" line item as audit ready, and our progress resulted in achieving 51% of this line item as audit ready.

Improvement Areas

The Department has been successfully achieved 89% of its Warfighting measures, meeting or exceeding their third quarter targets, indicating that they were on track to achieve their annual performance goals. However, the Department did not meet 25% of third quarter targets for Institutional measures, indicating that they are at risk for not achieving their annual performance goals. Specifically, there are improvement opportunities related to **human intelligence** and **veterans transitioning** into the civilian workforce.

Human Intelligence (HUMINT) Training

The Department set a target that by third quarter, FY 2014, 62% of funded training seats at the HUMINT Joint Center of Excellence for Military Source Operations, Interrogation, and HUMINT-enabling training activities would be filled through student enrollments. However, only 45% of funded training seats were filled. Several factors that have limited the desired performance in FY 2014 - lingering restrictions based on the Budget Control Act to include sequestration, the government shutdown, and an overall overstated training requirement based on uncertainty with continued operations in Afghanistan, Iraq, and Africa. To gain efficiencies, the Department began to transition courseware to a distributed learning environment on-line. The first transition, for the Joint Source Validation Course,

Pfc. Alexander J. Miller, an armored infantry cavalry scout, shakes hands with a local national. (Photo Credit: U.S. Army/Sgt. John Stimac)

was not completed due to technical difficulties, which negatively impacted enrollments and the Department's ability to meet its enrollment target. Once the course is fully transitioned to an on-line platform, 100% of the validated training requirement can be met. In addition to the online learning environment, the Department is establishing Mobile Training Teams to make training more accessible.

Career Readiness and Pre-Separation Training for Veterans

Our Nation can and should provide the best support possible to those who keep our country free and strong as they transition to civilian life. The Department is partnering with other federal agencies to ensure that all Service members participate in an effective program of pre-separation planning and education. To this end, Career Readiness Standards (CRS), an integral component of the Transition Assistance Program (TAP), are a set of career preparation activities Service members must complete to depart from Active Duty and be considered "career ready." These standards provide Service members with a clear, comprehensive set of activities to ensure they have the training and skills needed to succeed in civilian life. Completion of CRS activities is mandatory for all Service members retiring, separating, or being released after 180 days or more of Active Duty. Commanders or their designees verify CRS completion during a mandatory event called "Capstone," no later than 90 days prior to transition.

For third quarter, FY 2014, the Department set a goal that 85% of eligible Service members who separate will meet CRS prior to their separation. The Department did not meet this goal, validating that only 26.4% of Service members separating had met CRS prior to separating. Data gathering processes for this measure are immature and continue to evolve. Capstone, the process used to verify CRS, was launched in October 2013 for some Military Services but was not fully implemented until March 2014. The Department expects reported performance to improve as Capstone is implemented across installations to provide complete and timely data.

The CH-47 Chinook helicopter serves as the workhorse of aviation units in Afghanistan. (Photo Credit: U.S. Army Special Operations Command)

Another performance measure used to gauge how well the Department prepares Service members to transition to veteran status is the following: Verified percent of Service members who have separated and attended (a) pre-separation counseling, (b) a Department of Labor employment workshop, and (c) VA benefits briefings prior to their separation. This performance measure tracks the attendance rate to three specific classes/information briefings in accordance with the Vow to Hire Heroes Act of 2011 (known as the VOW Act), while the CRS measure takes into account a broader spectrum of activities to achieve career readiness prior to separation. To calculate the results for the VOW Act performance measure, the Defense Manpower Data Center (DMDC) queries a TAP database for each separation reported to determine whether or not course completion and counseling session records are present for the Service member. For third quarter, FY 2014, the Department set a goal of achieving 85% validation, but only 59.3% were validated. Data collection processes for this new measure are immature and continue to evolve. DoD is actively working with the Military Departments and DMDC to ensure that required TAP

services are being delivered, identify the causes of data gaps, and enable Service TAP offices to more easily and accurately report completion of pre-separation counseling and course attendance. Progress is being made as a result of these efforts.

Conclusion

In summary, the Department's focus on mission readiness over the past year resulted in success on 89% of its "warfighting" measures, including that 100% of GPF units/teams deployed to support Combatant Command SFA requirements received focused SFA training. Most importantly, the Department has maintained its commitment to caring for Service members and their families who have borne the burden of more than a decade of war. While the Department did not meet 25% of its third quarter targets for Institutional measures, we have identified improvement opportunities related to human intelligence and veterans transitioning into the civilian workforce. The Department plans on building on the momentum of the successes of the past year to improve performance related to those and other Institutional measures.

Appendix A: FY 2014 DoD Organizational Assessment Guidance

DEPUTY CHIEF MANAGEMENT OFFICER
DEPUTY CHIEF MANAGEMENT OFFICER
9010 DEFENSE PENTAGON
WASHINGTON, DC 20301-9010

APR 04 2014

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
　　　　　　　　　　CHAIRMAN OF THE JOINT CHIEFS OF STAFF
　　　　　　　　　　UNDER SECRETARIES OF DEFENSE
　　　　　　　　　　COMMANDERS OF THE COMBATANT COMMANDS
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　　　　　　　　　　DIRECTORS OF DEFENSE AGENCIES
　　　　　　　　　　DIRECTORS OF DOD FIELD ACTIVITIES

SUBJECT: Fiscal Year 2014 (FY 2014) Department of Defense (DoD) Organizational
　　　　　　Assessment Guidance

　　　　The department requires that all senior executives, including Senior Executive Service
and Senior Level / Scientific and Technical professionals, include organizational performance
goals and measures in their Individual Performance Plan, specifically in the "Results Driven"
Critical Element of their annual Executive Performance Agreement[1]. The department's
organizational performance goals and measures are outlined each year in the Annual
Performance Plan (APP). A consolidated list of these goals and measures is provided in the
attachment and can be accessed at http://dcmo.defense.gov/publications. Senior executives are
expected to include these organizational performance measures, in conjunction with other
department-wide and Component-specific performance goals, in their Executive Performance
Agreement.

　　　　The APP goals and measures are applicable only through the current rating period. The
Office of the Deputy Chief Management Officer has initiated a process to establish more relevant
performance goals and measures to guide and enable the department's strategic priorities for FY
2015 and beyond. Future goals and measures will more directly align strategy and resources to
individual and department performance outcomes.

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[1] The Government Performance and Results Modernization Act of 2010 and Title 5, Subchapter 2, Section 4311 to 4315 of the United States
Code require the performance evaluation of the department's senior executives be based on both individual and organizational performance. The
Office of Personnel Management's implementing instructions further require the department describe how it communicated organizational
performance goals and results to Performance Review Board officials and senior executives.

Questions regarding this guidance can be directed to the Office of the DCMO. My point of contact for this effort is Ms. Sherri Malace who can be reached at (571) 372-3097 or sherri.r.malace.civ@mail.mil.

Kevin J. Scheid
Acting Deputy Chief Management Officer

Attachment:
FY 2014 Annual Performance Plan

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Appendix B: Third Quarter, FY 2014 Performance Results Summary

The following tables outline the Department's strategic goals, strategic objectives, and results for FY 2014 performance measures.

STRATEGIC GOAL 1: PREVAIL IN TODAY'S WARS
Strategic Objectives and Performance Goals were not developed for FY 2014.

STRATEGIC GOAL 2: PREVENT AND DETER CONFLICT

Strategic Objective 2.1-1F1: Ensure that we can quickly confront and defeat aggression from any adversary – anytime, anywhere.

Key performance measures were not developed for FY 2014.

Key Performance Measures	Long-Term Performance Goals	Annual Performance Goals/Results		
		FY 2013 Results	FY 2014 Q3 Goals	FY 2014 Q3 Results
Strategic Objective 2.2-1F1: Enhance U.S. capabilities to train, advise, and assist foreign security forces and their sustaining institutions to operate with or in lieu of U.S. forces.				
2.2.1-1F1[3]: Average number of trained or deployed civilian expeditionary ministerial-level advisors (USD(P))[4]	2.2.1-1F1: By FY 2014, the DoD will maintain an annual average of 100 civilian expeditionary advisors to provide ministerial-level training and advice to partner nations.	N/A	N/A	Annual Measure
2.2.2-1F1: Average number of countries with active Defense Institution Reform Initiative (DIRI) programs (USD(P))	2.2.2-1F1: By FY 2015, the DoD will expand its DIRI program to include 30 countries.	15	N/A	Annual Measure
2.2.3-1F2C: Percentage of general purpose force (GPF) deployed to support COCOM security force assistance (SFA) requirements that have received focused SFA training. USD(P&R))	2.2.3-1F2C: Annually, 95% of GPF units/teams deployed to support COCOM SFA requirements will have received focused SFA training.	79.3%	95%	■ 100%
Strategic Objective 2.3-1F1: Rebalance our global posture and presence to emphasize the Asia-Pacific region and maintain focus on the Middle East.				
Key performance measures were not developed for FY 2014.				
Strategic Objective 2.4-1F1: Build innovative partnerships and strengthen key alliances and partnerships elsewhere in the world.				
Key performance measures were not developed for FY 2014.				
Strategic Objective 2.5-1F3: Strengthen cooperation with allies and partners to develop and field robust, pragmatic, and cost- effective missile defense capabilities.				
2.5.1-1F3: Cumulative number of large- surface DoD combatant ships that are Ballistic Missile Defense (BMD)-capable and ready for tasking (USD(P))	2.5.1-1F3: By FY 2042, 85 large-surface DoD combatant ships will be BMD-capable and ready for tasking.	28	33	■ 21

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[3] Numbering convention: 2.2.1-1F1 is Strategic Goal 2, Strategic Objective 2, Performance Goal 1, with Force and Infrastructure Category 1F1.

[4] The office symbol listed is the owner of the measure.

Key Performance Measures	Long-Term Performance Goals	Annual Performance Goals/Results		
		FY 2013 Results	FY 2014 Q3 Goals	FY 2014 Q3 Results
2.5.2-1F3: Cumulative number of Standard Missile - Model 3 (SM-3) Interceptors (all variants) delivered (USD(AT&L))	2.5.2-1F3: By FY 2017, the DoD will have delivered 350 SM-3 Interceptors (all variants) to counter aerial threats.	128	170	■ 170
Strategic Objective 2.6-1X2: Ensure sufficient Intelligence, Surveillance, and Reconnaissance (ISR) collection and analysis capacity for full spectrum operations and ensure resiliency of ISR operations.				
2.6.1-1X2: Cumulative number of MQ-1(Predator) and MQ-9 (Reaper) intelligence, surveillance, and reconnaissance (ISR) orbits (USD(I))	2.6.1-1X2: By FY 2014, the DoD will achieve and maintain 65 MQ-1(Predator) and MQ-9 (Reaper) orbits of ISR.	62	65	■ 65
2.6.2-1X2: Percent of known in-transit DoD contingents receiving Force Protection Detachment (FPD) support (USD(I))	2.6.2-1X2: By FY 2016, DoD FPDs will provide Counterintelligence support to 100% of all known in-transit DoD contingents in DoD priority locations.	N/A	N/A	Annual Measure
STRATEGIC GOAL 3: PREPARE TO DEFEAT ADVERSARIES AND SUCCEED IN A WIDE RANGE OF CONTINGENCIES				
Strategic Objective 3.1-1F2A **Maintain a safe, secure, and effective nuclear arsenal to deter attack on the U.S. and on our allies and partners.**				
3.1.1-1F2A: Number of formal DoD- led meetings with international partners to reaffirm U.S. commitments to extended deterrence (USD(P))	3.1.1-1F2A: Annually, the DoD will lead at least six formal meetings with international partners to reaffirm U.S. commitments to extended deterrence.	12	N/A	Annual Measure
3.1.2-1F2A: Passing percentage rate for Defense Nuclear Surety Inspections (USD(P))	3.1.2-1F2A: The DoD will maintain a passing rate of 100% for all regular Defense Nuclear Surety Inspections.	91.7%	N/A	Annual Measure
Strategic Objective 3.2-1F2B **Improve the responsiveness and flexibility of consequence management response forces.**				
3.2.1-1F2B: Cumulative number of Homeland Response Forces (HRFs) trained, equipped, evaluated, and validated at a reduced response time of 6-12 hours (USD(P))	3.2.1-1F2B: The DoD will have and maintain ten National Guard HRFs trained, equipped, evaluated, and validated at a reduced response time of 6-12 hours to a very significant or catastrophic event.	10	10	■ 10
3.2.2-1F2B: Cumulative number of Chemical, Biological, Radiological, Nuclear and High-Yield Explosives Enhanced Response Force Packages (CERFPs) trained, equipped, evaluated, and validated at a response time of 6-12 hours (USD(P))	3.2.2-1F2B: The DoD will have and maintain 17 National Guard CERFPs trained, equipped, evaluated, and validated at a response time of 6-12 hours in order to backfill existing CERFPs that will convert to HRFs.	17	17	■ 17

Key Performance Measures	Long-Term Performance Goals	Annual Performance Goals/Results		
		FY 2013 Results	FY 2014 Q3 Goals	FY 2014 Q3 Results
3.2.3-1FB: Number of Defense CBRN Response Forces (DCRFs) trained, equipped, evaluated, and certified at a response time of 24-48 hours (USD(P))	3.2.3-1FB: The DoD will have and maintain one DCRF trained, equipped, evaluated, and certified at a response time of 24-48 hours.	1	1	■ 1
3.2.4-1F2B: Number of Command and Control (C2) CBRN Response Elements (C2CREs) trained, equipped and evaluated, as well as certified or validated as applicable at a response time of 96 hours (USD(P))	3.2.4-1F2B: The DoD will have and maintain two C2CREs trained, equipped and evaluated as well as certified or validated as applicable at a response time of 96 hours.	2	2	■ 2

Strategic Objective 3.3-1F2C
Enhance capacity to locate, secure, or neutralize weapons of mass destruction, key materials, and related facilities.

Key performance measures were not developed for FY 2014.

Strategic Objective 3.4-1X1
Expand capacity to succeed against adversary states armed with anti-access capabilities and/or nuclear weapons and improve capabilities to conduct effective operations in cyberspace and space.

3.4.1-1X1: Percent of DoD's nuclear command, control, and communications (NC3) cryptographic modernization plan completed (DoD CIO)	3.4.1-1X1: By FY 2016, the DoD will have completed 100% of its NC3 cryptographic modernization action plan.	44%	N/A	Annual Measure
3.4.2-1X1: Percent of inspected DoD NIPRNet sites that attain a passing score (xx percent or better) on a Command Cyber Readiness Inspection (CCRI) (DoD CIO)	3.4.2-1X1: By FY 2015, a significant percentage of inspected DoD NIPRNet sites will attain a passing score on a CCRI.	*Sensitive*	*Sensitive*	■ *Sensitive*

Strategic Objective 3.5-2D:
Maintain a strong technical foundation within the Department's Science and Technology (S&T) Program.

3.5.1-2D: Percent of completing demonstration programs transitioning each year (USD(AT&L))	3.5.1-2D: Beginning in FY 2014, the DoD will transition 40% of completing demonstration programs per year.	77%	N/A	Annual Measure

STRATEGIC GOAL 4: PRESERVE AND ENHANCE THE ALL-VOLUNTEER FORCE

Strategic Objective 4.1-2M:
Provide top-quality physical and psychological care to wounded warriors, while reducing growth in overall healthcare costs.
* = Agency Priority Goal Indicator

4.1.1-2M: Average percent variance in Defense Health Program (DHP) annual cost per equivalent life increase compared to average civilian sector increase (USD(P&R))	4.1.1-2M: Beginning in FY 2007, the DoD will maintain an average DHP medical cost per equivalent life increase at or below the average healthcare premium increase in the civilian sector.	-2.6%	0%	■ -0.5%
4.1.2-2M: Percentage of Armed Forces who meet Individual Medical Readiness (IMR) requirements (USD(P&R))	4.1.2-2M: By FY 2015, 85% of the Armed Forces will have an IMR that indicates readiness for deployment	85%	83%	■ 87%

Key Performance Measures	Long-Term Performance Goals	Annual Performance Goals/Results		
		FY 2013 Results	**FY 2014 Q3 Goals**	**FY 2014 Q3 Results**
*4.1.3-2M: Percent of Service members who meet DoD core Integrated Disability Evaluation System (IDES) process time and satisfaction goals (USD(P&R))	4.1.3-2M: By end of FY2014, 80% of Service members meet DoD core IDES process time and satisfaction goals.	N/A	75%	■ 79%
*4.1.4-2M: Percent of wounded, ill and injured (WII) Service members who are enrolled in a Service recovery coordination program and have an established and active recovery plan administered by a DoD trained Recovery Care Coordinator (RCC) and shared with the VA to aid in successful transition (USD(P&R))	4.1.4-2M: For FY 2014, continue to maintain 100% of WII Service members enrolled in a Service recovery coordination program and have an established and active recovery care plan administered by a DoD trained RCC and shared with the VA to aid in successful transition.	100%	100%	■ 100%
*4.1.5-2M: Percent of wounded, ill and injured (WII) Service members who are assigned to a DoD trained RCC within 30 days of being enrolled in a Wounded Warrior Program (USD(P&R))	4.1.5-2M: For FY2014, 100% of WII Service members will be assigned to a DoD trained RCC at a ratio not to exceed one RCC per 40 WII Service members.	100%	100%	■ 100%
Strategic Objective 4.2-2P: Ensure the Department has the right workforce size and mix, manage the deployment tempo with greater predictability, and ensure the long-term viability of the Reserve Component.				
4.2.1-2P: Percent variance in Active component end strength (USD(P&R))	4.2.1-2P: For each fiscal year, the DoD Active component end strength will not vary by more than three percent from the SECDEF/NDAA- prescribed end strength for that fiscal year.	-1.4%	<+/-3%	■ -0.04%
4.2.2-2P: Percent variance in Reserve Component (RC) end strength (USD(P&R))	4.2.2-2P: For each fiscal year, the DoD RC end strength will not vary by more than three percent from the SECDEF/NDAA- prescribed end strength for that fiscal year.	-0.86%	<+/-3%	■ -1%
4.2.5-2P: Percentage of purchases from the private sector, under which services are performed for or on behalf of the Department, that include the requirement to report direct labor hours and associated costs via the Army-based Enterprise-wide Contractor Manpower Reporting Application (ECMRA) (USD(P&R))	4.2.5-2P: By FY2018, 95% of each DoD component's purchases for services will include language requiring the reporting of direct labor hours and associated costs in ECMRA for the purpose of preparing the Inventory of Contracts for Services submission, subsequent review, and informing the Programing, Planning, Budgeting process and Total Force shaping decisions.	N/A	N/A	Annual Measure

Key Performance Measures	Long-Term Performance Goals	Annual Performance Goals/Results		
		FY 2013 Results	FY 2014 Q3 Goals	FY 2014 Q3 Results
4.2.7-2P: Percent of RC Service members involuntarily mobilized in the evaluation period that have dwell ratios greater than or equal to 1:5 (USD(P&R))	4.2.7-2P: Ensure a minimum of 80% of the RC Service members undergoing involuntary mobilization will have a dwell ratio of 1:5 or greater.	84%	80%	■ 89%
4.2.8-2P: Number of days for all external civilian hiring actions (end-to-end timeline) (USD(P&R))	4.2.8-2P: Beginning in FY 2013, the Department will improve and maintain its timeline for all external (direct hire authority, expedited hire authority, and delegated examining) civilian hiring actions to 80 days or less.	94	80	■ 83.9
Strategic Objective 4.3-2R: Better prepare and support families during the stress of multiple deployments.				
4.3.1-2R: Percent of worldwide government-owned Family Housing inventory at good or fair (Q1-Q2) condition (USD(AT&L))	4.3.1-2R: The DoD will maintain at least 90 percent of worldwide government owned Family Housing inventory at good or fair (Q1-Q2) condition.	79%	N/A	Annual Measure
4.3.2-2R: Percent of the worldwide inventory for government-owned permanent party unaccompanied housing at good or fair (Q1-Q2) condition (USD(AT&L))	4.3.2-2R: The DoD will maintain at least 90 percent of the worldwide government-owned permanent party unaccompanied housing at good or fair (Q1-Q2) condition.	86%	N/A	Annual Measure
4.3.3-2R: Cumulative percent of Department of Defense Education Activity (DoDEA) schools that meet good or fair (Q1 or Q2) standards (USD(P&R))	4.3.3-2R: By the close of FY 2018, 100% of DoDEA schools will meet the Office of the Secretary of Defense acceptable standard of good or fair (Q1 or Q2) standards.	42%	42%	■ 42%
4.3.4-2R: Cumulative number of military spouses who have obtained employment through the Military Spouse Employment Partnership (MSEP) (USD(P&R))	4.3.4-2R: By FY 2017, a cumulative of 100,000 military spouses will have obtained employment through MSEP.	27,552	N/A	Annual Measure
Strategic Objective 4.4-2T: Train the Total Defense Workforce with the right competencies.				
4.4.1-2T: Percent of acquisition positions filled with personnel meeting Levels II and III certification requirements (USD(AT&L))	4.4.1-2T: The DoD will increase the percent of positions filled with personnel meeting Levels II and III certification requirements from the previous fiscal year.	76.8%	N/A	Annual Measure
4.4.2-2T: Percentage of students entering the Defense Language Institute Foreign Language Center (DLIFLC) basic course that achieve the 2/2/1+ Defense Language Proficiency Test (DLPT) standard in reading, listening, and speaking modalities as measured on the Interagency Language Roundtable performance scale (USD(P&R))	4.4.2-2T: By FY 2017 66% of students entering the DLIFLC basic course will achieve a 2/2/1+ score on the DLPT in the reading, listening, and speaking modalities.	N/A	62%	■ 75.4%

Key Performance Measures	Long-Term Performance Goals	Annual Performance Goals/Results		
		FY 2013 Results	FY 2014 Q3 Goals	FY 2014 Q3 Results
4.4.3-2T: Percent of Military Departmental information assurance positions and contract requirements filled with personnel meeting certification requirements (DoD CIO)	4.4.3-2T: By FY 2016, 95% of Military Departmental information assurance positions and contract requirements will be filled with personnel meeting certification requirements.	80%	N/A	Annual Measure
4.4.4-2T: Percent of student enrollments to funded training seats at the Human Intelligence (HUMINT) Training Joint Center of Excellence (HT-JCOE) for Military Source Operations (MSO), interrogation, and HUMINT-enabling training activities (USD(I))	4.4.4-2T: By FY 2016, 100% of MSO, interrogation, and HUMINIT-enabling activities training seats at the HT-JCOE will be filled with validated enrollees.	69%	62%	■ 45%
4.4.5-2T: Percentage of Defense Intelligence Enterprise government authorized positions filled by individuals possessing the required language and proficiency (USD(I))	4.4.5-2T: By FY 2016, greater than or equal to 70% of filled Defense Intelligence Enterprise government authorized positions will be will be filled by individuals possessing the required language and proficiency.	47%	N/A	Annual Measure
4.4.6-2T: Number of companies participating in DoD's Defense Industrial Base (DIB) Cyber Security and Information Assurance (CS/IA) program (DoD CIO)	4.4.6-2T: DoD will have companies participating in the DIB CS/IA program.	96	N/A	■ 107
4.4.7-2T: Percent of 2210 series personnel identified with cyberspace workforce codes (DoD CIO)	4.4.7-2T: By 2015, DoD will achieve 95% of its goal of personnel identified with cyberspace workforce codes.	N/A	50%	■ 58%

STRATEGIC GOAL 5: REFORM THE BUSINESS AND SUPPORT FUNCTIONS OF THE DEFENSE ENTERPRISE

Strategic Objective 5.1-2A: Reduce energy demand and increase use of renewable energy at DoD installations.
* = Agency Priority Goal Indicator

Key Performance Measures	Long-Term Performance Goals			
5.1.1-2A: Average facilities sustainment rate (USD(AT&L))	5.1.1-2A: In FY 2014, the DoD will fund facilities sustainment at a minimum of 90% of the Facilities Sustainment Model requirement.	86%	N/A	Annual Measure

Key Performance Measures	Long-Term Performance Goals	Annual Performance Goals/Results		
		FY 2013 Results	FY 2014 Q3 Goals	FY 2014 Q3 Results
*5.1.2-2A: Cumulative average percent reduction in building energy intensity (USD(AT&L))	5.1.2-2A: By FY 2015, DoD will reduce average building energy intensity by 30% from the FY 2003 baseline of 117,334 British Thermal Units (BTUs) per gross square foot.	17.2%	N/A	Annual Measure
Strategic Objective 5.2-2C: **Protect critical DoD infrastructure and partner with other critical infrastructure owners in government and the private sector to increase mission assurance.**				
5.2.1-2C: Percent of applicable IT and National Security Systems (NSS) that hold a current certification and accreditation (i.e., a current authorization to operate (ATO), interim authorization to operate (IATO), or interim authorization to test (IATT)) as required in DoDI 8510.01 (DoD CIO)	5.2.1-2C: By FY 2015, 96% of applicable IT and NSS hold a current certification and accreditation (i.e., a ATO, IATO, or IATT) as required in DoDI 8510.01.	95%	95%	🟥 92%
5.2.2-2C: Cumulative percent reduction in the number of DoD data centers (DoD CIO)	5.2.2-2C: By FY 2015, the DoD will reduce its number of data centers by 45% (from 772 in FY 2010 to 428 in FY 2015) in order to increase data center storage utilization/capacity.	32.4%	34%	🟩 17%
5.2.2-2C: Cumulative percent reduction in the number of DoD data centers (DoD CIO)	5.2.2-2C: By FY 2015, the DoD will migrate Service business systems to DISA Core Data Centers.	32.4%	34%	🟩 17%
5.2.3-2C: Cumulative percentage of DoD Non-secure Internet Protocol Router Network (NIPRNet) accounts with Public Key Infrastructure(PKI) cryptographic logon capability (DoD CIO)	5.2.3-2C: By FY 2015, the DoD will have PKI-Enabled 95% of its Private Web Servers.	94%	81%	🟩 81%
5.2.4-2C: Cumulative percentage of DoD Secure Internet Protocol Router Network (SIPRNet) accounts with PKI cryptographic logon capability (DoD CIO)	5.2.4-2C: By FY 2014, 95% of DoD SIPRNet accounts will have PKI cryptographic logon capability.	Not Available	83%	🟩 83%
5.2.5-2C: Percent of inspected DoD NIPRNet sites attaining a passing score on a comprehensive cyber security inspection that assesses compliance with technical, operational and physical security standards (DoD CIO)	5.2.5-2C: By FY 2014, NIPRNet sites will improve hardening and cyber defense with a passing score of 70% or better.	*Sensitive*	*Sensitive*	🟩 *Sensitive*
5.2.6-2C: Percentage of public facing services migrated into Organizational and/or DISA-provided DMZ (DoD CIO)	5.2.6-2C: Under development.	N/A	100%	🟥 17%

Key Performance Measures	Long-Term Performance Goals	Annual Performance Goals/Results		
		FY 2013 Results	FY 2014 Q3 Goals	FY 2014 Q3 Results
5.2.7-2C: Percentage of crypto modernization of the current and planned radio inventory across the Service components (DoD CIO)	5.2.7-2C: By 2024, DoD will attain 100% crypto modernized radio inventory % COMSEC Modernization Rate.	N/A	N/A	Annual Measure
5.2.8-2C: Percent of DoD users on email systems that adhere to Enterprise Directory Service standards (DoD CIO)	5.2.8-2C: DoD will build Agile and Secure Information Capabilities by Identifying security posture of commercial mobile networking. (DCIO C4IIC)	N/A	N/A	Annual Measure
Strategic Objective 5.3-2E: **Improve acquisition processes, from requirements definition to the execution phase, to acquire military-unique and commercial items.**				
*5.3.1-2E: Percentage of contract obligations that are competitively awarded (USD(AT&L))	5.3.1-2E: The DoD will continue to increase, by one percent annually, the amount of contract obligations that are competitively awarded.	56.9%	57%	■ 56%
*5.3.2-2E: Median percentage cycle time deviation from the previous year for active Major Defense Acquisition Programs (MDAPs) starting in FY 2002 and after (USD(AT&L))	5.3.2-2E: Beginning in FY 2014, the median percentage deviation will not increase by more than 2% from the previous year for active MDAPs starting in FY 2002 and after.	5.37%	</=2%	■ 0%
*5.3.4-2E: Number of MDAP breaches (equal to or greater than 15 percent of current Acquisition Program Baseline (APB) unit cost or equal or greater than 30 percent of original APB unit cost) for reasons other than approved changes in quantity (USD(AT&L))	5.3.4-2E: The DoD will not have any MDAP breaches (significant cost overruns) for reasons other than approved changes in quantity.	0	0	■ 1
5.3.5-2E: Percentage of Small Business prime contract obligation goal met annually (USD(AT&L))	5.3.5-2E: Beginning in FY 2012, the DoD will meet 100% of its Small Business prime contract obligation goal.	93%	N/A	Annual Measure
5.3.6-2E: Number of Major Automated Information System (MAIS) "significant" breaches (equal to or greater than 15% of APB total cost or with schedule slippages greater than six months) (ODCMO)	5.3.6-2E: The DoD will ensure that the number of both defense business system (DBS) MAIS and non-DBS MAIS "significant" breaches (equal to or greater than 15% of the APB total cost or with schedule slippages greater than six months) will not exceed one.	0	</=1	■ 1
5.3.7-2E: Number MAIS "critical" breaches (equal to or greater than 25% of APB total cost or with schedule slippages of one year or more) (ODCMO)	5.3.7-2E: The DoD will ensure that both DBS MAIS and non-DBS MAIS "critical" breaches (equal to or greater than 25% of the APB total cost or with schedule slippages greater than one year) will not occur.	0	</=2	■ 0
5.3.8-2E4: Number of DBS reduced by fiscal year as a function of total number of business systems within the portfolio (ODCMO)	5.3.8-2E: By FY 2015, set reduction targets by fiscal year will be based upon portfolio reviews.	N/A	0	■ 0

Key Performance Measures	Long-Term Performance Goals	Annual Performance Goals/Results		
		FY 2013 Results	FY 2014 Q3 Goals	FY 2014 Q3 Results
5.3.9-2E4: Total adjudicated cost savings and cost avoidance by fiscal year provided by business process reengineering (BPR)/continuous process improvement (CPI) (ODCMO)	5.3.9-2E: By FY 2015 in categories of Better Buying Practices, BPR/CPI cost avoidance and cost savings.	N/A	0	🟩 0
5.3.10-2E: Total number of enterprise business systems transitioned to DISA CONUS consolidated data centers (CDCs) by fiscal year as a function of the total number of systems (ODCMO)	5.3.10-2E: By FY 2015, systems will be transitioned to DISA CONUS CDCs.	N/A	20	🟩 20
Strategic Objective 5.4-2L: **Provide more effective and efficient logistical support to forces abroad.**				
5.4.1-2L: Army Customer Wait Time (USD(AT&L))	5.4.1-2L: The DoD will maintain the Army's average customer wait time at or below 15 days.	13.8	15	🟩 14.3
5.4.2-2L: Navy Customer Wait Time (USD(AT&L))	5.4.2-2L: The DoD will maintain the Navy's average customer wait time at or below 15 days.	15.5	15	🟥 15.3
5.4.3-2L: Air Force Customer Wait Time (USD(AT&L))	5.4.3-2L: The DoD will maintain the Air Force's average customer wait time at or below 7.5 days.	5.6	7.5	🟩 5.6
5.4.4-2L: Percentage of excess on-hand secondary item inventory (USD(AT&L))	5.4.4-2L: By FY 2016, the DoD will reduce and maintain the percentage of excess on-hand secondary inventory to eight percent of total on-hand secondary inventory.	7.2%	10%	🟩 7.8%
5.4.6-2L: Percentage of excess on-order secondary item inventory (USD(AT&L))	5.4.5-2L: By FY 2016, the DoD will reduce and maintain the percentage of secondary item excess on-order inventory to four percent of total on order secondary item inventory.	7.6%	6%	🟩 4.5%
Strategic Objective 5.5-2U/2V: **Improve financial management and increase efficiencies in headquarters and administrative functions, support activities, and other overhead accounts.** ***Agency Priority Goal Indicator**				
*5.5.1-2U: Percent of DoD's General Funds, Fund Balance with Treasury (FBwT), validated as audit-ready (USD(C/CFO))	5.5.1-2U: By FY 2015, 99% of DoD's General Funds, FBwT will be validated as audit ready.	9%	31%	🟩 31%
*5.5.2-2U: FY 2014: Percent of Statement of Budgetary Resources (SBR) "Obligations Incurred" line item validated as audit ready. FY 2015: Percent of SBR "Outlays" line item validated as audit ready. (USD(C/CFO))	5.5.2-2U: By FY 2014, 82 percent of DoD's General Fund, Schedule of Budgetary Activity (SBA) for material components will be validated as audit ready and by FY 2015, 100 percent of DoD's General Fund, SBA for material components will be validated as audit ready.	19%	25%	🟩 51%

Key Performance Measures	Long-Term Performance Goals	Annual Performance Goals/Results		
		FY 2013 Results	FY 2014 Q3 Goals	FY 2014 Q3 Results
*5.5.3-2U1: Percent of DoD mission- critical assets (real property, military equipment, general equipment, operating materials and supplies, and inventory balances) validated as audit-ready for existence and completeness (USD(C/CFO))	5.5.3-2U: By FY 2015, 81% of DoD's mission critical assets will be validated as audit-ready for existence and completeness.	50%	62%	🟥 57%
5.5.4-2U: Percentage of Defense Travel non-compliant vouchers corrected/reconciled (USD(P&R))	5.5.4-2U: For each quarter of FY2014, DoD will correct 60% of the errors identified by the Compliance Tool in the quarter of which errors are 180-270 days old.	N/A	60%	🟩 64%
5.5.5-2U: Percentage of Defense Travel dollars recovered (USD(P&R))	5.5.5-2U: For each quarter of FY2014, DoD will recover 40% of the dollars identified by the Compliance Tool in the quarter of which errors are 180-270 days old.	N/A	40%	🟩 43%
Strategic Objective 5.6-2T5: **Provide more effective and efficient Force Readiness Operations Support.**				
*5.6.1-2T5: Percent of eligible Service members who separated and attended (a) pre-separation counseling; (b) Department of Labor Employment workshop; and (c) Veterans Affairs Benefits briefings prior to their separation, as required by 10 U.S.C. CH58, 1142 & 1144 and Public Law 112-56 (VOW Act) (USD (P&R))	*5.6.1-2T5: 85% of eligible Service members who separated and attended (a) pre-separation counseling, (b) Department of Labor Employment workshop, and (c) Veterans Affairs Benefits briefings prior to their separation, as required by 10 U.S.C. CH 58, 1142 & 1144 and Public Law 112-56 (VOW Act).	N/A	85%	🟥 59.3%
*5.6.2-2T5: Percent of eligible Service members who separated and met Career Readiness Standards (CRS) prior to their separation (USD(P&R))	5.6.2-2T5: 85% of eligible Service members who separated met CRS prior to their separation.	N/A	85%	🟥 26.4%