



U.S.  
DEPT OF  
**DEFENSE**

FY 2021 ANNUAL PERFORMANCE PLAN  
**FY 2019 ANNUAL PERFORMANCE REPORT**



The estimated cost of this report or study for the Department of Defense is approximately \$214,000 in Fiscal Years 2019 – 2020.

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The 2018 National Defense Strategy (NDS) is the Department’s strategy to provide for the common defense of the United States. The Department’s strategy is based on three major lines of effort:

- Rebuilding military readiness as we build a more lethal Joint Force;
- Strengthening alliances as we attract new partners; and,
- Reforming the Department’s business practices for greater performance and affordability.



As the Chief Management Officer (CMO), I lead the reform efforts for the Department of Defense (DoD). It is our responsibility to deliver optimized Enterprise Business Operations and shared services to assure the successful implementation of the NDS across the Department. The CMO’s role, pursuant to section 132a of title 10, U.S.C., is to serve as the principal advisor to the Secretary and Deputy Secretary on establishing policies for Enterprise Business Operations of the Department. The CMO is tasked with organizing, managing, and evaluating DoD-wide Enterprise Business Operations and shared services. Those responsibilities require the CMO to deliver improved coordination and integration of DoD’s Enterprise Business Operations, as well as drive business transformational change and institutional reform across the defense enterprise.

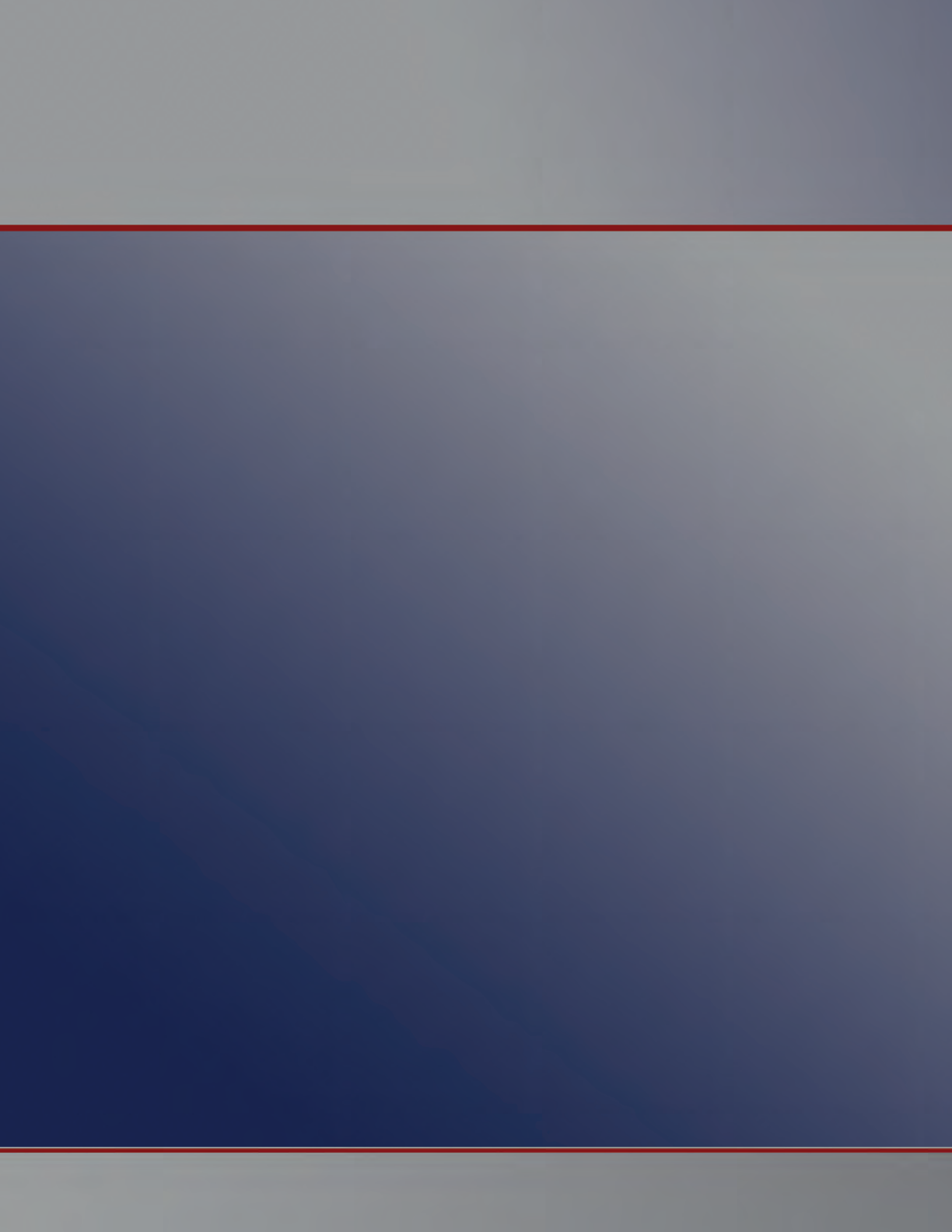
The CMO, Comptroller, and Cost Assessment and Program Evaluation (CAPE) Office supported the Secretary who personally led the Defense-Wide Review (DWR), a major DoD initiative to improve alignment of time, money and people to NDS priorities. As a result of the success of the DWR, the Secretary enhanced the CMO’s responsibility to include: 1) review current year budget execution and develop a consolidated annual program and budget for DW organization and accounts; 2) conduct bottom-up reviews of Defense Agencies and Field Activities (DAFAs); and 3) reform business processes, evaluate and oversee DAFA performance against measurable business goals. The charge of defending our Nation’s interests while serving the needs of our warfighters is a solemn responsibility, and business reform is an essential component of our future success.

The motto of the CMO is “Efficiency for Lethality.” It reflects the imperative for our warfighters to be fully prepared to meet and prevail against any threat to our Nation’s interests to protect the American people and our vital interests. The CMO’s role is tied to the strategic objectives of the National Defense Business Operations Plan (NDBOP). In support of those objectives, the CMO is focused on ensuring that our resources are utilized as efficiently as possible, and that our administrative processes and shared services support our ability to accomplish that mission.

Every military member, civilian and contractor has a shared responsibility to support reform efforts to gain full value from every taxpayer dollar spent on defense, thereby maintaining the trust of Congress and the American people. Efficiency for Lethality.

A handwritten signature in black ink, reading "Lisa W. Hershman". The signature is written in a cursive, flowing style.

Lisa W. Hershman  
Chief Management Officer



# ABOUT THIS REPORT

This report fulfills the Government Performance and Results and Modernization Act (GPRAMA) 2010, Office of Management and Budget (OMB) Circular A-11 (2019), and Congressional Reporting Requirements Section 912 of the FY 2017 National Defense Authorization Act (NDAA) (Public Law 114-328) requirements to publish an Annual Performance Plan (APP) and an Annual Performance Report (APR). These efforts outline the organizational and policy goals and priorities, including specific and measurable performance and implementation targets that demonstrate how the Department intends to accomplish its Enterprise Business Operations goals and measure progress toward achievement. The APP and APR, which are included as separate appendices described below.

## FY 2021 NATIONAL DEFENSE ENTERPRISE BUSINESS OPERATIONS PLAN UPDATE

The National Defense Enterprise Business Operations Plan (NDBOP) was published and signed in May of 2018. The NDBOP outlines how the DoD's Enterprise Business Operations supports implementation of the NDS and achievement of NDS objectives. The primary focus of the plan was how the Department would improve Enterprise Business Operations by standing up reform teams in the nine lines of business.

## APPENDIX A – FY 2021 DOD ANNUAL PERFORMANCE PLAN (LOOKING FORWARD)

The U.S. Department of Defense (DoD) APP for Fiscal Year (FY) 2021 contains the Department's performance goals and targets for the next year. The APP includes updated goals and targets for FY 2020 as well as revisions to the goals and targets, which were originally published in the FY 2020 Annual Performance Plan.

## APPENDIX B – FY 2019 DOD ANNUAL PERFORMANCE REPORT (LOOKING BACK)

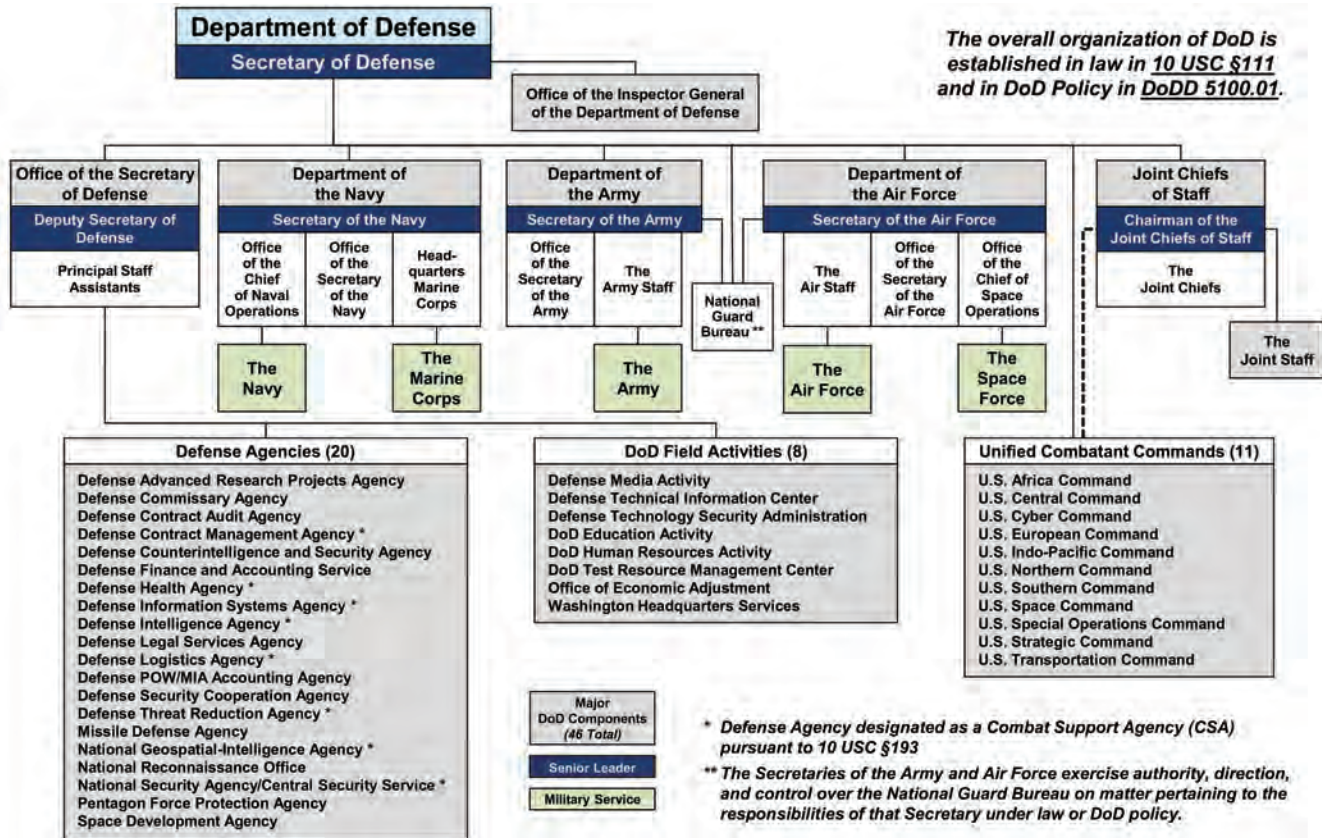
The DoD APR for FY 2019 communicates the Department's progress towards achieving its strategic objectives and performance goals in FY 2019. This report provides readers an assessment of how DoD's FY 2019 performance measures and results align to its mission and functions, and provides detailed performance-related information to the President, the Congress, and the American people. The APR also provides information on the Department's priority goals and other Department-wide management initiatives.

The 2019 APR is one in a series of three reports which comprise the Department's performance and accountability reports:

- DoD Agency Financial Report: Published – November 15, 2019
- Third Quarter, FY 2019 Performance Results Summary within the APR, which succeeds and fulfills the purpose formerly accomplished by the Organizational Assessment Report: Published – October 1, 2019
- DoD Annual Performance Report (APR): Delivery date – January 2020

The 2018 National Defense Strategy (NDS) is the Department's strategy to provide for the common defense of

# DEPARTMENT OF DEFENSE ORGANIZATIONAL STRUCTURE



# TABLE OF CONTENTS

## SECTION ONE:

<i>FY 2021 National Defense Enterprise Business Operations Plan Update</i> .....	vii
<b>DEPARTMENT MISSION OVERVIEW</b> .....	1
Introduction and Executive Summary .....	1
Department of Defense Mission .....	2
Summary of Strategic Goals .....	4
President's Management Agenda.....	5
Cross-Agency Priority goals .....	5
DoD Priority Goals .....	6
<b>STRATEGIC GOAL 1</b>	
<i>Rebuild Military Readiness as We Build a More Lethal Joint Force</i> .....	7
<b>STRATEGIC GOAL 2</b>	
<i>Strengthen our Alliances &amp; Attract New Partners</i> .....	8
<b>STRATEGIC GOAL 3</b>	
<i>Reform the Department's Business Practices for Greater Performance and Affordability</i> .....	9
<b>THE BUSINESS OPERATIONS PLANS FOR THE MILITARY</b>	
<b>DEPARTMENTS BUSINESS OPERATIONS PLAN OVERVIEW</b> .....	12
<b>CMO MISSION, VISION AND GOALS</b> .....	16
<b>STEWARDSHIP:</b>	
<i>How the Department Manages Enterprise Business Operations</i> .....	17
<b>Risk Management/Stakeholder Engagement</b> .....	18
<i>Customer Experience Assessment</i> .....	18
<i>DoD Financial Audit</i> .....	18
<i>Enterprise Risk Management</i> .....	18
GAO/IG Recommendations .....	19



**Management Processes** ..... 19

- Planning, Programming, Budgeting and Execution (PPBE)*..... 19
- Portfolio Management Capability (PMC)* .....20
- Performance Management* ..... 20
- Reform*..... 21
- Oversight and compliance* ..... 23

**Governance** ..... 24

- Deputy’s Management Action Group (DMAG)*..... 24
- Defense Business Council (DBC)*..... 24
- Reform Management Group (RMG)* ..... 24
- Data Management and Analytics Steering Committee (DMASC)*..... 24
- Defense Enterprise Business Operation (DEBO) Senior Steering Group (SSG)* ..... 24

**Data Insights** ..... 24

**SECTION TWO:**

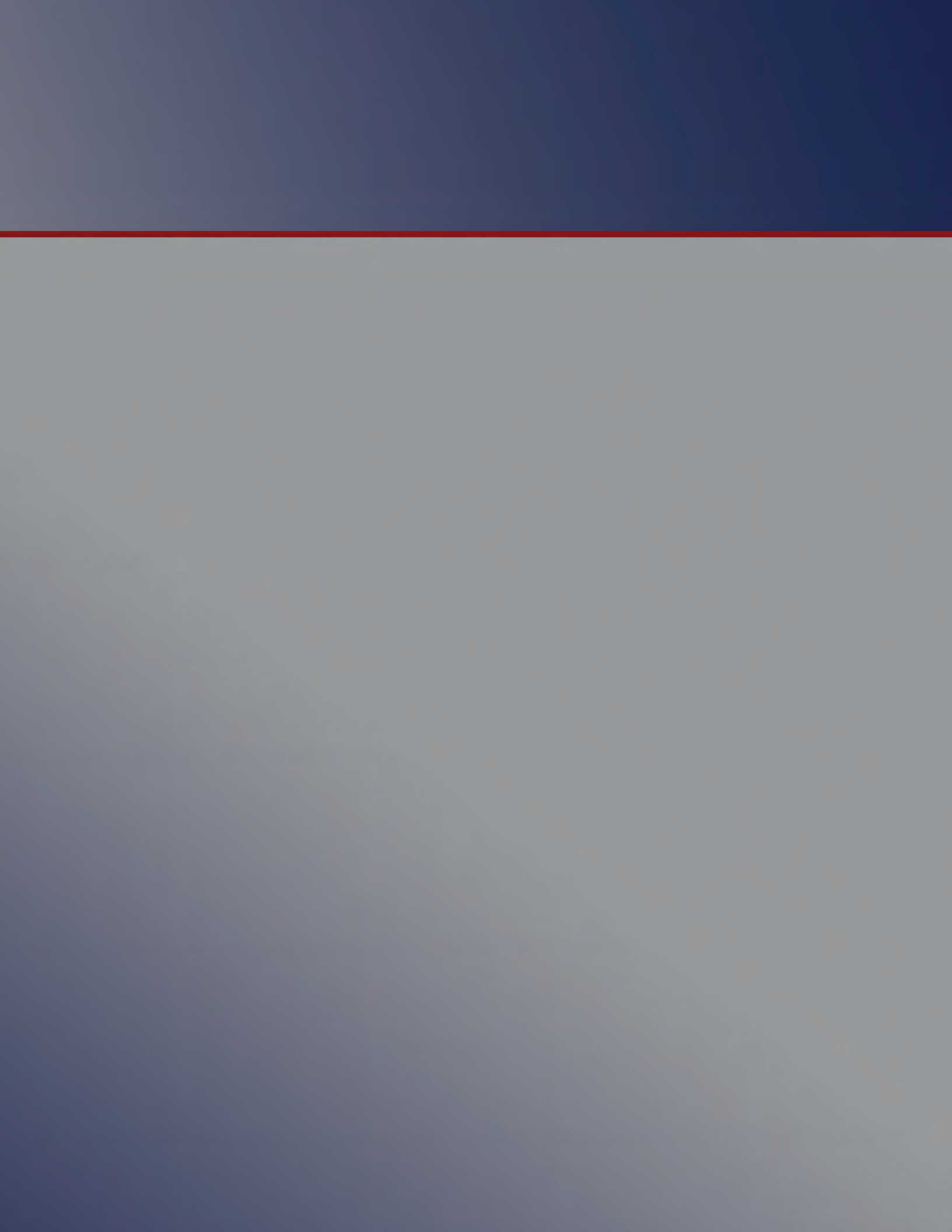
*Appendices*..... 26

**APPENDIX A:** *FY 2021 DoD Annual Performance Plan (APP)*

**APPENDIX B:** *FY 2019 DoD Annual Performance Report (APR)*

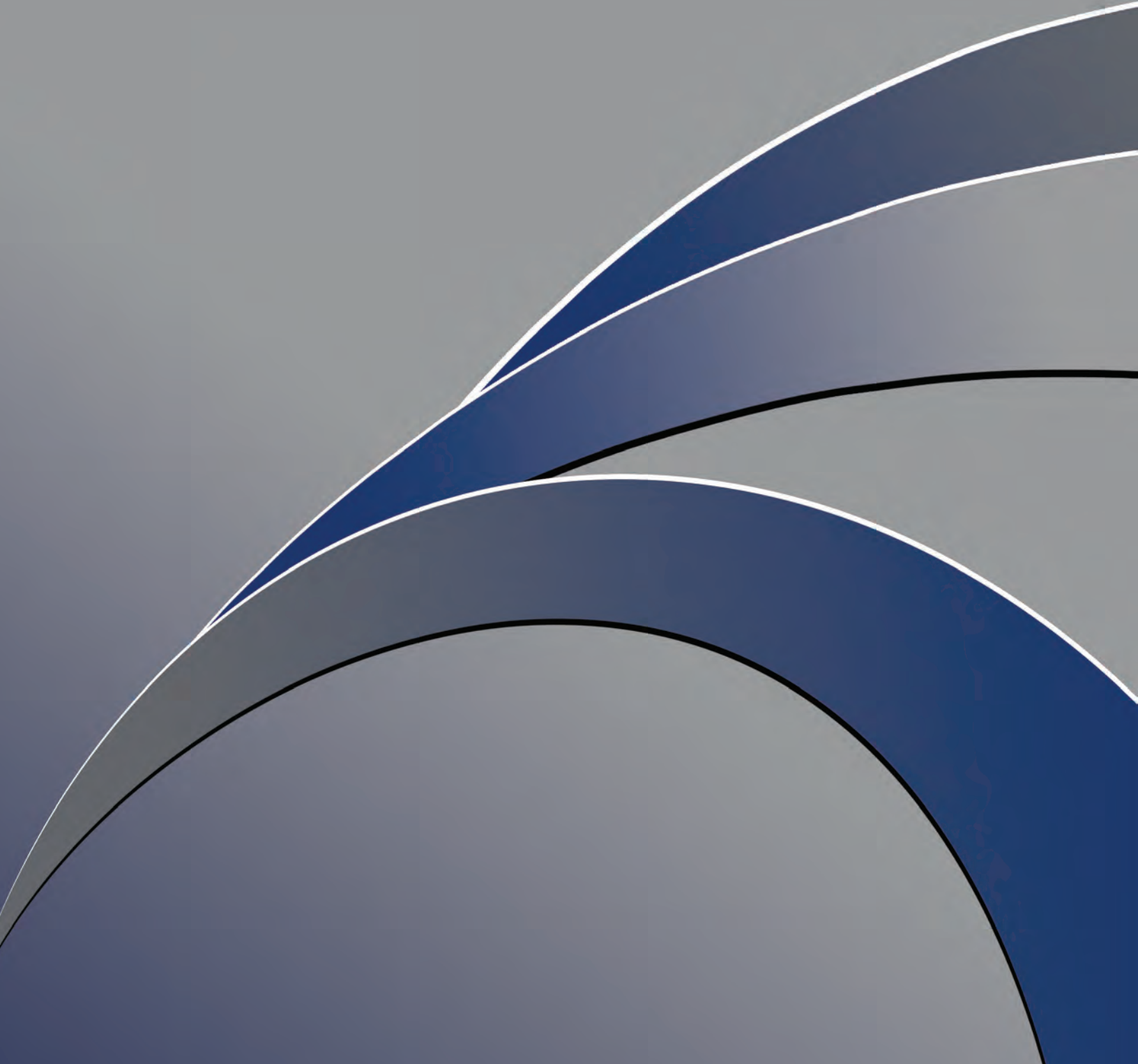
**ACRONYMS** ..... 29





**SECTION ONE:**  
FY 2021 National Defense  
Enterprise Business Operation Plan Update

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# DEPARTMENT MISSION OVERVIEW



## INTRODUCTION AND EXECUTIVE SUMMARY

The National Defense Strategy (NDS) articulates the Department's strategy to compete, deter, and win in an increasingly complex security environment. The FY 2018 – FY 2022 National Defense Business Operation Plan (NDBOP) directly contributes to NDS implementation from a business operations perspective and focuses on the Secretary's three major lines of effort for the Department from an Enterprise Business Operations and support perspective:

1. Rebuilding military readiness as we build a more lethal Joint Force;
2. Strengthening alliances as we attract new partners; and,
3. Reforming the Department's business practices for greater performance and affordability.

The strategic objectives in the NDBOP are drawn from the NDS, as well as input from all DoD Components. Additionally, the objectives are also influenced by initiatives in the President's Management Agenda (PMA),

and recommendations from the Government Accountability Office (GAO), and the DoD Inspector General (IG).

Each year the Department publishes an Annual Performance Plan (APP) that provides detailed information on strategic goals and objectives, performance goals and measures with targets and/or milestones that support performance goals for the upcoming fiscal year, and an Annual Performance Report (APR), which documents component results and measures implementation progress for the previous fiscal year. The unclassified APP and APR are available at: <https://cmo.defense.gov/Publications/Annual-Performance-Plan-and-Performance-Report/>. The classified APP and APR may be available upon request.

The Chief Management Officer (CMO) is responsible for delivery of optimized Defense-wide Enterprise Business Operations and shared services to assure the success of NDS. The Office of the Chief Management Officer (OCMO) is an integral player and change agent in the Department, especially in terms of improving the affordability and performance of the DoD, in accordance with the National Defense Strategy's Third Line of Effort. As a means to this end, the CMO drives transformational and sustainable reform of Enterprise Business Operations throughout the Department with a focus on simplifying business processes and maximizing the use of shared services and enterprise Information Technology, while eliminating duplication.





## DoD MISSION

The enduring mission of the DoD is to provide the military forces needed to deter war and to protect the security of the country. The Department is committed to ensuring the United States (U.S.) military remains the best prepared and most lethal Joint Force in the world, so that the President and American diplomats are able to negotiate from a position of strength. Should deterrence fail, the U.S. military is prepared to fight and win.

Today, the U.S. faces an increasingly dynamic and unpredictable security environment characterized by great power competition, the re-emergence of long-term strategic competition, and a decline in the long-standing free and open international order that was established following World War II. Rapid advances in commercial technologies

such as big data analytics, artificial intelligence, robotics, quantum science, autonomy, additive manufacturing (e.g., 3D printing), and the internet of things (IOT) also present both important opportunities as well as threats and will shape the character of future wars. Additionally, non-state actors and rogue regimes remain a concern, enabled by increasingly sophisticated capabilities.

In response to this complex global security environment, the Department continues to carry out its mission objectives as outlined in the January 2018 NDS. It also articulates an effective strategy to address global security challenges and to provide for the common defense. The NDS provides strategic direction for the U.S. military's capabilities, capacity, posture, and readiness for the future. The NDS is to serve as the key strategic document driving the Department's priorities, investments, and programmatic decisions.





*“Building a more lethal force, strengthening our alliances and partnerships, and third, reforming the department for better business practices, and I added a fourth line of effort for me, taking care of service members and their families.”*

*—Secretary Esper, August 28, 2019*

The Department continues to faithfully execute the Secretary’s lines of effort thanks to the ongoing congressional support provided through the Bipartisan Budget Act of 2020, the National Defense Authorization Act (NDAA) for FY 2020, and the DoD Appropriations Act of 2020. This support has enabled the Department to continue to adapt and improve as necessary to deliver on its critical promise to the President, the

Congress, and the American people. Through the use of creative approaches, sustained investments, and disciplined execution in the field, the Department will continue to foster a dominant Joint Force that will protect the security of the nation, increase American influence, that will improve the American standard of living, and strengthen relationships among allies and partners.



## SUMMARY OF STRATEGIC GOALS AND OBJECTIVES

STRATEGIC GOAL	STRATEGIC OBJECTIVES
<p><b>GOAL 1 -</b> Rebuild Military Readiness as We Build a More Lethal Joint Force</p>	1.1 – Restore military readiness to build a more lethal force
	1.2 – Increase Weapon System Mission Capability while Reducing Operation Cost
	1.3 – Enhance information technology and cybersecurity defense capabilities
	1.4 – Deliver timely and relevant intelligence to warfighters and decision makers to provide decisive and dominant advantage over adversaries
	1.5 – Implement initiatives to recruit and retain the best total force to bolster capabilities and readiness
	1.6 – Ensure the U.S. technological advantage
	1.7 – Enhance Safe and Resilient DoD Installations
	1.8 – Enhance Acquisition and Sustainment Workforce
<p><b>GOAL 2 -</b> Strengthen our Alliances &amp; Attract New Partners</p>	2.1 – Reform the Security Cooperation Enterprise
	2.2 – Promote Acquisition & Sustainment Initiatives with Key International Partners
<p><b>GOAL 3 -</b> Reform the Department’s Business Practices for Greater Performance and Affordability</p>	3.1 – Improve and strengthen Enterprise Business Operations through a move to DoD-enterprise or shared services; reduce administrative and regulatory burden
	3.2 – Leverage Data as a Strategic Asset by expanding our data analytics capability and cultivate data-driven solutions
	3.3 – Improve the quality of budgetary and financial information that is most valuable in managing the DoD
	3.4 – Enable Innovative Acquisition Approaches that Deliver Warfighting Capability at the Speed of Relevance
	3.5 – Build Safe, Secure, and Resilient Defense Industrial Base (commercial and organic)

## PRESIDENT'S MANAGEMENT AGENDA

The [\*President's Management Agenda\*](#) (PMA) is a key input to the NDBOP and links DoD reform to the development of best practices at the federal level. The PMA lays out a long-term vision for modernizing the Federal Government in key areas that will improve the ability of agencies to deliver mission outcomes, provide excellent service, and effectively steward taxpayer dollars on behalf of the American people. The PMA is implemented by the President's Management Council (PMC), which includes the Chief Operating Officers of major Federal Government agencies, primarily Deputy Secretaries, Deputy Administrators, and agency heads from General Services Administration (GSA) and Office of Personnel Management (OPM). Due to high demands of the office, the DSD has delegated the responsibility of serving as the Department's representative and Performance Improvement Officer to the CMO. The PMC advises the President and the Office of Management and Budget (OMB) on government reform initiatives, provides performance and management leadership throughout the Executive Branch, and oversees implementation of government-wide management policies and programs.

## CROSS-AGENCY PRIORITY GOALS

The PMC supports implementation of Federal Cross-Agency Priority (CAP), which require senior level leadership to support change and innovation for government-wide best practices that require cross agency coordination. The PMC partners with other Executive Councils to design and develop interagency mechanisms (tools, processes and technologies) that accelerate the achievement of Administration management priorities. CAP Goals are a tool used by leadership to accelerate progress on a limited number of Presidential priority areas where implementation requires active collaboration among multiple agencies. Long-term in nature, CAP Goals drive cross-government collaboration to tackle government-wide management challenges affecting most agencies. As a subset of Presidential priorities, CAP Goals are used to implement the PMA and are complemented by other cross-agency coordination and goal-setting efforts. CAP Goals are updated or revised every four years with each Presidential Administration's term.





# 6

## DoD PRIORITY GOALS

The strategic objectives and performance goals in the Enterprise Business Operations Plan reflect the Department's longer-term reform agenda and component priorities, which align with the Future Years Defense Program (FYDP). Additionally, the Department has specific Priority Goals, which are expected to be accomplished within two-years. These goals are different than other performance goals under a strategic objective, because they are intended to highlight target priority policy and management areas where agency leaders want to achieve near-term performance advancement through focused senior leadership attention.

A senior leader within the Department is assigned to each Priority Goal and is responsible for updating the appropriate DoD governance bodies on a quarterly basis to ensure that all organization levels are focused on achieving the success of the goals, ensuring sufficient time, resources, and attention are allotted to address problems or opportunities. Although presented separately below, DoD-level Priority Goals below are also integrated into Appendix A of this document. Progress against these goals is updated quarterly and located on Performance.gov.

STRATEGIC OBJECTIVE (SO)	PRIORITY GOAL LEAD	DoD PRIORITY GOALS FY 2020- FY 2021
*SO 3.1	CMO	Priority Goal 3.1.1: By September 30, 2021, create a long-lasting culture of innovation, empowerment, and improvement to reduce the cost of doing business throughout the Department and achieve \$16.4 billion in reform savings (FY20 - \$7.7B and FY21 - \$8.7B)
SO 3.1	CMO	Priority Goal 3.1.7: Between October 1, 2019 and September 30, 2021, DoD will promulgate 50 regulations a year to implement the recommendations of DoD's Regulatory Reform Task Force, and reduce its existing regulations by 35 percent
SO 3.3	USD(C)/CFO	Priority Goal 3.3.1: By September 30, 2021, complete yearly audits, gain actionable feedback, and remediate findings toward achieving a clean audit opinion for the DoD

Progress against both APGs and CAP goals is updated quarterly and located at [www.Performance.gov](http://www.Performance.gov).

\* This information is new



# STRATEGIC GOAL 1 -

*Rebuild Military Readiness as We Build a More Lethal Joint Force*



## Why This Matters

The NDS is our guide to effectively compete in today's complex security environment. Everything we do must be aimed towards achieving the goals and objectives of that strategy. The ultimate purpose is to ensure we have a more lethal, agile, resilient and ready Joint Force, able to deter war and possesses a decisive advantage in any conflict. Efficiency to facilitate lethality is also a key success factor.

Great power competition once again has returned to the global stage. If we are to remain the world's preeminent military power, then we must change course and face the challenges of the future head on. The NDS is a strategy grounded in reality. Strategic competitors such as China and Russia are deliberately building up and modernizing their military forces to challenge the United States and enable their geopolitical aspirations. At the same time, regional adversaries like Iran and North Korea continue to promote instability.

The Department is focused on developing joint concepts and doctrine to fight in a multi-domain environment, building upon the progress achieved by the services in recent years. There are four characteristics of today's strategic landscape that are driving adaptation across the joint force: the return of great power competition, changes to the character of war, the capacity of the force relative to operational commitments; increased operational commitments; and an unprecedented pace of change in virtually every aspect of our profession. The Department is investing in modernizing the force and increasing lethality to ensure we are able to address future threats.



## How We Will Get There

The Department is investing in modernizing the force and increasing lethality to ensure we are able to address future threats.

We are adapting how we plan, how we prioritize and allocate resources, and how we are developing tomorrow's capabilities to vastly improve decision making at the highest levels of DoD.

We've also scheduled a series of globally integrated exercises with participation from across the U.S. government and interagency to refine our plans and to assist in making decisions.

We have changed the way we prioritize and allocate resources across the combatant commands to better align the NDS.

We are paying particular attention to establishing a more sustainable operational tempo, allowing us to take better care of our people, supporting increased readiness.

And finally, to ensure that we have the military we need for the future, we've planned a series of exercises, experiments and war games to better inform how we adapt the force we have today and define the force that we need tomorrow.

# STRATEGIC GOAL 2 -

*Strengthen our Alliances & Attract New Partners*



## Why This Matters

A strong network of like-minded nations that are willing and able to fight together is an advantage that our adversaries do not possess. The strengthening and expansion of mutually beneficial alliances and partnerships is crucial to the Department's achievement of NDS goals. The Department seeks to build and develop a network of allies and partners capable of acting decisively to address shared challenges. These security relationships enhance our collective defense and are based on the principles of mutual respect, responsibility and accountability.

We're only as strong as the investments we are willing to make towards our common defense. The international order constructed following World War II benefited the entire world. Initiatives like the Marshall Plan helped to rebuild the continent, restore political order and bring about economic prosperity falling a time of great

destruction. Our potential adversaries seek to weaken the integrity of these institutions and incrementally reshape the international system. Should we remain complacent and fail to recognize the shifting landscape, we risk inviting greater aggression and further challenges to our shared values and security. Defending this system and deterring this aggression remains our primary task and we can only do this by working closely together to maintain a ready, capable alliance that is prepared to fight and win.



## How We Will Get There

The Department is reinforcing its commitment to establish alliances and partnerships, while also expanding and deepening relationships with new partners who share our ideologies of freedom, national sovereignty, dignity of the individual, free and open international order, stable global energy markets and secure trade routes, and the rule of law.

DoD is working on expanding our networks. We have taken a hard look at the Indo-Pacific, Central and South America and the Africa region and expanding partnerships in those areas. We are also emphasizing that North Atlantic Treaty Organization (NATO) allies begin to increase more equitable burden-sharing for protecting their region, building their own capacity with a focus on collective security.

We also schedule and hold a series of globally integrated exercises with participation from across the U.S. government to refine our plans and to assist in making decisions.

We are also expanding our alliances back home. DoD has asked for the Council of Governors' help in easing the burden of thousands of military spouses when they're trying to transfer occupational licenses from state to state. DoD is working on greater engagement with industry, and a closer partnership with the commercial sector, to ensure that the weapons and equipment our soldiers need are delivered on cost and schedule.

# STRATEGIC GOAL 3 -

*Reform the Department's business practices for greater performance and affordability*



## Why This Matters

The third line of effort of the NDS is reforming the Department's Enterprise Business Operations for greater performance and affordability, which often supports the first line of effort. The goal of reform is to create a long-lasting culture of innovation, empowerment, and improvement to reduce the cost of doing business throughout the Department, which has already led to \$10 billion in savings in FY 2017 – FY 2019. The Department is committed to harvesting financial savings gained through reform and applying them to NDS priorities. The Department is a large federated organization and it is important that the speed of reform efforts does not compromise the missions of the DoD components. Institutionalizing defense reforms is dependent upon stakeholder buy-in and a commitment from stakeholder engagement in the decision-making process. Senior management involvement is necessary for long-term change. The OCMO plays an integral role in this regard. The current challenges and increased threats facing our warfighters require more financial investment than is currently available with a fixed top-line budget. The Department's goal is to be prudent with taxpayers' dollars while managing

defense in an ever-changing security environment, which requires changing the way we do business. To be sustainable, reform must be implemented as wholesale process, policy, system, and cultural changes – not as singular projects at the direction of Administration leadership. Moreover, the lack of budgeted reform funding inhibits level and certainty of financial benefits, as well as the speed and scope of reform implementation and sustainment.



## How We Will Get There

Office of Chief Management Officer (OCMO) leads reform across the Department by implementing shared performance metrics, innovative processes and services, data driven solutions, and mission focused funding. The CMO drives and incentivizes operational and financial efficiencies by measuring, tracking,

## Reform Savings Overview (FY 2017 – FY 2024)

- OMB did not set FY 2017 - FY 2018 savings goals, but DoD programmed savings of \$1.3 billion in FY 2017, and \$3.3 billion in FY18.
- OMB set FY 2019 savings goal of \$6.0 billion for DoD – DoD exceeded the goal at \$6 billion in savings.
- OMB set FY 2020 savings goal of \$7.4 billion for DoD – The FY 2020 President's Budget includes \$7.7 billion in reform savings.
- In in FY 2019 and FY 2020 the Department continues to execute reform efforts in contracting, IT, healthcare reform, civilian personnel management, acquisition, and financial management.
- For FY 2019–FY 2024, reform efforts have been prioritized according to the highest return on resource investment. Reform priorities are: contract management; healthcare management; Fourth Estate management; acquisition; IT and business systems; civilian personnel management; and logistics and supply chain.



and reporting performance and outcomes. Additionally, as a primary agent to foster sustainable reform and change in the DoD, it is imperative the OCMO continue to undergo organizational structural adjustments to better implement its statutory authorities and delegated responsibilities.

The Secretary led the Defense-Wide Reviews (DWRs) a major DoD initiative to improve alignment of time, money, and people to NDS priorities with support from the CMO, Comptroller, and Cost Assessment and Program Evaluation Office that identified savings of over \$5 billion for FY 2021.

As a result of the success of the DWR, the Secretary directed the CMO to focus on the business functions of Defense-Wide organizations. The CMO will:

- Focus on reforming business processes, overseeing resource planning and allocation, and evaluating each DW organization's performance against business goals; and,
- Establish methods to strengthen oversight,

continue reform momentum, and instill fiscal discipline across DW organizations and accounts.

The CMO's immediate focus, in coordination with Director, Cost Assessment and Program Evaluation (CAPE) and the Under Secretary of Defense (USD) (Comptroller), is to develop a consolidated FY 2022-2026 program and budget for the DW accounts.

Knowing the challenges to any significant reforms, we are consistently promoting a sense of urgency, maintaining leadership alignment at all levels, communicating a consistent message, proactively removing obstacles, driving immediate wins, and working to anchor all of this in long-term behavior. Current efforts focus on generating savings and rationalizing business practices through 'Reform.' As these efforts progress, the focus will pivot to establishing a culture of performance and productivity on an enduring, institutionalized basis, which is essential to best equipping the next generations of leadership and warfighters to come. We have a responsibility to gain full value from every taxpayer dollar spent on defense, thereby earning the trust of Congress and the American people.

### Examples of Reform Savings:

- **Army Weapons System Acquisition:** The Department of the Army saved \$44.7M in FY 2017–FY 2018, by procuring up to 90 Apaches in a five year contract to receive an 11.2% discount based on estimate of a single year contract
- **Navy Weapon System Acquisition:** Navy saved \$97.9M in FY 2018, by procuring 10 Arleigh Burkes in five year contracts to receive a 9.3% discount based on an estimate of a single year contract.
- **Military Health IT Optimization:** The Department saved \$68.9M in FY 2017–FY 2018, through Win10 migration, Desktop to Data Center implementation, baselining IT spend to the level of each expenditure and reconfiguring health IT to drive both operational and personnel efficiencies. This effort has booked \$68.9M savings to date, but has been reinvested back into Health IT to offset increased security and support requirements for the new electronic health record and added system cybersecurity requirements.







# THE ENTERPRISE BUSINESS OPERATIONS PLANS FOR THE MILITARY DEPARTMENTS ARE NESTED UNDER THE NATIONAL DEFENSE BUSINESS OPERATIONS PLAN.





## Army Priorities

People   Readiness   Modernization   Reform

### Information Age Army

- Investing over \$700M over the 2021-2025 FYDP to leverage data as a strategic asset and employ artificial intelligence and machine learning-enabled tools.
- Develop seamless access to the cloud as the foundation of the Army modernization effort.
- Reengineer existing business processes to leverage capabilities of modern business systems and cloud computing.

### Reform for Reinvestment

- The Army Reform Initiative to save time, money, and manpower for reinvestment in Army priorities, and empower commanders to make timely and better decisions.
- Army realignment of over \$30B/FYDP for reinvestment in Army readiness and modernization to build a Multi-Domain Operations-capable Army in support of the National Defense Strategy.
- Structural realignments and organizational changes to improve business process outcomes.

### Business Systems & Data

- Creation of cloud-enabled data platforms to organize, store, analyze, and display business process data used to generate readiness, and support ongoing operations.
- Retirement of legacy business systems resulting in savings for reinvestment in modern IT capabilities.
- Business process reengineering to streamline business process performance and leverage modern computing technologies.

### Category Management

- Services contracting processes and supporting data analytics reformed to consistently provide best value.
- Buying common goods and services as an enterprise for Facilities and Construction, Professional Services, Information Technology, Transportation and Logistics Services, and Medical categories.
- Army achieved \$1.2B/yr in services contract efficiencies in POM 21.

The Army Business Strategy can be found at <https://www.milsuite.mil/book/docs/DOC-470264>.





## Department of the Navy Business Operations Plan



The business of defense is rapidly changing, proving to be just as volatile and complex as the global security environment itself. Our mandate to increase our competitive military advantage in this dynamic environment demands bold, holistic, and end-to-end thinking that will move the enterprise towards greater effectiveness, efficiency, agility, and accountability. The Department of the Navy's Business Operations Plan (DON BOP) is the framework and first step for the DON's ongoing management agenda. It represents an iterative effort that will evolve and respond to our changing environment. The DON tracks progress of the initiatives defined in the BOP, while holding relevant stakeholders accountable. Major impacts from the first year of the DON BOP include:

### Block Buy of Two Aircraft Carriers Saves \$2.4 Billion and Increases Lethality

The Navy awarded a contract for the construction of CVN 80 and CVN 81 to Huntington Ingalls Industries-Newport News Shipbuilding (HII-NNS). This contract award delivers significant savings to the government – exceeding \$2.4 billion when compared to the Navy's original cost estimates to procure these CVNs separately. One contract for construction of the two ships will enable the shipbuilder flexibility to best employ its skilled workforce to design once and build twice for unprecedented labor reductions while providing stability and opportunities for further efficiencies within the nuclear industrial base.”

### Navy Enterprise Resource Planning (ERP) Now Entirely Cloud-Based, 11 Months Ahead of Schedule

Navy ERP is now entirely cloud-based, operating significantly faster in memory-data storage and processing. This is the largest ERP SAP cloud migration to date in North America; it was planned as a 20-month project but was accomplished on an accelerated schedule in just nine months. In addition to delivering an improved customer experience and enhancing data-driven decision-making, the shift of to the cloud supports the Navy's goal to create a single, unclassified general ledger.

### Tactical Aircraft Mission Capable Rate Exceeds Goal

As of September 24, 2019, the Navy exceeded its goal of attaining 80% mission capable rate for the F/A-18 E/F Super Hornet and EA-18G Growler, a significant increase from the 50% mission capable rate. To achieve this goal, the Naval Aviation Enterprise (NAE) implemented the Naval Sustainment System-Aviation (NSS-A). The NSS-A initiative leverages best practices from commercial industry to update and improve aspects of Naval Aviation's maintenance practices in squadrons as well as at intermediate and depot fleet readiness centers. Additional reform efforts greatly improved supply chain management, engineering practices, governance activities and safety. Initially, NSS-A focused on getting the Navy F/A-18 Super Hornet fleet healthy, but quickly grew to include the Navy's EA-18G Growler fleet due to the similarities in the two platforms.

The DON BOP can be found on the SECNAV website at [www.secnav.mil/DONBOP](http://www.secnav.mil/DONBOP)





### ► Overview

- To meet the requirements of the 2018 National Defense Strategy, the Air Force must build a more lethal and ready force, strengthen alliances and partnerships, and deliver greater, more affordable performance. *Improving our business operations* enables us to achieve these three lines of effort
- *Business operations matter.* Each of the Air Force's business processes – including fleet sustainment, cybersecurity, recruitment, and financial management – supports the readiness of the warfighter
- The Air Force is committed to improving its business management practices to *produce greater accountability and generate higher states of operational readiness and lethality*

### ► Air Force Business Operations Plan

- The FYs 2019-2021 Business Operations Plan represents how the Air Force will transform its business operations to *meet the requirements of the National Defense Strategy*
- The plan aligns *USAF business operations* to support the three National Defense Strategy lines of effort and the nine strategic objectives in the National Defense Business Operations Plan. It establishes *20 Air Force business operations objectives with 107 supporting activities*



*Air Force Business Operations Plan Alignment to Department of Defense Priorities and Air Force Strategic Focus Areas*

The Air Force BOP can be found at [https://www.fedscoop.com/wp-content/uploads/2019/03/FY19-21-Air-Force-Business-Operations-Plan\\_FINAL\\_Single-Pages\\_Low-Res\\_20190226.pdf](https://www.fedscoop.com/wp-content/uploads/2019/03/FY19-21-Air-Force-Business-Operations-Plan_FINAL_Single-Pages_Low-Res_20190226.pdf)

# CMO MISSION, VISION AND GOALS

The CMO serves as advisor to the Secretary of Defense and the Deputy Secretary of Defense on matters involving:

- Establishment of policy and processes for minimizing duplication, maximizing efficiency and effectiveness; and establishment of performance metrics.
- Oversight and implementation of reform.
- Planning and implementation of organizational adjustments and structural realignments.
- Oversight of operations and support to the Pentagon Reservation and associated sites.
- Representation of the Department on the President's Management Council.
- Development of the National Defense Enterprise Business Operations Plan.

## *Scope of Defense Enterprise Business Operations*

The NDS articulates the DoD's mission to compete, deter, and win in an increasingly complex security environment while executing its objectives in the most efficient and effective manner throughout the enterprise. The mission of the CMO is to deliver optimized enterprise business operations to assure the success of the NDS.

*In addition to prioritizing oversight, the OCMO focuses its efforts on reform.*

The purpose of reform efforts is to ensure greater efficiencies that translate to additional resources for the warfighter. The OCMO, in conjunction with the DAFAs, and Military Departments remain committed to championing lasting reform across all DoD Enterprise Business Operations in support of all NDS objectives. OCMO is responsible for

**CHIEF MANAGEMENT OFFICER 2019**

**MISSION**  
Deliver optimized Enterprise Business Operations to assure the success of the National Defense Strategy.

**VISION**  
Efficiency for Lethality by Leading Business Operations for the Department Through Innovative Processes and Services, Data Driven Solutions, and Mission Focused Funding

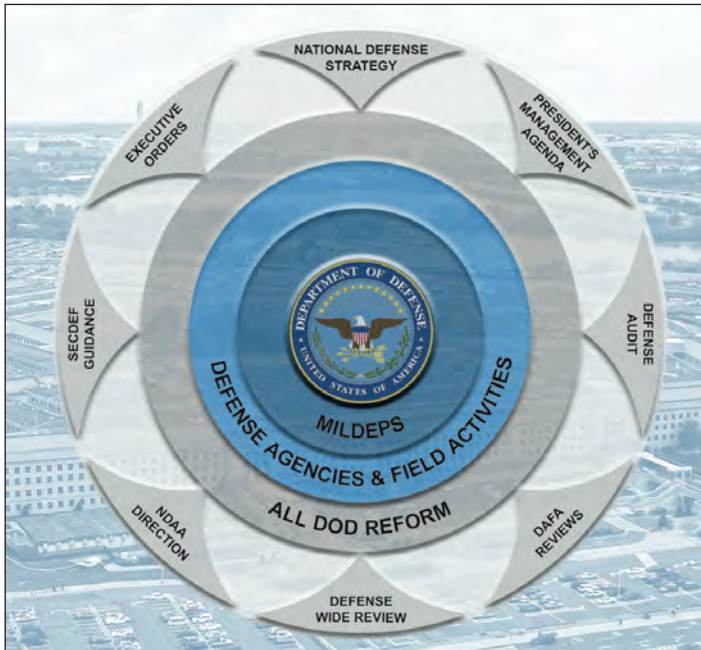
**CMO Goals**

- 1 Create a long-lasting culture of innovation, empowerment and improvement to reduce the cost of doing business throughout the Department
- 2 Lead the integration and optimization of enterprise business operations throughout the Department
- 3 Deliver performance-driven shared services and exceptional customer experience to our personnel
- 4 Expand our data analytics capability and cultivate data-driven solutions
- 5 Decrease overlap and duplication in the headquarters operations to increase mission-focused funding

driving institutional reform by improving the efficiency, effectiveness, performance, and affordability of enterprise business operations across the Department. Our goal is to be prudent with taxpayers' dollars and manage the Department to meet the challenges of the security environment.

# STEWARDSHIP

*How the Department Manages Enterprise Business Operations*



Managing and overseeing the Enterprise Business Operations of the Department is a highly complex CMO responsibility, which intersects and interfaces with the inherent responsibilities of the PSAs as DoD functional domain policy proponents, who exercise authority, direction, and control over the “common support services.” There are three means by which the OCMO executes this mission: Risk Management/Stakeholder Engagement, Management Process, and Governance. OCMO is responsible for providing oversight of Enterprise Business Operations (EBO) however Performance Management is enabled through cooperation and integration with the Military Departments and the DAFA.

**STEWARDSHIP:**  
*Oversight of Enterprise Business Operations*

**Risk Management**

- Evaluate Customer Needs
- Audit Follow Up
- Enterprise Risk Management
- GAO / IG
- Recommendations

**Management Processes**

- Planning, Programming, Budgeting and Execution (PPBE)
- Portfolio LoB Management
- Performance Management
  - Balanced Scorecard (BSC)
  - NDS Implementation
- Reform
- Oversight and Compliance

**Governance**

- Deputy's Management Action Group (DMAG)
- Defense Business Council (DBC)
- Reform Management Group (RMG)
- Data Management and Analytics Steering Committee (DMASC)
- Defense Enterprise Business Operation (DEBO) Senior Steering Group (SSG)

**Data Insights**  
*Data is used to inform risk, resource, performance and governance processes within Enterprise Business Operations.*



## RISK MANAGEMENT/ STAKEHOLDER ENGAGEMENT

In addition to Governance and Management Processes, evaluating risk is also a key tenet of the OCMO's strategy to manage EBO for the Department. The Department's key effort to identify improvements to increase efficiency and effectiveness is the Audit process. In essence, the data generated from the audit informs reform. These efforts are buttressed by audit support and review by the IG and GAO, and the integration of Enterprise Risk Management, including internal controls.

### Customer Experience Assessment

The best way to evaluate how well processes, products, and services are meeting requirements is to speak to customers directly. Conducting customer experience assessments is key to ensuring that the Military Services and other organizations are receiving the support required to meet mission requirements. The OCMO will ensure the customer experience is measured as a part of performance, which will also assist with identifying the need for reform and process improvement.

### DoD Financial Audit

The DoD audit aligns with the strategic goals of the National Defense Strategy, including reforming the Department for greater performance and accountability. The DoD annual financial statement audit comprises of 24 standalone audits and one consolidated audit conducted by the DoD OIG. Six organizations

received unmodified (clean) opinions, the highest grade; one received a qualified (modified) opinion, which means that data is right with some exceptions, and one is pending an opinion. Opinion for the DoD OIG is ongoing. All other reporting entities received a disclaimer of opinion, which means the auditors did not have enough evidence to provide an opinion.

The Department will measure and report progress over the next several years through the closure of audit findings and downgrading of material weaknesses. To begin to address findings, the Department established the FY 2019 financial statement audit priorities by focusing corrective actions on operational improvements that provide the greatest value to DoD operations and the warfighters in the near term. Although other overarching business areas may require longer-term solutions, the FY 2019 operational priorities are immediately actionable at many levels within the Department, including at the Command-level. Addressing these findings is a top priority.

### Enterprise Risk Management

OMB Circular A-123 directs the department to implement Enterprise Risk Management (ERM) process. The Department's leadership addresses and balances enterprise-level risk throughout the Planning, Programming Budgeting, and Execution (PPBE) process. The overarching risk management framework for the Department, which assesses risk in four crosscutting dimensions: operational risk, force management risk, institutional risk, and future challenges risk is the Chairman's Annual Risk Assessment. This assessment captures the four dimensions of risk as either strategic or military risks, which are further defined as "risk-to-mission" and "risk-to-force," and help inform the programming and budgeting phases of PPBE each cycle. In addition, during the planning phase, the Defense Planning Guidance (DPG) provides guidance on risk tolerance, which reflects and updates priorities identified through the development of the NDS. In turn, DoD components balance risk at their level in development of their five-year programs.

#### Key Audit Take Aways:

- Defense Commissary Agency progressed from a modified opinion for FY 2018 to an unmodified opinion for FY 2019.
- Military Departments made significant progress in validating the existence and completeness of real property.
- Components were better-prepared and responsive to audit requests and site visits.



Internal controls help the Department run its operations efficiently and effectively, report reliable information about its operations, and comply with applicable laws and regulations. The Department's enterprise risk management capability coordinated with the strategic planning, PPBE, and internal controls, provides an integrated governance structure that will improve defense mission delivery, reduce costs, and focus corrective actions towards key risks.

### GAO/IG Recommendations

The DoD OIG conducts and supervises audits and investigations relating to the Department's programs and operations to ensure the prevention and detection of fraud, waste, and abuse in the programs and operations of the Department. GAO provides Congress, the heads of executive agencies, and the public with timely, fact-based, non-partisan information that can be used to improve government and save taxpayers billions of dollars. GAO's work is done at the request of congressional committees or subcommittees or is statutorily required by public laws or committee reports, per our Congressional Protocols.

Both GAO and the IG provide the Department with recommendations to improve the way we operate. These recommendations are an integral part of how we reform the Department. Implementation of GAO/IG recommendations through Corrective Action Plans are actioned both through the audit process managed by the Comptroller and the Financial Improvement and Audit Remediation (FIAR) governance process, as well the OCMO Audit Management Division.

## MANAGEMENT PROCESSES

The Planning, Programming, Budgeting, and Execution (PPBE). It is the chief management process within the Department that links all organizations. In addition to the PPBE, the OCMO uses a variety of management processes to provide oversight and reform to Enterprise Business Operations including: performance management, portfolio management and reform.



*PPBE is the process through which DoD takes a long term perspective of its needs and prioritizes operational requirements within given fiscal constraints*

### Planning, Programming, Budgeting and Execution (PPBE)

The PPBE process is the annual DoD-wide resource allocation process within a quadrennial planning cycle. The Secretary provides centralized policy, priorities and goals to guide and facilitate the PPBE process through the NDS, force development guidance, defense program guidance, and fiscal and budget guidance, and other direction as required. Program development, execution, and authority are delegated to the DoD components. The DSD manages the overall day-to-day operation of the PPBE process. PPBE integrates the Department's plans including the National Military Strategy and programs, addressing existing and emergent requirements, in a disciplined review and approval process, which balances risk across the Department's priorities. The goal is to achieve the best mix of forces, manpower, materiel, and support under fiscal constraints to support national security priorities. DoD components include performance measurement and management as a key requirement when developing their annual budget justifications – linking strategic goals with Departmental objectives, establishing specific performance objectives, and identifying and adhering to best practices.

## Portfolio Management Capability (PMC)

The OCMO looks across the Department to manage each line of business as a portfolio. Portfolio management also includes:

- Identification and analysis of qualitative and quantitative metrics of performance.
- Evaluating resources, authorities, workforce training, and size of each Component's workforce.
- Analyze total cost to perform functions.
- Recommend which organizations should perform the function/case.

*"We have a responsibility to gain full value from every taxpayer dollar spent on defense; thereby earning the trust of Congress and the American people."*

—NDS

## Performance Management

The Department is a performance-based organization committed to using performance data to drive decision-making and improve Enterprise Business Operations. The CMO as the Performance Improvement Officer ensures, on behalf of the DSD, that the missions and goals of the Department are achieved through strategic and performance planning, measurement, and analysis. Component leaders are responsible for incorporating Military department input for their respective functional areas in the performance goals, measures, and targets for each line of business published in the APP based on the strategic goals and objectives established in the NDBOP.

Some of these goals and measures are also used to inform the "Results Driven" critical elements contained in senior executive performance plans. This empowers leaders to focus on measurable outcomes that align with the NDBOP and NDS. The Department employs hundreds of performance measures to track and assess progress in key areas such as reform, data analytics, acquisition performance, military readiness, audit readiness, business process improvement. This data is used to ensure

the best use of resources and safeguard the overall well-being of the force. The universe of performance targets and measures within the Department are grouped in different ways to inform decision making. For example, the performance information in the APP is a small subset of performance information focused on Enterprise Business Operations. One of the primary performance initiatives within the Department is to establish consistent performance measures for key back office functions including human resources, IT, real property, acquisition, financial management and health care. These "shared" performance metrics will address each of the categories of the balanced scorecard, including customer satisfaction and experience to ensure we achieve desired outcomes, but also plan for the future to facilitate continued innovation and success.

Consistent measures for "like" functions will be benchmarked across the Department, the federal government and industry to continue to foster improvement. Additionally, consistent measures will assist DoD leadership with making decisions on where to host shared services for the entire Department, that may also be included in the DSD's "Core Metric" NDS Implementation Reviews, defense budget exhibits, and provided through a wide range of reports to Congress.

### Balanced Scorecard (BSC)

The Department is reestablishing the use of the Balance Scorecard model for the management and oversight of business functions. The BSC is a framework used to measure and monitor progress towards strategic targets. It links vision to strategic objectives, measures, targets, and initiatives. It balances financial measures with performance measures and objectives related to all other parts of the organization. It will become our business performance management tool. For example, DoD used the Balanced Scorecard framework at the 2019 Strategic Review meeting with OMB.

### NDS Implementation

The mixture of analysis and competition from different viewpoints—including from organizations without vested interests in the outcome—is key and is required not just from the operational perspective but with Enterprise Business Operations as well.

We are developing a more systematic process for evaluating return on investment and for reprogramming resources when appropriate. DoD's budget priorities are changing as it implements the NDS. This re-shaping will have second order effects as we reconcile NDS based requirements against finite resources and fiscal uncertainty. Key reforms have provided the opportunity to reprogram in the FYDP to return money back to implementation of Strategic Goal 1 and 2.

## Reform

In direct support of the CMO's optimized Enterprise Business Operations and shared services NDS responsibility, Washington Headquarters Services (WHS) is designated as the service provider delivering Human Resources Management, Facilities Management, Acquisition Services, Financial Management, Executive Services, History and Library Services, and other management activities for the Office of the Secretary of Defense. CMO will transition WHS from an appropriations-funded organization providing functional services to a fee-for-service, multi-functional enterprise shared services organization that delivers an exceptional customer experience with greater performance and lower costs, enabling DoD agencies to fulfill their missions. CMO has proposed a new Defense Working Capital Fund that will enable fee-for-service with transparent transactional costs and Service Level Agreements with balanced scorecards aligned to customer-centric mission-focused services that meet or exceed customer expectations at lower costs.

### *Fourth Estate Management Office (FEMO)*

As of the beginning of FY 2020, the Department launched phase II Defense-Wide Reviews focused of the Fourth Estate program rationalization. The OCMO Fourth Estate Management Office (FEMO) Directorate initiated a formal process to reduce redundancies and optimize DAFAs business processes and systems. Both of these efforts are expected to identify a significant number of Business Process Redesign and Optimization opportunities that may require an increase in facilitation and execution focus and resource capacity to implement. OCMO created the FEMO to execute these responsibilities with a focus on shared business activities of the DAFAs.

This includes annual review and certification of DAFA budgets and periodic reviews of DAFAs' efficiency and effectiveness.

The FEMO conducted initial reviews of 21 DAFAs (excluding four DAFAs with an intelligence mission, and deferring the review of three newly established or reorganized DAFAs). These initial reviews included examination of the missions, authorizations, charters, budget, financial, and manpower/personnel of each DAFA. Results of periodic performance reviews will be incorporated in the CMO's annual review and certification of DAFA budgets.

**Financial Management.** While utilizing financial statement audit findings to highlight opportunities for reform or process efficiency—we have focused on initiatives that will reduce operational costs within the DoD FM line of business by simplifying and standardizing our business processes and systems. Expanding the OUSD-C's Enterprise data applications to support providing information to auditors versus multiple component applications reduces duplication, utilizing a shared platform to support audit requirements and also data analytics.

Examples of financial management reform successes this year:

- Retired 12 systems within DFAS, reducing system costs by \$2.5M. (FY 2017 - FY 2019)
- Developed standard roles and responsibilities between the Services and DFAS that streamline disbursing processes, and retire the Defense Joint Military Pay system.
- Savings to be realized and codified upon the Services' implementation of their Integrated Personnel and Pay System (IPPS) solutions.
- Established a Robotic Process Automation (RPA) platform that allows organizations to easily deploy, secure, and manage robots at scale. The use of this platform improves the management, sharing and oversight of deployed automations. In addition to establishing an RPA platform, the team developed 23 process automations for OUSD (Comptroller) and 4th Estate Agencies on the Defense Agency Initiative (DAI) accounting system, resulting in 4.8K labor hours being redirected to higher value work annually. The future scaling of DAI process automations to

additional 4th Estate Agencies is estimated to increase the annual labor hours redirect to higher value tasks to 31K annually. \*\*Note: The decrease in labor hours redirected (from prior reporting) is due to re-assessment of time savings of UMD clearing automations (initial figures provided by process owner were overstated).

**Contract Management.** This reform initiative is active with two primary areas of focus: 1) Services Requirements Review Board (SRRB) and 2) Category Management (CM).

- SRRB Initiative implemented a structured review process chaired by senior leaders to inform, assess, and support trade-off decisions regarding requirements, cost, schedule, and performance for the acquisition of services and has produced \$491.6M in Resource Management Decision (RMD) Reductions for FY 2017-FY 2018 with an additional \$441.4M for FY 2019.
- The Category Management Initiative has actively focused on the business practice of buying common goods and services as an enterprise to eliminate redundancies, increase efficiency, and deliver more value and savings from the government's acquisition programs. It identifies core areas of spend; collectively develops heightened levels of expertise; leverages shared best practices; and provides acquisition, supply and demand management solutions. This initiative targets the review, analysis and adjudication of approximately \$20B in spend per CM Sprint and has initiated 4 Sprints to date with an estimate 5 percent savings as the solutions are implemented over the following FYDP.

**Healthcare.** This reform initiative is active and led by the Assistant Secretary of Defense for Health Affairs and/or Defense Health Agency. This team's initiatives are focused on 4 areas:

- Transition of Medical Treatment Facilities to DHA
- Enterprise Management: Tricare, MHS Genesis
- Medical Force Structure
- Clinical Facility Rightsizing

**Community Services.** This reform initiative is active and led by the OCMO. The primary initiative for this team is to provide the RMG briefings regarding the reform of DoD community services, which include the defense resale enterprise; morale, welfare, and recreation programs, lodging; family support services; and the primary and secondary school system. The reform team completed a BPA and proposed consolidation of the Defense Commissary Agency, Army and Air Force Exchange Service, Navy Exchange, and Marine Corps Exchange (collectively the defense resale enterprise) as the first phase of the community services reform effort. The Department's intent is to improve community services for our Service members and their families, improve support to commanders, and fulfill its fiduciary responsibility concerning appropriated and non-appropriated funds.

**Logistics.** The Logistics Reform area is focused on opportunities to deliver increased readiness while improving the efficiency of logistics processes. Enterprise-wide initiatives include efforts to improve inventory optimization for inherently unforecastable items with highly-variable demand patterns, increase utilization of the DoD's warehouse resources, and improve the efficiency and effectiveness of spares packages for deployments. This reform area also encompasses enhancements to the Defense Logistics Agency's processes such as consolidating industrial supply, storage, and distribution functions; introducing a print-on-demand capability to more efficiently deliver up-to-date maps to the warfighter; and leveraging increased buying power by consolidating the DoD's procurement efforts for individual commodity groups and expanding support to other government agencies, like the Department of Veteran's Affairs.

**Human Resources.** The hiring improvement and legislative/regulatory reform initiatives were transferred to the Office of the Under Secretary of Defense for Personnel and Readiness. The HR Service Delivery reform project was transferred to the OCMO Fourth Estate Management Office. The first phase of this reform initiative is complete. The second phase is incorporated into the Fourth Estate/DAFA Review, currently underway.

**Real Property.** The Real Property reform team was transitioned back to the OUSD (A&S) on



February 1, 2019. The team identified meaningful measures and outcomes that are now utilized by both the Contract Management Reform team and A&S.

**Testing and Evaluation.** This reform initiative stood down as of April 2019, but ongoing initiatives continue, which were transferred to the Category Management Reform Team.

**Defense Business Systems.** The Defense Enterprise Business Operations Management (DEBOM) has authority and operates as the Senior Official for the defense business systems strategy, direction, and management to ensure execution and enterprise management of DBS.

The DEBOM identified tenets to move from a complex, compliance-driven, manual, and unstructured Enterprise Business Operations environment to a dynamic, agile, and data-driven environment. In the end-state, enterprise business operations are optimized by investing in the right mix of business capabilities that align to the Defense Business Enterprise Architecture (BEA) and functional strategies, and by promoting real-time decisions based on intelligence from data insights.

In order to better synchronize, integrate, and coordinate the Enterprise Business Operations of the Department to ensure optimal alignment in support of the warfighting mission, the “CIO for DBS,” as the Senior Official for defense business systems strategy, direction, and management, ensuring execution and enterprise management of business reform and associated business IT.

**Active Business Systems Initiatives include:** Defense Business Systems Reform Team (DBS

#### DEBOM’s Goals

- Establish and maintain a business enterprise architecture (BEA) that integrates with the DoD CIO information technology enterprise architecture.
- Promote the use of shared services through the use of commercial-off-the-shelf and configured technologies.
- Foster a business systems environment with built-in security and cyber protections.

Reform) is assisting with the migration of the Defense Civilian Personnel Database System (DCPDS) to a new Software as a Service (SaaS) / Cloud based human capital management (HCM) system, which will be referred to as the Defense Civilian Human Resource Management (DCHRM) system.

- CM for Training and Education Learning Management System (LMS) - DoD currently has multiple disparate platforms to deliver learning capabilities to the DoD workforce. Leveraging USALearning to implement a Whole of Government (WOG) approach to the delivery of learning will allow the Department to better engage category management to modernize learning systems while optimizing costs to improve the workforce’s learning experience with unified capabilities and improve overall total force readiness and assessment.

**IT Reform led by DoD CIO:** The DoD is centralizing Fourth Estate common use IT through network, cybersecurity, and service desk consolidation. The initial consolidation efforts include 22 Fourth Estate organizations, with the objective to reduce the number of networks, cybersecurity operations centers, and service desks for greater efficiency and effectiveness.

#### Oversight and Compliance:

A key Administration priority is to reform regulatory requirements that negatively impact the U.S. economy. The Oversight and Compliance team within the OCMO not only provides the services in their name to ensure that the Department meets the rules and regulations required, but is also a key contributor to reforming the Department. In accordance with Executive Order 13777 and OMB Memorandum M 17 23, the Department established a goal to review all 716 DoD codified regulations in order to evaluate regulations for consolidation and to eliminate unnecessary, outdated, or ineffective regulations by 25%. This effort will help reduce burden and costs to the public; identify priority regulations that align with the Secretary of Defense’s priorities; and improve the business process of issuing regulations.

## GOVERNANCE

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The OCMO provides management and oversight of Enterprise Business Operations across the Department, including the Military Departments. This process is supported and informed by multiple governance councils, functional portfolio management reform operations, enterprise management and the cyber protections of those applications for DoD. These forums ensure consistent use and implementation of performance measures, data management and analytics, reform, and defense business system management.

### **Deputy Management Action Group (DMAG):**

The DMAG is the primary civilian-military management forum that supports the Secretary of Defense, and addresses top Departmental issues that have resource, management, and broad strategic and/or policy implications. The DMAG's primary mission is to produce advice for the Deputy Secretary of Defense (DSD) in a collaborative environment and to ensure that the DMAG execution aligns with the Secretary of Defense's priorities as well as the planning and programming schedule. The DMAG is co-chaired by the DSD and Vice Chairman of the Joint Chiefs of Staff (VCJCS), with Secretaries of the Military Departments, Chiefs of the Military Services, and DoD Principal Staff Assistants holding standing invitations.

### **Defense Business Council (DBC):**

The DBC will serve as the principal governance body for vetting issue related to management, improvement of Defense Enterprise Business Operations. Meetings are scheduled as needed and as defined by the charter.

### **Reform Management Group (RMG):**

The RMG was established as the Department's governance forum for identifying opportunities for Reform, prioritizing Return on Investment, and adjudicating disagreement between principals. OCMO will continue to use it as the mechanism to provide transparent and informed policy direction to the Military Departments and other DoD Components on enterprise business management priorities and business systems integration and investment in support of the NDS.

### **Data Management and Analytics Steering Committee (DMASC):**

The DMASC is a data governance body providing data management and analytics for common enterprise data—as a shared service for the Department—to enable data-driven decision-making. Data governance policies and processes implemented through the DMASC ensure high quality data exists and is provisioned throughout the data lifecycle, provides accountability for the adverse effects of poor data quality, and facilitates consistency and confidence in decision making. In keeping with commercial sector best practices, the members of the DMASC include business leaders-DoD Financial Management Executives, and military service representatives.

### **Defense Enterprise Business Operation Senior Steering Group (DEBOSSG):**

The DEBOSSG provides cross-functional reviews, governance and strategic leadership for the DEBOM process as prescribed by their charter. These governance councils shape how DoD manages overall and informs the resource allocation process.

## DATA INSIGHTS

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In accordance with the FY 2017 NDAA, the Office of the Chief Management Officer was established, and created the Data Insight Directorate, and Department's first Chief Data Officer position. This position has principal responsibility in the Department for providing for the availability of common, usable, Defense-wide data sets with applications such as improving acquisition outcomes and personnel management to support business reform. The Foundations for Evidence-Based Policymaking Act of 2018 (Evidence Act) also provides further authorities and emphasizes collaboration and coordination to advance data and evidence-building functions.

The DoD Data Strategy sets the vision, guiding principles, essential capabilities, goals, and objectives to transform the Department into a data-driven organization. The DoD Data Strategy supports making data widely available to and accessible by mission commanders,

warfighters, and decision-makers in a near real-time, useable, secure, and linked manner. A core tenet of the DoD Data Strategy is the understanding that data is not an IT asset, but an essential and integral part of the mission itself. The Department makes data a strategic asset by establishing the seven goals in the strategy, which include making data: visible, accessible, understandable, linked, trusted, interoperable, and secure.

The CDO works hand-in-hand with Office of the Under Secretary of Defense, Comptroller (OUSDC) and Military Department CDOs as key stakeholders to develop enterprise-wide solutions. Delivering performance means we will shed outdated management practices and structures while integrating insights from business innovation. The CDO collaborates with OUSDC to utilize their next-generation, commercial-grade platform called Advana. We believe leveraging common enterprise data and enterprise advanced analytics helps the Department of Defense achieve critical national security, mission, and business outcomes.

The Evidence Act gives Department CDOs oversight of lifecycle data management as well as data assets including the standardization of data format, sharing of data assets, and publication of data assets. The CDOs must maximize the use of data in the Department, including for the production of evidence, cybersecurity, and improvement of operations. The DOD CDO will also serve as a member on the CDO Council under the OMB to establish Government-wide best practices for the use, protection, dissemination, and generation of data; identify ways agencies can improve

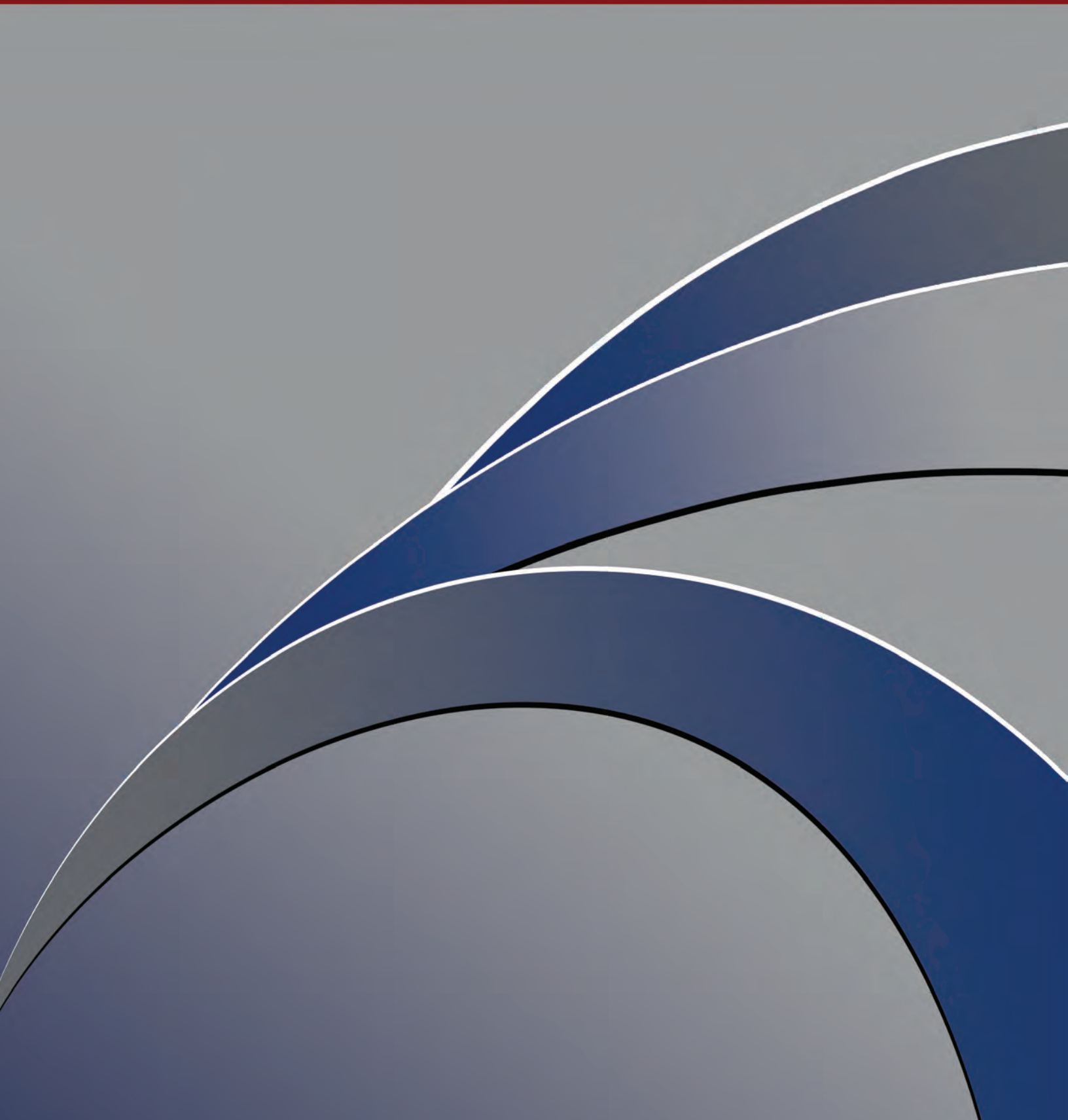
upon the production of evidence for use in policymaking; and promote and encourage data sharing agreements between agencies.

The DOD CDO leads pilot programs to extract common enterprise data from relevant systems and analyzes that data to generate operational insights answering critical business questions from Defense executives and leaders. These pilots will evolve into data management and analytics shared services for the purposes of supporting enhanced oversight and management of DAFA's by September 30, 2020.



**SECTION TWO**

Appendices



# NDBOP ACRONYMS

<b>ACRONYM/ ABBREVIATION</b>	<b>DEFINITION</b>
<b>ADVANA</b>	Advanced Analytics
<b>APG</b>	Agency Priority Goal
<b>APP</b>	Annual Performance Plan
<b>APR</b>	Annual Performance Report
<b>BEA</b>	Business Enterprise Architecture
<b>BPA</b>	Business Process Assessment
<b>BSC</b>	Balance Scorecard
<b>CAP</b>	Cross Agency Priority
<b>CAPE</b>	Cost Assessment Program Evaluation
<b>CCMD</b>	Combatant Command
<b>CDO</b>	Chief Data Officer
<b>CFO</b>	Chief Financial Officer
<b>CIO</b>	Chief Information Officer
<b>CM</b>	Category Management
<b>CMC</b>	Commandant of the Marine Corps
<b>CMO</b>	Chief Management Officer
<b>CNGB</b>	Chief of the National Guard Bureau
<b>CSA</b>	Chief of Staff of the Army
<b>CSAF</b>	Chief of Staff of the Air Force
<b>DAFA</b>	Defense Agencies and Field Activities
<b>DAI</b>	Defense Agency Initiative
<b>DBC</b>	Defense Business Council

<b>DBS</b>	Defense Business Systems
<b>DBSM</b>	Defense Business System Management
<b>DCHRM</b>	Defense Civilian Human Resource Management
<b>DCPDS</b>	Defense Civilian Personnel Database System
<b>DEBO</b>	Defense Enterprise Business Operation
<b>DEBOM</b>	Defense Enterprise Business Operations Management
<b>DEBOSSG</b>	Defense Enterprise Business Operation Senior Steering
<b>DHA</b>	Defense Health Agency
<b>DMAG</b>	Deputy's Management Action Group
<b>DMASC</b>	Data Management and Analytics Steering Committee
<b>DOD</b>	Department of Defense
<b>DOD OIG</b>	Department of Defense Office of the Inspector General
<b>DON BOP</b>	Department of the Navy's Business Operations Plan
<b>DPG</b>	Defense Planning Guidance
<b>DSD</b>	Deputy Secretary of Defense
<b>DWR</b>	Defense Wide Review
<b>EBO</b>	Enterprise Business Operation
<b>ERM</b>	Enterprise Risk Management
<b>FEMO</b>	Fourth Estate Management Office
<b>FIAR</b>	Financial Improvement and Audit Readiness
<b>FY</b>	Fiscal Year
<b>FYDP</b>	Future Years Defense Program
<b>GAO</b>	Government Accounting Office
<b>GPRAMA</b>	Government Performance and Results and Modernization Act
<b>GSA</b>	General Service Administration
<b>HCM</b>	Human Capital Management
<b>HII-NNS</b>	Huntington Ingalls Industries Newport News Shipbuilding
<b>IG</b>	Inspector General



<b>IOT</b>	internet of things
<b>IPPS</b>	Integrated Personnel and Pay System
<b>JCS</b>	Joint Chiefs of Staff
<b>LMS</b>	Learning Management System
<b>NAE</b>	Naval Aviation Enterprise
<b>NATO</b>	North Atlantic Treaty Organization
<b>NDAA</b>	National Defense Authorization Act
<b>NDBOP</b>	National Defense Business Operation Plan
<b>NDS</b>	National Defense Strategy
<b>NSS-A</b>	Naval Sustainment System- Aviation
<b>OCMO</b>	Office of Chief Management Officer
<b>OIG</b>	Office of Inspector General
<b>OMB</b>	Office of Management and Budget
<b>OPM</b>	Office of Personnel Management
<b>OSD</b>	Office of the Secretary of Defense
<b>OUSD A&amp;S</b>	Office of the Under Secretary of Defense for Acquisition and Sustainment
<b>OUSD ( C )</b>	Office of the Under Secretary of Defense, Comptroller
<b>PMA</b>	President's Management Agenda
<b>PMC</b>	President's Management Council
<b>PPBE</b>	Planning, Programming, Budgeting and Execution
<b>PSA</b>	Principal Staff Assistants
<b>RMD</b>	Resource Management Decision
<b>RMG</b>	Reform Management Group
<b>RPA</b>	Robotic Process Automation
<b>SaaS</b>	Software as a Service
<b>SAO</b>	Senior Accountable Official
<b>SG</b>	Strategic Goal
<b>SO</b>	Strategic Objective

<b>SOF</b>	Special Operations Forces
<b>SRRB</b>	Services Requirements Review Board
<b>SSG</b>	Senior Steering Group
<b>US</b>	United States
<b>USCYBERCOM</b>	United States Cyber Command
<b>USSOCOM</b>	United States Special Operations Command
<b>USSTRATCOM</b>	United States Strategic Command
<b>USTRANSCOM</b>	United States Transportation Command
<b>VCJCS</b>	Vice Chairman of the Joint Chiefs of Staff
<b>WCF</b>	Working Capital Funded
<b>WHS</b>	Washington Headquarters Services
<b>WOG</b>	Whole of Government

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**APPENDIX A: FY 2021 ANNUAL PERFORMANCE PLAN (APP)**

Strategic Objective	Program Goals
SO 1.1 – Restore military readiness to build a more lethal force (P&R)	PG 1.1.1: Improve the Department’s ability to measure, assess, and understand readiness by September 30, 2021 PG 1.1.2: Reform the Automated Defense Readiness Reporting System to increase the functionality, integrity and utility for the department PG 1.1.3: Improve Credentialing Opportunities PG 1.1.4: Advance DoD Integrated Safety Assessment, Reporting, Culture and Mishap Mitigation Activities to Reduce Preventable Mishaps and Improve Operational Readiness
SO 1.2 - Increase Weapon System Mission Capability While Reducing Operating Cost (A&S)	PG 1.2.1: Improve F-35 Execution PG 1.2.2: Improve Nuclear Sustainment and Expedite Nuclear Modernization PG 1.2.3: Expedite Logistics Innovation
SO 1.3 – Enhance Information Technology and Cybersecurity Defense Capabilities( CIO)	PG 1.3.1: Implement First Four Cyber Priorities PG 1.3.2: Implement Joint Regional Security Stack (JRSS) as an Enterprise Service to standardize and enhance security of the Department of Defense Information Network (DoDIN) PG 1.3.3: Implement DIB & Cyber-Supply Chain Risk Management (SCRM) Activities PG 1.3.4: Accelerate DoD’s Adoption & Integration of Artificial Intelligence (AI) PG 1.3.5: Award of Joint Enterprise Defense Infrastructure (JEDI) Cloud Contract PG 1.3.6: Evolve to 5G PG 1.3.7: Joint Enterprise Defense Infrastructure (JEDI) Environments Open for Business PG 1.3.8: Modernize Tactical Radio Communications (Waveforms, Radios, Crypto) PG 1.3.9: Assured Electromagnetic Spectrum (EMS) Access, Use, & Maneuver PG 1.3.10: Modernize and Protect PNT Delivery PG 1.3.11: Improve Senior Leadership Communications by Ensuring Those Critical DoD Systems, Facilities, Platforms, and Nodes Provide Assured, Reliable and Resilient Communications
SO 1.4 – Deliver timely and relevant intelligence to warfighters and decision makers to provide decisive and dominant advantage over adversaries (Intel)	PG 1.4.1: Provide Advantages in Competitive and Contested Environments PG 1.4.2: Leverage Commercial Technologies and Innovation Solutions PG 1.4.3: Elevate Defense Security PG 1.4.4: Deepen Alliances and Foreign Partnership
SO 1.5 – Implement initiatives to recruit and retain the best Total Force to bolster capabilities and readiness (P&R)	PG 1.5.1: Improve recruitment and retention of the civilian workforce PG 1.5.2: Enhance recruitment and sustainment of the All-Volunteer Force (AVF)
SO 1.6: Ensure the U.S. technological advantage (R&E)	PG 1.6.1: Foster PM U.S. military technical advantage by advancing development and aligning investments
SO 1.7: Enhance Safe and Resilient DoD Installations (A&S)	PG 1.7.1: Enhance the Quality of Military Housing PG 1.7.2: Ensure Installation Energy Resilience PG 1.7.3: Mitigate Environmental Threats to Past, Current, and Future Installations PG 1.7.4: Environmental Remediation of the “PFAS” Class of Chemical
SO 1.8: Enhance Acquisition and Sustainment Workforce (A&S)	PG 1.8.1: Enhance Acquisition Workforce Talent Management Tools and Processes PG 1.8.2: Transform the Way We Train and Develop the Acquisition Workforce PG 1.8.3: Enhance Diversity in Acquisition Workforce PG 1.8.4: Enhance Diversity in Acquisition Workforce

**Goal #1 - Rebuild Military Readiness as We Build a More Lethal Joint Force**

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Goal #2 - Strengthen Alliances and Attract New Partners</p>	<p>SO 2.1 – Reform the Security Cooperation Enterprise (Policy / DSCA)</p>	<p>PG 2.1.1: Synchronize U.S. planning and resourcing efforts to develop full-spectrum capabilities for partner nations</p> <p>PG 2.1.2: Develop a Highly Qualified Security Cooperation Workforce</p> <p>PG 2.1.3: Develop responsive and innovative processes and authorities for effective execution of Security Cooperation</p> <p>PG 2.1.4: Provide full-spectrum capabilities for partner nations</p>
	<p>SO 2.2 Promote Acquisition &amp; Sustainment Initiatives with Key International Partners (A&amp;S)</p>	<p>PG 2.2.1: Identify and Exploit Opportunities for Interoperability with Potential Partners</p> <p>PG 2.2.2: Enable Timely FMS Deliveries via Contracting, Dialogue with Industry, Tech Release, and Plan for Exportability</p> <p>PG 2.2.3: Partner with Interagency and Industry Stakeholders to Advance Shared Equities</p> <p>PG 2.2.4: Strengthen Industrial Base Through Approved International Partners</p>
	<p>SO 3.1 - Improve and strengthen business operations through a move to DoD-enterprise or shared services; reduce administrative and regulatory burden(CMO)</p>	<p><b>PG* 3.1.1: By September 30, 2021, create a long-lasting culture of innovation, empowerment, and improvement to reduce the cost of doing business throughout the Department and achieve \$16.4 billion in reform savings (FY20 - \$7.7B and FY21 - \$8.7B).</b></p> <p>PG 3.1.2: Lead the integration and optimization of enterprise business operations while creating a long-lasting culture of innovation, empowerment and improvement to reduce the cost of doing business throughout the Department</p> <p>PG 3.1.3: Deliver performance-driven shared services and an exceptional customer experience</p> <p>PG 3.1.4: Decrease overlap and duplication to increase mission-focused funding</p> <p>PG 3.1.5: Preserve a service benefit through reduced appropriated fund cost and liabilities of retail operations with logistics, supply and workforce optimization</p> <p>PG 3.1.6: Enable lethality by supporting mission requirements, providing a desirable customer experience and minimizing official travel costs</p> <p><b>PG* 3.1.7: Reduce Regulatory Burden by eliminating unnecessary Federal Rules through continued implementation of Executive Order 13771</b></p> <p>PG 3.1.8: Identify opportunities for efficiency by maturing the defense business operation portfolio management competency and by conducting Business Capability Reviews to better manage resources</p> <p>PG 3.1.9: Migrate to the Defense Civilian Human Resource Management System</p> <p>PG 3.1.10: Rationalize Business System- Task Management System</p> <p>PG 3.1.11: Enterprise Digital Learning Modernization Reform</p> <p>PG 3.1.12: Modernize Defense Travel</p> <p>PG 3.1.13: Implement Category Management best practices in the DoD</p> <p>PG 3.1.14: Assess and validate service contract requirements for continued need, redundancy and effectiveness of contracts, structures and conditions</p> <p>PG 3.1.15: Fundamentally transform how the Department delivers a secure, stable, and resilient Information Technology (IT) infrastructure</p> <p>PG 3.1.16: Medical Force Structure</p> <p>PG 3.1.17: Clinical Facility Rightsizing</p> <p>PG 3.1.18: Increase shared service delivery of medical benefits between DoD and Department of Veterans Affairs</p>
	<p>SO 3.2 -- Leverage Data as a Strategic Asset by expanding our data analytics capability and cultivate data-driven solutions (Data Insights)</p>	<p>PG 3.2.1: Constitute a diverse data governance body</p> <p>PG 3.2.2: Assess data and related infrastructure maturity</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Goal #3 - Reform the Department's Business Practices for Greater Performance and Affordability</p>	<p>SO 3.3 -- Improve the quality of budgetary and financial information that is most valuable in managing the DoD (USD(C)/CFO)</p>	<p><b>PG* 3.3.1: By September 30, 2021, complete yearly audits, gain actionable feedback, and remediate findings toward achieving a clean audit opinion for the DoD</b></p> <p>PG 3.3.2: Sustain DoD enterprise cost management decision frameworks to support the Department in finding more cost effective ways of managing the various lines of business.</p> <p>PG 3.3.3: Sustain a Professional Certified Financial Management Workforce</p>



SO3.4–Enable Innovative Acquisition Approaches that Deliver Warfighting Capability at the Speed of Relevance (A&S)	PG 3.4.1: Create, Train, and Implement the Adaptive Acquisition Framework PG 3.4.2: Develop Analytical Framework to Support Data Driven Decisions PG 3.4.3: Translate Statute into Streamlined Acquisition Policy with Business Processes that Keep Pace with Technology PG 3.4.4: Enable Contracting at the Speed of Relevance
SO 3.5 Build a Safe, Secure, and Resilient Defense Industrial Base (commercial and organic) (A&S)	PG 3.5.1: Leverage Unique OSD Authorities and Regulations PG 3.5.2: Identify and Reduce Vulnerabilities in Defense Industrial Base (DIB) and Supply Chain PG 3.5.3: Address Impacts of Prohibited Foreign Investments

Priority Goals are identified by PG\*

## DoD Priority Goals

The strategic objectives and performance goals in the Business Operations Plan reflect the Department’s longer term reform agenda and component priorities, which can take up to four years to accomplish. Additionally, the Department has specific Priority Goals, which are expected to be accomplished within two-years. These goals are different than other performance goals under a strategic objective, because they are intended to highlight target areas where agency leaders want to achieve near-term performance advancement through focused senior leadership attention.

A senior leader within the Department is assigned to each Priority Goal and is responsible for updating the appropriate DoD governance bodies on a quarterly basis to ensure that all organization levels are focused on the success of the goals, ensuring sufficient time, resources, and attention are allotted to address problems or opportunities. Although presented separately below, DoD-level Priority Goals below are also integrated into Appendix A of this document.

Strategic Objective	Priority Goal Lead	DoD Priority Goals FY 2020-2021
SO 3.1	CMO	Priority Goal 3.1.1: By September 30, 2021, create a long-lasting culture of innovation, empowerment, and improvement to reduce the cost of doing business throughout the Department and achieve \$16.4 billion in reform savings (FY20 - \$7.7B and FY21 - \$8.7B).
SO 3.1	CMO	Priority Goal 3.1.7: Reduce Regulatory Burden by eliminating unnecessary Federal Rules through continued implementation of Executive Order 13771
SO 3.3	USD(C)/CFO	Priority Goal 3.3.1: By September 30, 2021, complete yearly audits, gain actionable feedback, and remediate findings toward achieving a clean audit opinion for the DoD

## Cross-Agency Priority goals

Cross-Agency Priority (CAP) Goals are a tool used by leadership to accelerate progress on a limited number of Presidential priority areas where implementation requires active collaboration among multiple agencies. Long-term in nature, CAP Goals drive cross-government collaboration to tackle government-wide management challenges affecting most agencies. As a subset of Presidential priorities, CAP Goals are used to implement the President’s Management Agenda and are complemented by other cross-agency coordination and goal-setting efforts. CAP Goals are updated or revised every four years with each Presidential Administration’s term.

Please refer to [www.Performance.gov](http://www.Performance.gov) for the Defense Departments contributions to these goals.

## STRATEGIC GOAL 1

### Rebuild Military Readiness as We Build a More Lethal Joint Force

#### Strategic Objective (SO) 1.1: Restore Military Readiness to Build a More Lethal Force

#### SO Leaders: USD(P&R)

**Performance Goal 1.1.1:** Improve the Department's ability to measure, assess, and understand readiness by September 30, 2021

**PG Leader:** USD(P&R)

#### **Performance Goal Overview:**

Utilizing the Readiness Recovery Framework (R2F) and Directed Readiness Tables (DRT), the Department developed plans and quantifiable standards to improve readiness conditions and address risks to national security, as well as identified opportunities to create trade-space to reinvest in readiness recovery, recapitalization, modernization, and innovation. The Department will continue to refine each Military Service's R2F Metrics/Goals with the ultimate aim of increasing the lethality of the Joint Force through enhanced readiness. Readiness is defined as the ability of military forces to fight and meet the demands of assigned missions.

The metrics identified in the R2F measure the Military Services progress toward rebuilding warfighting readiness by tracking key readiness shortfall drivers such as personnel accessions and retention, training, equipment availability, maintenance shortfalls, etc. Each metric is tailored to a specific challenge and readiness inhibitor in the identified Major Force Elements (MFEs) and designed to be leading indicators of larger, systemic readiness recovery.

MFEs are the Services' most critical force elements in support of the National Defense Strategy. This action plan contributes to increasing the readiness of the Military Services and creating a more lethal Joint Force by improving the Department's ability to measure, assess, and understand readiness. More specifically, this effort will refine and improve readiness metrics for each Military Service that will be used over time as a way to track readiness improvements.

External factors may pose challenges to R2F. These include: a lack of stable, predictable, and adequate funding, changes in operational tempo that increases demand of the Military Services, and real-world-actions of near-peer adversaries.

The R2F provide the Department with an ability to measure, assess, and understand readiness. Each Military Service is responsible for its readiness recovery goals and recovery dates.

#### **Partners (Component Internal and External):**

Internal: MilDeps, CAPE, Comptroller, and Joint Staff

External: Defense



**Major Management Priorities and Challenges:**

The R2F metrics were implemented following the DPG-directed 45-Day Readiness Review, identifying the most critical of the Services’ MFE. The R2F metrics are reviewed semi-annually and additional forces elements will be assessed and analyzed for readiness shortfalls. Every identified force element has tailored and targeted actions, with associated metrics, to accelerate readiness recovery.

External factors may pose challenges to R2F. These include: a lack of stable, predictable, and adequate funding, changes in operational tempo that increases demand of the Military Services, and

**Primary Governance Organizations:** Executive Readiness Management Group (ERMG), Readiness Management Group (RMG), Readiness Reporting Steering Group.

**Published Performance / Progress Reports:** Quarterly Readiness Report to Congress (QRRC), Readiness Reporting Reform Report to Congress, Military Aviation Review Report to Congress, Risk Mitigation Plan (RMP).

**Performance Goal Contributing Programs:** The Defense Readiness Reporting System

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Priority
PM 1.1.1.1: Refine and Improve Readiness Recovery Framework Program Metrics/Goals Build-Up	Target	40	N/A	N/A	N/A	116	DRT FY22 not approved	35 FEs
PM 1.1.1.2: Refine Air Force Readiness Recovery Framework Program	Target	8	N/A	N/A	8	16	DRT FY22 not approved	14 FEs
PM 1.1.1.3: Refine Army Readiness Recovery Framework Program	Target	15	N/A	N/A	15	43	DRT FY22 not approved	9 FEs
PM 1.1.1.4: Refine Marine Corps Readiness Recovery Framework Program	Target	4	N/A	N/A	4	16	DRT FY22 not approved	6 FEs
PM 1.1.1.5: Refine Navy Readiness Recovery Framework Program	Target	7	N/A	N/A	7	16	DRT FY22 not approved	6 FEs
PM 1.1.1.6: Refine Functional Combatant Command Readiness Recovery Framework Program (includes SOCOM, CYBERCOM, and SPACECOM)	Target	6	N/A	N/A	6	25	DRT FY22 not approved	1 FE

<p><b>Performance Goal 1.1.2:</b> Reform the Automated Defense Readiness Reporting System to increase functionality, integrity, and utility for the Department</p>	<p><b>PG Leader:</b> USD(P&amp;R)</p>
<p><b>Performance Goal Overview:</b></p> <p>This performance goal supports business reform and impacts information used for decision-making on efforts to restore readiness and build lethality. The performance goal seeks to make tangible progress toward the consolidation of the Services’ reporting systems with DRRS-S, leveraging modern technologies where appropriate to improve the value of DRRS-S information to decision makers.</p>	
<p><b>Partners (Component Internal and External):</b></p> <p><u>Internal:</u> MilDeps, CMO, CAPE, Comptroller, and Joint Staff</p> <p><u>External:</u> Defense</p>	
<p><b>Major Management Priorities and Challenges:</b></p> <p>The Department will continue the DRRS-S consolidation effort throughout FY 2020, and will also begin reforming reporting policies and processes. At this juncture, the DRRS-S system architecture will migrate to reflect the proposed solution for future readiness reporting. The Department will address these requirements as they arise through its existing Planning, Programming, Budgeting, and Execution process, specifically targeting the FY22 budget cycle.</p> <p>There is a moderate risk to the timeliness of Army and Marine Corps DRRS-S consolidation based on resourcing. OSD (P&amp;R) identified a requirement for increased information technology personnel and for subject matter assistance from each Military Service in order to keep the DRRS consolidation effort on timeline.</p>	
<p><b>Primary Governance Organizations:</b></p> <p>Executive Readiness Management Group (ERMG), Readiness Management Group (RMG), Readiness Reporting Steering Group.</p>	
<p><b>Published Performance / Progress Reports:</b></p> <p>Readiness Reporting Reform Report to Congress.</p>	
<p><b>Performance Goal Contributing Programs:</b></p> <p>The Defense Readiness Reporting System.</p>	

*Number: # of Force Elements with readiness shortfalls and assigned metrics / Overall # of Force Elements (FEs) assessed*

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 1.1.2.1:</b> Identify DRRS-S input tool requirements and design to meet FY19 NDAA legislation	Target	DoD Readiness Reporting Reform Report to Congress in Coordination	DoD Readiness Reporting Reform Report to Congress Published	DoD Readiness Reporting Policy revisions in begin	DoD Readiness Reporting Policy revisions in coordination	DoD Readiness Reporting Policy revision complete	Implement improvements to DRRS-S data transfer processing architecture	Readiness Reporting Working Group created
<b>PM 1.1.2.2:</b> Begin Service data migration into DRRS-S	Target	DRRS-USMC and Army consolidated into DRRS-S in progress	DRRS-USMC and Army consolidated into DRRS-S in progress	DRRS-USMC and Army consolidated into DRRS-S in progress	DRRS-USMC and Army consolidated into DRRS-S	Complete	N/A	DRRS-Navy consolidated into DRRS-S
<b>PM 1.1.2.3:</b> Initiate testing of DRRS-S Service-specific functionality	Target	DRRS-USMC and Army functionality tests in progress	DRRS-USMC and Army functionality tests in progress	DRRS-USMC and Army functionality tests in progress	DRRS-USMC and Army functionality tests complete	Continue to improve functionality	Continue to improve functionality	Testing initiated
<b>PM 1.1.2.4:</b> Publish a Directive-Type Memorandum on strategic readiness	Target	Continue to socialize the Strategic Readiness DTM throughout the Department	Continue to socialize the Strategic Readiness DTM throughout the Department	Continue to socialize the Strategic Readiness DTM throughout the Department	Continue to socialize the Strategic Readiness DTM throughout the Department	Publish the Strategic Readiness DTM	Update the Strategic Readiness DTM	DTM not published



<b>Performance Goal 1.1.3: Improve Credentialing Opportunities</b>		<b>PG Leader: USD(P&amp;R)</b>						
<b>Performance Goal Overview:</b> The Department will establish Credentialing and SkillBridge Programs to enable Service member Credentialing, Licensing, Apprenticeships, and capstone job training opportunities. This will include Military Occupation Code (MOC) to Civilian Occupation mapping, Public-Private Engagement, and Strategic Inter-Agency Partnership related to Workforce Development. External and internal engagements include, but not limited to: The White House, OPM, VA, DoL, Labor unions, the Department of Commerce, MSO/VSOs, DoD Components, Military Departments, OGC, LA, PA, and TVPO.								
<b>Partners (Component Internal and External):</b> <u>Internal:</u> DoD Components, Military Departments, DoD CIO, DHA (METC), USU/CAHSTVPO and OGC. <u>External:</u> The White House, OPM, VA, DoL, Labor Unions, the Department of Commerce, MSO/VSOs: Inter-Service COOL Working Group, SkillBridge Inter-Service Working Group, TAP Inter-Agency Working Group, Executive Order 13806 (Industrial Policy Working Group), Executive Order 13845 (American Council on the American Worker Sub-PCCs).								
<b>Major Management Priorities and Challenges:</b> Public/Private Outreach, Resourcing.								
<b>Primary Governance Organizations:</b> OUSD(P&R)/OASD(R)/ODASD(Force Education and Training).								
<b>Published Performance / Progress Reports:</b> Weekly sync meeting with stakeholders. Weekly “Major Effort Report” to OASD(R) and P&R leadership.								
<b>Performance Goal Contributing Programs:</b> Service Credentialing Opportunities On-Line (COOL) Programs, Apprenticeship (United Services Military Apprenticeship Program) and SkillBridge Program.								
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 1.1.3.1:</b> Integrate DoD Credentialing Policy into Career Investment Portfolio and revise DoDI by the end of FY2020	Target				X			N/A
<b>PM 1.1.3.2:</b> Begin the preparation to integrate non-Federal partnership programs into the Service Member Outcomes Portal to include industry, labor unions, NGOs and VSOs/MSOs	Target				X			Target missed

<p><b>Performance Goal 1.1.4:</b> Advance DoD Integrated Safety Assessment, Reporting, Culture and Mishap Mitigation Activities to Reduce Preventable Mishaps and Improve Operational Readiness</p>	<p><b>PG Leader: USD(P&amp;R)</b></p>
<p><b>Performance Goal Overview:</b></p> <p>This PG focuses on managing four DSOC Task Forces to advance how the Department collects, integrates, reports, shares, and analyzes mishap and safety-related data for use in mishap mitigation activities. By standardizing mishap data and reducing data gaps, sharing lessons learned, identifying and implementing leading indicators, and improving the mishap classification system, each of the Task Force deliverables will provide outcomes that can be implemented to assist leaders in making the most effective and efficient risk mitigation and resource decisions for mishap reduction. This Performance Goal and its performance measures align with the DoD SOH Strategic Plan.</p>	
<p><b>Partners (Component Internal and External):</b></p> <p><u>Internal:</u> FSOH collaborates with the Military Departments, and DoD Components, who have identified active members for each Task Force. FSOH is partnering with CAPE on the DSOC SOH Data Reform Task Force. FSOH will collaborate with the Joint Staff related to implementation of a mishap readiness indicator in DRRS.</p> <p><u>External:</u> FSOH collaborates with the National Commission on Military Aviation Safety (NCMAS), Government Accountability Office (GAO), the Occupational Safety and Health Administration (OSHA), and the National Safety Council (NSC) to support the Department’s mishap reduction performance goals. RAND is supporting the Leading Indicators Task Force.</p>	
<p><b>Major Management Priorities and Challenges:</b></p> <p>Enhancing readiness through mishap reduction, and using safety information to make informed risk decisions is a management priority.</p> <p>Review of the DoD Inspector General’s Management Challenges determined that Performance Goal 1.1.5 loosely ties to Management Challenge #3: “Ensuring the Welfare and Well-Being of Service Members and Their Families.”</p>	
<p><b>Primary Governance Organizations:</b></p> <p>The DSOC, Chaired by the USD(P&amp;R), provides governance on DoD-wide efforts to reduce mishaps, incidents, and occupational illnesses and injuries. The Department’s on- and off-duty Class ‘A’ mishap and fatality information is including in the monthly Deputy’s Management Action Group (DMAG) slides.</p>	
<p><b>Published Performance / Progress Reports: N/A</b></p>	

**Performance Goal Contributing Programs:**

- Primary programs: DSOC Mishap, Injury, and Illness Reduction program.
- Organizations: OSD(P&R), ASD(R), Force Safety and Occupational Health (FSOH), DoD Components Joint Staff.
- Regulations: 29 CFR 1960, ‘Basic Program Elements for Federal Employee Occupational Safety and Health Programs and Related Matters.’
- Program activities: National Defense Strategy Implementation, DoD SOH Strategic Plan.
- Policies: DoD Directive (DoDD) 5124.02, DoD Instructions (DoDI) 6055.01, 6055.04, 6055.07, 6055.05.

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 1.1.4.1:</b> Provide final recommendations for Mishap Leading Indicators and Mishap Classification Causality and Corrective Action Bins and definitions	Target		X					Established DSOC Leading Indicators and Mishap Classification Task Forces and provided
<b>PM 1.1.4.2:</b> Provide final recommendations from the Lessons Learned Management Task Force on sharing and communicating Lessons Learned across DoD	Target			X				Identified initial requirements for a DoD-wide lessons learned repository
<b>PM 1.1.4.3:</b> Submit final mishap data standards and values for submission to the Business Enterprise Architecture, implementing leading indicators, mishap classification recommendations, and lessons learned management approach	Target				X			Identified 130 standard mishap data elements and developed the draft TO-BE SOH information management process
<b>PM 1.1.4.4:</b> Analysis of SOH Program Management Program Element Code	Target					X		NEW
<b>PM 1.1.4.5:</b> Develop a DoD-wide Safety Management System Criteria and Recognition Program	Target						X	NEW

## SO 1.2: Increase Weapon System Mission Capability While Reducing Operating Cost

**SO Leader:** USD (A&S)

**PG 1.2.1:** Improve F-35 Execution

**PG Leader:** OUSD(A&S)

### **Performance Goal Overview:**

The F-35 Lightning II is the premier multi-mission, next generation strike fighter that provides U.S. and Allied forces unmatched, game-changing capabilities. The F-35 provides transformational capabilities that fundamentally change the way our nation's military and international partners operate around the globe. The F-35 is the cornerstone of increased lethality, strengthened global alliances and reformed business practices in support of the DOD's National Defense Strategy.

As the F-35 Program completes Initial Operational Test & Evaluation (IOT&E) and prepares to transition into Full Rate Production (FRP), the Department is focusing on sustaining a growing fleet in a cost-effective manner. The Department is focused on achieving a Mission Capability rate of 80%, improving the supply chain, and reducing Cost Per Tail Per Year and Cost Per Flight Hour to achieve affordability targets.

### **Partners (Component Internal and External):**

Three U.S. Services (U.S. Air Force, U.S. Navy and U.S. Marine Corps)

Seven Partner Nations (United Kingdom, Italy, Netherlands, Canada, Australia, Denmark and Norway)

Four Foreign Military Sales Customers (Israel, Japan, Republic of Korea and Belgium)

### **Major Management Priorities and Challenges**

The Department works to: Transform the F-35 enterprise from developmental and low-rate initial production to full rate production; drive down sustainment costs and improve aircraft availability while supporting growing global operations; and implement an agile and affordable continuous modernization environment to deliver future capabilities that will ensure warfighters pace the threat and have significant battlefield advantages.

### **Primary Governance Organizations:**

The F-35 Executive Steering Group

### **Published Performance / Progress Reports:**

LCSP POA&M updates every 45 days

F-35 Mission Capable and Aircraft Availability rates

Cost per Flying Hour and Cost per Tail per Year

### **Performance Goal Contributing Programs:**

The F-35 Lightning II Program



<b>Performance Measure</b>		<b>Q1 2020</b>	<b>Q2 2020</b>	<b>Q3 2020</b>	<b>Q4 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>Prior Year Results</b>
<b>PM 1.2.1.1:</b> Update and issue the F-35 Lifecycle Sustainment Plan and report progress on achieving Sustainment Affordability targets in accordance with the Oct 2018 Acquisition Decision Memorandum	Target	X	X	X	X	X	X	
<b>PM 1.2.1.2:</b> Demonstrate readiness for F-35 Full Rate Production Decision	Target					X		
<b>PM 1.2.1.3:</b> Complete F-35 Initial Operational Test & Evaluation	Target				X			
<b>PM 1.2.1.4:</b> Expand Global Sustainment Capabilities	Target	X	X	X		X		

<b>PG 1.2.2: Improve Nuclear Sustainment and Expedite Nuclear Modernization</b>		<b>PG Leader: OUSD(A&amp;S)</b>						
<p><b>Performance Goal Overview:</b> It is the backstop and foundation of national defense and the defense of allies. While still reliable and credible today, current delivery systems, weapons, command and control systems, and infrastructure are rapidly aging into obsolescence. The Department will modernize the nuclear triad – including nuclear command, control, and communications (NC3) and supporting infrastructure. Modernization of the nuclear force includes developing options to counter competitors’ coercive strategies, predicated on the threatened use of nuclear or strategic non-nuclear attacks.</p>								
<b>Performance Measure</b>		<b>Q1 2020</b>	<b>Q2 2020</b>	<b>Q3 2020</b>	<b>Q4 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>Prior Year Results</b>
<b>PM 1.2.2.1:</b> Support Air Force B61-12 Life Extension Program tail kit and National Nuclear Security Administration warhead integration leading to tail kit production contract award	Target		X					
<b>PM 1.2.2.2:</b> Support Air Force in upcoming Long Range Stand Off (LRSO) weapon design reviews	Target	X						
<b>PM 1.2.2.3:</b> Assist Navy, DoD CAPE, OSD(Policy) and Joint Staff in completing the Analysis of Alternatives for the Nuclear Sea-Launched Cruise Missile	Target				X			
<b>PM 1.2.1.4:</b> Conduct Ground Based Strategic Deterrent Milestone B Defense Acquisition Board and Decision	Target				X			
<b>PM 1.2.1.5:</b> Initiate the Nuclear Certification Overarching Integrated Product Team	Target		X					
<b>PM 1.2.1.6:</b> Approve the Long Range Stand Off (LRSO) Engineering & Manufacturing Development (EMD) Request for Proposal (RFP)	Target					X		

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 1.2.1.7:</b> Re-baseline the Inter-Continental Ballistic Missile Fuze Modernization program	Target				X			
<b>PM 1.2.1.8:</b> Support development of an integrated nuclear bomber capability transition framework	Target		X					
<b>PM 1.2.1.9:</b> Support Test and Evaluation facility/resource reviews	Target				X			
<b>PM 1.2.1.10:</b> Establish a Re-entry Vehicle Overarching Integrated Product Team	Target		X					

<b>PG 1.2.3:</b> Expedite Logistics Innovation	<b>PG Leader:</b> USD(A&S)
<p><b>Performance Goal Overview:</b> Investments will prioritize prepositioned forward stocks and munitions, strategic mobility assets, partner and allied support, as well as non-commercially dependent distributed logistics and maintenance to ensure logistics sustainment while under persistent multi-domain attack.</p>	
<p><b>Partners (Component Internal and External):</b></p> <p>The following are key organizations that will contribute to the accomplishment of this goal: Military Services, Joint Staff, Defense Logistics Agency, US Transportation Command (TRANSCOM), and Combatant Commands. Through achieving this goal the above organizations will be able to more effectively and efficiently plan, program, and execute missions.</p>	
<p><b>Major Management Priorities and Challenges:</b></p> <p>Priority: Increase weapon system mission capability while reducing operating costs through expediting logistics innovation. Recent successes include DoD Supply Chain Management (SCM) removed from the GAO High Risk List after 29 years due to the Department’s emphasis on improving SCM across the enterprise.</p> <p>DoD addresses management priority challenges by:</p> <ul style="list-style-type: none"> <li>- Demonstrating progress on asset visibility by issuing an Asset Visibility Strategy.</li> <li>- Implementing the published Materiel Distribution Improvement Plan.</li> <li>- Improving spare parts requirements determination through Military Service planned implementation of Alternative Forecasting methods on unforecastable items.</li> </ul>	
<p><b>Primary Governance Organizations:</b></p> <p>Comprehensive Inventory Management Improvement Plan Work Group (CIMIP)(WG)  Supply Chain Executive Steering Committee (SCESC)  Service and DLA Semi-annual Inventory Management Reviews  Joint Logistics Board (JLB)</p>	
<p><b>Published Performance / Progress Reports:</b></p> <p>2019 GAO High-Risk List, removal of SCM from list (<a href="https://www.gao.gov/products/GAO-19-157sp">https://www.gao.gov/products/GAO-19-157sp</a>).</p> <p>DoD Implementation: Strategy for Improving DoD Asset Visibility, August 2017, <a href="https://www.acq.osd.mil/log/SCI/policy_vault.html/Strategy_for_Improving_DoD_AV.pdf">https://www.acq.osd.mil/log/SCI/policy_vault.html/Strategy_for_Improving_DoD_AV.pdf</a></p> <p>DoD Implementation: Materiel Destruction Improvement Plan, September 2016, <a href="https://www.acq.osd.mil/log/SCI/policy_vault.html/MDIP_SIGNED_19Sep2016.pdf">https://www.acq.osd.mil/log/SCI/policy_vault.html/MDIP_SIGNED_19Sep2016.pdf</a></p>	



**Performance Goal Contributing Programs:**

- Office of the Assistant Secretary of Defense for Sustainment, Policy and Regulations, [https://www.acq.osd.mil/log/SCI/policy\\_vault.html](https://www.acq.osd.mil/log/SCI/policy_vault.html)
- Army, Air Force, Navy, Marine Corps, DLA, TRANSCOM programs for supply and maintenance support to the warfighter. The budget lines for the supply and maintenance support will be included in the appropriate working capital funds. <http://www.cape.osd.mil/content/CAPEWebSites.html>

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 1.2.3.1: Materiel Availability</b>	Target							
Services are currently in the process of setting target dates								
<b>PM 1.2.3.2: NMCS and CASREP (Casualty Report) Backorders</b>	Target							
The numbers of wholesale backorders that are associated with a not-mission-capable-supply (NMCS) condition grouped to differentiate those backorders (BO) less than 30 days old and those older than 30 days.								
<b>PM 1.2.3.3: Time Definite Delivery Compliance</b>	Target	85%	85%	85%	85%	85%	85%	2017: 86% 2018: 86%

**SO 1.3: Enhance information technology and cybersecurity defense capabilities**

**SO Leaders:** Principal Deputy, Department of Defense Chief Information Officer (DoD CIO)

**PG 1.3.1:** Implement First Four Cyber Priorities

**PG Leader:** DoD Chief Information Security Officer (CISO), DoD CIO

**Performance Goal Overview:** Pursuant to Executive Order 13800, “Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure,” DoD has embarked on a concerted effort to harden its attack surface. Part of this programmed effort includes identification of the First Four Cyber Priorities. These priorities were identified by and agreed to by the National Security Agency and the Services.

**Partners (Component Internal and External):** The “First Four” is an ongoing internal effort to address some of DoD’s top risk areas. All DoD Components are required to report their data quarterly.

**Major Management Priorities and Challenges:** Identified as a major management challenge in DoD’s E.O. 13800 response.

**Primary Governance Organizations:** SECDEF Weekly Priorities Review, Cyber/Digital Modernization Biweekly, MILDEP CIO Meeting, and CISO Council

**Published Performance / Progress Reports:** Published in the Scorecard, quarterly, available only via Secret Internet Protocol Router Network (SIPRNet).

**Published Goal Contributing Programs:** DoD Digital Modernization Strategy and Cyber Risk Management Strategy (forthcoming)

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 1.3.1.1:</b> Automated Continuous Endpoint Monitoring (ACEM): Achieve 100% endpoint visibility for Non-classified Internet Protocol Router (NIPR) information networks	Target	*	*	*	*	*	*	*All data and targets are classified
<b>PM 1.3.1.2:</b> Identity Credential Access Management (ICAM): Deploy DoD enterprise and Component level ICAM solution	Target	*	*	*	*	*	*	*All data and targets are classified
<b>PM 1.3.1.3:</b> DevSecOps: Develop a Secure Application Development capability for the DoD	Target	*	*	*	*	*	*	*All data and targets are classified
<b>PM 1.3.1.4:</b> Implement Cyber Excepted Service (CES) and Improve Workforce	Target	42%	51%	59%	67%	79%	90%	FY19: 34%

**PG 1.3.2:** Implement Joint Regional Security Stack (JRSS) as an Enterprise Service to standardize and enhance security of the Department of Defense Information Network (DoDIN)

**PG Leader:** Deputy CIO for Information Enterprise (DCIO IE)

**Performance Goal Overview:** The JRSS effort is a priority initiative under the Department’s Joint Information Environment (JIE) capability framework. It addresses the need to secure, operate and defend the cyber warfighting domain. JRSS capabilities include modernizing the Department’s information transport capabilities through installation of high throughput Multiprotocol Label Switching (MPLS) routers and fiber optic links; enhanced network security stacks based on Commercial-Off-the-Shelf (COTS) products; management of the enhanced network stacks; and an analytics capability that synchronizes defensive cyber operations throughout the DoD Information Network (DoDIN). JRSS capabilities improve the ability to defend the DoDIN and resolve gaps in mid-point security for Internet Protocol (IP)-based traffic on the Non-classified IP Router Network (NIPRNet) and Secret IP Router Network (SIPRNet). JRSS implementation is driving dramatic changes to Information Technology (IT) networking and security throughout the DoDIN by collapsing disparate security solutions and complex duplicative networking connections into a dynamic, flexible, and upgradeable future DoD IT environment.

The primary challenges to achieving the Department’s goal for JRSS include system stability, migration site preparedness, and user proficiency issues that may affect the pace of migration and extend the timeline for achieving the desired end-state for JRSS.

**Partners (Component Internal and External):**

Internal: The DoD CIO is the overall DoD lead for JRSS capability implementation. In that capacity, the DoD CIO provides strategic direction and policy guidance and leads governance oversight to guide all aspects of JRSS in close coordination with all Military Services, OSD Staff, Joint Staff, Combatant Commands, Defense Agency and Field Activity stakeholders. The Defense Information Systems Agency (DISA) provides the JRSS portfolio management office (PMO) responsible for the procurement, installation and transition of JRSS to the DISA Global Operations Command (DGOC) for operations. DGOC operates and maintains JRSS and associated infrastructure as an enterprise service used by all DoD Components to operate and defend their networks. The JRSS PMO also leads the Implementation Planning Board (IPB) to plan, coordinate, and schedule migration of Component bases, camps, posts and stations to JRSS, with execution by Joint Migration Teams under JRSS PMO control. U.S. Cyber Command (USCYBERCOM) is the joint operational sponsor for JRSS and maintains the JRSS concept of operations. Joint Force Headquarters – DoDIN leads the JRSS Operations Board to coordinate operational guidance and direction to integrate JRSS capabilities into the overall defense of the DoDIN.

The JRSS governance structure provides the primary mechanism to assess JRSS performance in meeting Department goals. This structure includes recurring senior executive-level reviews on overall JRSS progress and issues by the JRSS Senior Advisory Group (SAG) and JIE EXCOM. The governance structure includes supporting boards and working-level forums with subject matter experts from all DoD Components to address operational, training, testing, engineering, technical, and resource issues.

**Major Management Priorities and Challenges:** The JRSS supports Department priorities to defend the cyber warfighting domain and resolve capability gaps in network security. JRSS implementation allows the Department to modernize and standardize ‘mid-point’ network security for all DoD Components by establishing network security capabilities at a regional level, and migrating security context from Component-owned security solutions to JRSS delivered as an Enterprise Service. The expected end state is improved visibility across the DoDIN at all echelons, with greater control of network traffic and a significantly reduced attack surface. Primary challenges to achieving the Department’s goal for JRSS include system stability, migration site preparedness, and user proficiency issues that may affect the pace of migration and extend the timeline for achieving the desired end-state for JRSS. The lack of standardization of Component designed and implemented network infrastructure provides additional challenges that affect the pace of JRSS migrations.

Specific risks are identified through lessons learned during site migrations, operator feedback from the DoD Components, and, formal test and evaluation events conducted by the Joint Interoperability Test Command (JITC). Risk mitigation is controlled through proactive and frequent engagements with all stakeholders through appropriate working groups and boards identified in the JRSS governance framework and recurring senior executive level reviews under direction of the JIE EXCOM.

**Primary Governance Organizations:**

Joint Information Environment Executive Committee (JIE EXCOM)

JRSS Senior Advisory Group (JRSS SAG)

**Published Performance / Progress Reports:** Audit of the DoD’s Implementation of the Joint Regional Security Stacks DODIG-2019-089: <https://www.dodig.mil/reports.html/Article/1867983/audit-of-the-dods-implementation-of-the-joint-regional-security-stacks-dodig-20/>

JRSS Operational Assessment Report, JITC: <https://intelshare.intelink.sgov.gov/sites/cybertewg>

Quarterly JRSS Senior Advisory Group Reviews:

[https://disa.deps.mil/ext/cop/mae/cop\\_mae/JRSS/Summits/SitePages/Home.aspx](https://disa.deps.mil/ext/cop/mae/cop_mae/JRSS/Summits/SitePages/Home.aspx)



**Performance Goal Contributing Programs:** The JRSS is not a formal acquisition program. The primary projects that contribute to this performance goal are funded efforts under direction of the DISA JRSS portfolio management office to procure, install and configure the security stacks, the joint management system, and the out of band joint management network. JRSS is enabled by, and is dependent on, implementation of Multiprotocol Label Switching (MPLS) routers and fiber optic links by DISA. DISA and the Military Departments fund JRSS through Department-level resourcing processes.

Organizations contributing to JRSS implementation include DISA as the materiel solution provider and enterprise service provider, U.S. Cyber Command as the operational sponsor, and the DoD Components that subscribe to JRSS as an enterprise service to meeting their mission requirements to defend and operate their networks.

The DoD CIO provides strategic direction and governance for JRSS. The DoD CIO published the JRSS Implementation Plan to guide Component implementation planning, and approved the JRSS Functional Requirements Document (FRD) as the baseline requirements document to inform funding and procurement actions.

Director, Operational Test and Evaluation (D, OT&E) provides Department-level oversight for JRSS operational testing, with the Joint Interoperability Test Command (JITC) designated as the lead for operational test.

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 1.3.2.1:</b> Cumulative percentage of NIPRNet/SIPRNet JRSS installed with operational traffic.	Target	65% / 0%	70% / 0%	75% / 16%	85% / 16%	90% / 60%	100% / 85%	FY18: 65% / 0% FY19: 65% / 0%
<b>PM 1.3.2.2:</b> Cumulative percentage of locations whose network communications are behind JRSS on NIPRNet and SIPRNet.	Target	50% / 0%	52% / 0%	55% / 0%	59% / 2%	70% / 15%	80% / 25%	FY18: 40% / 0% FY19: 49% / 0%

Note: First number reflects NIPR JRSS/Second Number reflects SIPR JRSS

**PG 1.3.3** Implement Defense Industrial Base (DIB) and Cyber Supply Chain Risk Management (SCRM) Activities

**PG Leader:** Deputy CIO for Cybersecurity (DCIO CS)

**Performance Goal Overview:**

DIB: Cyber threats to unclassified Defense Industrial Base (DIB) networks and information systems threaten to compromise DoD information and pose an imminent threat to U.S. national security and economic security interests. Expanding and refining DIB Cybersecurity (CS) activities to better protect DoD unclassified information directly supports the DoD Digital Modernization Strategy Objective 3: Protect Sensitive DoD Information and Critical Programs and Technologies on Defense Industrial Base (DIB) Unclassified Networks and Information Systems. While the DIB CS program is open to all cleared defense contractors (~8,500), the number of defense contractors with controlled unclassified information requiring the Defense Federal Acquisition Regulation Supplement (DFARS) clause in their contracts numbers is estimated at 69,000. DoD’s way forward for cyber threat information sharing must address this large number of companies. Strengthening the voluntary DIB CS program will enable DoD to help DIB CS participants to take proactive steps to better safeguard and mitigate the threats to DoD information residing on DIB unclassified networks.

SCRM: Information Communications Technology (ICT) touches every aspect of Department of Defense’s (DoD) key interests, from national security, critical infrastructure, and business to health and human services. Effectively managing supply chain risks to DoD ICT will be the key to securing the Department and our nation in an ever increasingly interconnected world. The DoD supply chain is comprised of tens of thousands of small, medium, and large companies. The scale and complexity of DoD suppliers present cyber risks that can undermine the Warfighter and the DoD mission. These risks emanate from embedded vulnerabilities in software code, deliberate insertion of malicious software and hardware into the supply chain, counterfeit products and foreign investment in U.S. companies and Foreign Ownership, Control, or Influence (FOCI).

Managing supply chain risks cross a spectrum of disciplines to include acquisition laws and regulations, ICT risk management, technical engineering and testing, threat intelligence information sharing, and the ability to map and illuminate downstream suppliers for awareness of FOCI, cybersecurity, and other supply chain concerns. Additionally, a lack of consistent and standard SCRM practices across the government and industry has contributed to the growing supply chain risks.

There has been significant Congressional direction to assess cyber espionage or sabotage risks before acquiring ICT systems, directing the prohibition of specific ICT risks, provision of authorities to prohibit purchasing from high threat companies or products, and under the SECURE Technology Act, the creation of the Federal Acquisition Security Council to address the escalating risk to federal ICT presented by an increasingly global and opaque supply chain infiltrated by hostile actors. The Council’s mission is to provide leadership and coordination for supply chain risk activities critical to improving the security, reliability, and resiliency of federal ICT. Under the SECURE Technology Act, all departments and agencies are required to assess the risks to their respective ICT supply chains by establishing a SCRM program. In addition, Executive Order 13873, “Securing the Information and Communications Technology and Services Supply Chain,” was issued in May 2019.”

## **Partners (Component Internal and External):**

### Internal:

**DIB:** DoD CIO partners in coordination with counterparts in the Office of the Secretary of Defense, Military Departments (Army, Air Force, Navy), Joint Staff, Combatant Commands (USCYBERCOM, USTRANSCOM, USSOCOM) and DoD agencies (DCMA, DLA, DC3, NSA, DCSA, MDA, DISA) focusing on addressing cybersecurity in the DIB. DoD stakeholders support DoD CIO efforts to encourage participation in the DIB CS program, as well as analyzing the impact of compromises to DoD programs and operational activity resulting from cyber incidents of defense contractor networks and information systems.

**SCRM:** DoD CIO partners in coordination with counterparts in the Office of the Secretary of Defense, Military Departments (Army, Air Force, Navy), Joint Staff, Combatant Commands (USCYBERCOM, USTRANSCOM, USSOCOM) and DoD agencies (DCSA, NSA, MDA, DISA, DCMA) focusing on addressing supply chain risks across the Department. DoD stakeholders support DoD CIO and OUSD (A&S) efforts to develop a Department SCRM program, identify, analyze, and mitigate supply chain risks, pursue supply chain illumination capabilities, facilitate SCRM Information Sharing, and develop technical assurance measures to protect from supply chain risks.

### External:

**DIB:** DoD CIO also collaborates with the interagency through the federal cyber centers to share unique cyber threat information received through DIB CS activities.

**SCRM:** The DoD CIO also collaborates with and supports the Interagency through the Federal Acquisition Security Council (FASC), the National Security Council to implement the Secure Technology Act and EO 13873. Additionally the CIO collaborates allied FVEYs to identify, share, manage supply chain risks and resolve disparities in national laws and policies

## **Major Management Priorities and Challenges:**

### Management Priorities (SCRM):

- Enhance Supplier Threat and Risk Assessments
- Refine and improve implementation of 10 USC 2339a and 41 USC 4713 authorities to prohibit acquisition of risky products or suppliers
- Illuminate and continuously monitor DoD supply chains in near real time
- Minimize and mitigate ICT purchases from suppliers with identified FOCI and cyber risks from high threat countries identified by USD(I) and Director of National Intelligence (DNI)
- Provide technical assurance measures to mitigate supply chain risks
- Implement a SCRM Approve Products List
- Integrate supply chain risk analysis in the testing community (e.g. DTRA, OT, DT, DCRA, Red Teaming)

### Management Challenges (SCRM):

- Supply chains are dynamic and require continuous monitoring in order to assess and manage risk
- Countering high threat countries identified by USD(I) and DNI integration into the U.S. and DoD supply chains based on foreign investments, open competitions, and limited threat and risk analysis capabilities
- Limited ability to avoid products or services made by risky suppliers during the source selection process
- Managing and balancing open contracting and acquisition with exposed supply chain risks
- Managing supply chain risks for purchase card holder procurements
- Balancing the operational and financial impacts of expelling risky suppliers or products identified under 10 USC 2339a and 41 USC 4713

### Government-wide contributions (SCRM):

- The Federal Acquisition Security Council participation
- Support to the NSC SCRM sub PCCs for EO 13873 implementation
- Support to Department of Commerce SCRM rule in support of EO 13873
- DoD, DHS, and DoC industry survey on embedded Kaspersky software in Original Equipment Manufacturer (OEM) bundles

**Primary Governance Organizations:**

DIB: Cyber Strategy Updates to Principal Cyber Advisor

SCRM:

- The Scoping and Mitigations Working Group
- The Cyber SCRM Working Group
- The DoD CIO CS CISO Council

**Published Performance / Progress Reports:**

DIB performance measure data is gathered from DoD stakeholders

SCRM performance measure data is gathered from DoD stakeholders and is codified in the Scorecard

**Performance Goal Contributing Programs:**

DIB Program: DIB CS program (voluntary) per 32 CFR Part 236 under direction of DoD CIO. The DIB CS Program enhances and supplements DIB participants capabilities to safeguard DoD information that resides on, or transits DIB unclassified networks and information systems. In addition to near real time sharing of classified and unclassified threat information through the DIBNet web portal, the program also involves regular quarterly meetings with DIB CS participants, as well as regional partnership exchanges. The program is constantly evolving as it applies lessons learned with an increasing focus on meeting the needs of small and medium size companies that comprise the supply chain.

SCRM Program: Continuing interaction with Scoping and Mitigations Working Group (SMWG) with bi-weekly Threat Analysis Center (TAC) reports. Bi-weekly Cyber Supply Chain Risk Management (C-SCRM) Working Group with DoD CIO and USD (A&S) as co-leads. This working group is a cross department, O6/GS-15 level, coordination meant to align DoD C-SCRM efforts and develop DoD input to the FASC working groups. DoD CIO and OUSD (P) supporting NSC SCRM subPCC for EO 13783.

Organizations: OUSD (A&S), DIA, MILDEPs, DISA

Policies and Regulations: DoDI 5200.44, Protection of Mission Critical Functions to Achieve Trusted Systems and Networks (TSN),” DoDI 8500.01, “Cybersecurity,” DoDI 8510.01, “Risk Management Framework (RMF) for DoD Information Technology (IT),” DoDI 5200.39, “Critical Program Information (CPI) Identification and Protection Within Research, Development, Test, and Evaluation (RDT&E),” 10 USC 2339A, 41 USC 4713, NDAA 1659



<b>Performance Measure</b>		<b>Q1 2020</b>	<b>Q2 2020</b>	<b>Q3 2020</b>	<b>Q4 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>Prior Year Results</b>
<b>PM 1.3.3.1:</b> Number of DIB participants in the voluntary Defense Industrial Base Cybersecurity program and number of outreach engagements with the DIB	Target	25	25	25	25	40	40	NEW
<b>PM 1.3.3.2:</b> Number of cyber threat information products developed and shared by the DoD Cyber Crime Center (DC3) with DIB Cybersecurity program participants	Target	250	250	250	250	1,000		NEW
<b>PM 1.3.3.3:</b> Cyber-Supply Chain Risk Management	Target	10	10	10	20	40	10	NEW
<b>PM 1.3.3.4:</b> Improve threat and risk assessment methods and capabilities	Target	10	10	15	15	40	60	NEW
<b>PM 1.3.3.5:</b> Facilitate Supply Chain Risk Management Information Sharing	Target	10	20	25	25	80	80	NEW
<b>PM 1.3.3.6:</b> Develop and Implement a SCRM Component for the DoD Information Network (DODIN) Approved Product List	Target	10	10	10	20	60	60	NEW

**PG 1.3.4:** Accelerate DoD’s Adoption & Integration of Artificial Intelligence (AI)

**PG Leader:** Director, Joint Artificial Intelligence Center

**Performance Goal Overview:**

The primary mission of the Joint Artificial Intelligence Center (JAIC) is to accelerate the adoption and integration of AI-enabled capabilities, scaling the impact of AI throughout the DoD, and synchronizing DoD AI activities to expand Joint Force advantage. The 2018 National Defense Strategy (NDS) foresees that ongoing advances in artificial intelligence (AI) “will change society and, ultimately, the character of war.” To preserve and expand our military advantage and enable business reform, the Department must pursue AI applications with boldness and alacrity, while ensuring strong commitment to military ethics and AI safety. A new agile approach is required to increase the speed and agility with which DoD delivers AI-enabled capabilities and adapts our way of fighting. Achieving this goal requires close coordination and synchronization among DoD Components, interagency partners, and foreign allies. The 2018 DoD AI Strategy tasks the JAIC to serve as the focal point for execution of the AI Strategy. The JAIC is chartered to serve as a DoD-wide AI Center of Excellence, comprising both product delivery and capability delivery in the form of strategic engagement and policy; intelligence; plans and analysis; and human capital management.

The JAIC represents one of CIO’s four Digital Modernization pillars, chartered to accelerate fielding of AI capabilities across the entire spectrum of DoD missions, from the tactical edge to back-office business functions. The JAIC’s success will be instrumental in helping the Department move from an industrial-age and hardware-centric organization to an information-age, software-driven fighting force capable of deterring a peer competitor or, when deterrence fails, fighting and winning.

The JAIC’s long-term success will be measured by the overall increase in fielded AI-enabled capabilities across the spectrum of DoD missions, through routinized adoption and integration across the Services, Combatant Commands, and Joint Task Forces (this includes AI-enabled autonomous systems).

Primary key barriers and challenges include gaining stable resources (personnel and funding) through the Future Years Defense Program (FYDP); data management; talent management; culture change; and lack of experience with AI project management and integration.

There is high Congressional interest in the JAIC. NDAA 2019 Section 238 tasked the Secretary of Defense to designate a senior official with primary responsibilities for the coordination of activities relating to the development and demonstration of artificial intelligence and machine learning. Additionally, Section 238 tasked the Department to complete a study on past and current advances in AI and the future of the discipline, including the methods and means necessary to advance the development of the discipline, to comprehensively address the national security needs and requirements of the Department, and submit to the congressional defense committees a report on the findings of the designated official with respect to the completed study. That report was completed in 1QFY20. Major report findings and recommendations will be addressed and tracked by the JAIC in coordination with all other DoD AI stakeholders.

The JAIC is also tasked to support implementation of the President’s Executive Order (EO) on AI. While this order focuses primarily on AI research and development, there are a number of areas that touch on aspects of the JAIC’s mission. JAIC representatives participate in White House Select Committee on AI forums, which include progress reports on implementation of the WH AI EO.

**Partners:**Internal:

Primary internal partners for governance and synchronization of AI development include: Service and Component AI organizations; the Under Secretary for Research & Engineering (to include the Defense Advanced Research Agency (DARPA), Defense Innovation Unit DIU), and the National Security Innovation Network (NSIN)); the Under Secretary for Acquisition and Sustainment; other OSD Partners; and elements of the defense intelligence enterprise.

External:

Primary external partners include the White House Office of Science and Technology Policy (OSTP); General Accounting Officer (GAO) Federal Government AI program; Office of the Director of National Intelligence (ODNI) Augmenting Intelligence with Machines (AIM) and associated intelligence community partners; Federally Funded Research and Development Centers (FFRDC); University Affiliated Research Centers (UARC); Engineering Research Centers (ERCs); other academic institutions; industry leaders in AI; and small-business partners dedicated to the rapid delivery of AI-enabling capabilities.

**Major Management Priorities and Challenges:**

Primary key barriers and challenges include gaining stable resources (personnel and funding) through the Future Years Defense Program (FYDP); data management; talent management; culture change; and lack of experience with AI project management and integration. One other potential barrier to long-term success is the JAIC's ability to synchronize DoD AI activities; this requires a close partnership with the Under Secretary for Research and Engineering (R&E) and the ability to hold Services and Components accountable for their AI-related projects.

Initial challenges in bringing artificial intelligence to the warfighters include data stewardship and data curation. Other major management challenges include: infrastructure to give DoD AI/ML experts access to well-curated data and tools to enable AI development on a common foundation and platform; AI expertise and literacy within the DoD, and the ability to use new management, agile software acquisition, and product development techniques to deliver capabilities to the warfighter and to programs of record at the speed of relevance.

**Primary Governance Organizations:**

Numerous governance organizations associated with various communities of interest control the ability to integrate AI technologies into different communities. For example, the Joint Logistics Review Board controls the ability to integrate AI technologies in the logistics communities. The goal of the JAIC, to accelerate the delivery and adoption of AI throughout the DoD to achieve mission impact at scale, is premised upon a joint understanding of data, infrastructure, and AI technologies.

To address these concerns and synchronize Joint efforts, the JAIC Director will lead DoD's AI adoption efforts and will head a DoD AI Executive Steering Group (ESG). This ESG and associated lower-level Working Groups, comprising internal and external partners, will review AI development and integration efforts and will focus on addressing barriers affecting development of AI-related policies, procedures, standards, test and evaluation, infrastructure development, and the development, integration, and sustainment of AI-enabled capabilities across DoD.

Department-wide AI research and fielding progress updates will be briefed periodically at the SecDef Weekly Priorities Review (SWPR), as part of the CIO's Digital Modernization Strategy (DMS).

<b>Performance Measure</b>		<b>Q1 2020</b>	<b>Q2 2020</b>	<b>Q3 2020</b>	<b>Q4 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>Prior Year Results</b>
<b>PM 1.3.4.1:</b> Build out the Joint Artificial Intelligence Center	Target	40%	50%	60%	66%	90%		FY19: 30%
<b>PM 1.3.4.2:</b> Mission Initiative and Joint Common Foundation (JCF) Lines of Effort on schedule and within budget	Target	75%	75%	80%	80%	85%	90%	NEW
<b>PM 1.3.4.3:</b> DoD AI and JAIC engagements with industry, academia, and U.S. allies and partners	Target	Measured Annually			100%	100%		NEW
<b>PM 1.3.4.4:</b> Guide the creation of strategically and militarily useful AI technologies that are secure and resilient	Target	N/A	N/A	N/A	4	5	6	NEW

<b>PG 1.3.5:</b> Award of Joint Enterprise Defense Infrastructure (JEDI) Cloud Contract	<b>PG Leader:</b> Deputy CIO for Information Enterprise (DCIO IE)
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**Performance Goal Overview:**

The DepSecDef established an enterprise cloud initiative to competitively acquire the Joint Enterprise Defense Infrastructure (JEDI) Cloud. The Request for Proposal (RFP) was released on July 26, 2018 with bids received on October 12, 2018. The acquisition action is currently in the process of source selection.

JEDI Cloud is a pathfinder, General Purpose enterprise-wide cloud. JEDI will allow DoD to take advantage of economies of scale, ensure superiority through data aggregation and analysis, and lay the foundational technology for artificial intelligence and machine learning.

Achievement of the goal is binary to award a contract. The contract will be awarded on time or it will not.

**Partners (Component Internal and External):** N/A

**Major Management Priorities and Challenges:**

Companies will have additional opportunities to protest the JEDI Source Selection with the Government Accountability Office and the Court of Federal Claims, at the points of Competitive Range Determination and Award. Each subsequent protest has the risk of further delaying the contract award date.

**Primary Governance Organizations:**  
JIE EXCOM

**Published Performance / Progress Reports:** N/A

**Performance Goal Contributing Programs:**  
DCIO-IE, DISA, and Washington Headquarters Services (WHS)

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.3.5.1: *Award of JEDI Cloud Contract	Target	X	X	X	X	X	X	FY19: 0%

\* Award being made yet does not account for protests



**PG 1.3.6:** Evolve to 5G

**PG Leader:** USD(R&E) and Deputy CIO for Command, Control, & Communications (DCIO C3)

**Performance Goal Overview:**

This performance goal measures DoD’s evolution to 5G wireless capability through the execution of early adoption pilot projects. In response to the President’s commitment to making America first in 5G wireless technology, DoD is actively supporting the National Security Council’s established goal to improve America's digital infrastructure by deploying nationwide secure 5G Internet.

Communications networks have become fundamental to how the U.S. wages war, providing our forces with information to make decisions, communicate decisions to other war-fighters, and direct our weapons. Commercial, strategic, and tactical networks now share a common technology base that is increasingly threatened by peer adversaries who are subsidizing their commercial entities in order to gain military, intelligence, and economic advantage. This new arena for great power competition is 5G, which is a suite of transformational communications technologies that will enable truly ubiquitous connectivity, providing human-to-human, machine-to-machine, and human-to-machine connectivity at scales not possible before. To ensure that the DoD can continue to effectively operate anywhere and anytime, the DoD must begin now to address the spectrum, standards and security challenges that 5G presents, while simultaneously partnering with the private sector to accelerate 5G innovation, so that the DoD can rapidly take full advantage of its capabilities. USD(R&E) and DoD CIO have identified the following as priorities:

- Establish relationship with 5G domestic and international standards bodies
- Spectrum modernization initiatives
- Hasten the DoD’s adoption of 5G technology by providing at-scale test facilities that enable rapid experimentation and dual-use application prototyping

**Partners (Component Internal and External):**

Internal: USD (A&S), Services, National Security Agency

External: Wireless service providers, Federal Communications Commission (FCC), National Telecommunications and Information Administration (NTIA), Alliance for Telecommunications Industry Solutions (ATIS), 3rd Generation Partnership Project (3GPP), and National Spectrum Consortium (NSC)

**Major Management Priorities and Challenges:** Adoption of 5G technologies helps address two of the Top 10 DoD management challenges:

#1. Implementing DoD Reform Initiatives – Integrating 5G technology will transform how the DoD delivers information to the warfighter from the enterprise network to the tactical edge of the battlefield.

#8. Improving Readiness Throughout the DoD – 5G technology has the ability to enhance readiness by increasing DoD’s ability to link multiple systems into a broader network, while sharing information in real time, improving communication across Services, geographies, and domains while developing a common picture of the battlefield to improve situational awareness. This improved connectivity may in turn enable a host of new technologies and missions, from hypersonics and hypersonic defense to resilient satellite constellations and mesh networks.

**Primary Governance Organizations:**

New Initiative. Governance will be determined at a later date.

**Published Performance / Progress Reports:** New Initiative.

**Performance Goal Contributing Programs:**

Program will be established using existing USD(R&E) Research and Development Program Elements (PE) in FY20 and the creation of a new PE specifically for 5G Research and Development.

- The first four military installations and use cases for 5G pilot demos will begin in late FY 20/early FY21 with other pilots planned as funding becomes available:
  - Joint Base Lewis-McChord, WA –AR/VR - Mission planning/training
  - Hill AFB, UT –Dynamic spectrum sharing - congested spectrum testbed
  - Naval Base San Diego, CA –smart warehouse - streamline logistics
  - Marine Corps Logistics Base Albany, GA –smart warehouse - streamline logistics
- Employ Red teaming of Pilots to determine how to both defend and exploit 5G vulnerabilities
- Invest in future Next Generation technologies in collaboration with industry & academia; influence standards

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 1.3.6.1:</b> Evaluate Pilot results	Target	Identify initial pilot locations and use cases	Release Pilot Requests for Proposal (RFPs)	Evaluate RFP Responses	Award Pilot Contracts	TBD after contracts awarded and Pilots begin	Pilot success measurement	NEW

<b>PG 1.3.7: Joint Enterprise Defense Infrastructure (JEDI) Environments Open for Business</b>		<b>PG Leader:</b> Deputy CIO for Information Enterprise (DCIO IE)						
<b>Performance Goal Overview:</b>								
<p>The DepSecDef established an enterprise cloud initiative to competitively acquire the JEDI Cloud. The Request for Proposal (RFP) was released on July 26, 2018 with bids received on October 12, 2018. The acquisition action is currently in the process of source selection. The contract is likely to be awarded in Q1 FY2020.</p> <p>JEDI Cloud is a pathfinder, General Purpose enterprise-wide cloud. JEDI will allow DoD to take advantage of economies of scale, ensure superiority through data aggregation and analysis, and lay the foundational technology for artificial intelligence and machine learning.</p> <p>This performance parameter the success criteria associated with when services on JEDI Cloud at all classification levels are available for users to order.</p> <p>Within 270 days of the conclusion of the post-award kickoff, the vendor will make any remaining unimplemented services available for accreditation. At that point, DoD CIO plans assess and accredit those remaining services within 30 days to enable all JEDI Cloud environments to be open for business and ready for users to utilize the capabilities of JEDI cloud. If, the JEDI contract award date of Q1 FY2020 holds, all JEDI Cloud environments plan to be open for business and ready for users by the end of FY2020.</p>								
<b>Partners (Component Internal and External):</b>								
N/A								
<b>Major Management Priorities and Challenges:</b>								
Companies will have additional opportunities to protest the JEDI Source Selection with the Government Accountability Office and the Court of Federal Claims, at the points of Competitive Range Determination and Award. Each subsequent protest has the risk of further delaying the contract award date.								
<b>Primary Governance Organizations:</b> JIE EXCOM								
<b>Published Performance / Progress Reports:</b> N/A								
<b>Performance Goal Contributing Programs:</b> DCIO-IE, DISA, and WHS								
<b>Performance Measure</b>		<b>Q1 2020</b>	<b>Q2 2020</b>	<b>Q3 2020</b>	<b>Q4 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>Prior Year Results</b>
<b>PM 1.3.7.1: JEDI Cloud Open for Business</b>	Target	33%	33%	67%	100%	100%	100%	FY19: 0%

<b>PG 1.3.8: Modernize Tactical Radio Communications (Waveforms, Radios, Crypto)</b>				<b>PG Leader: Deputy CIO for Command, Control &amp; Communications (DCIO C3)</b>				
<p><b>Performance Goal Overview:</b> This performance goal focuses on Service and United States Special Operations Command (USSOCOM) cryptographic modernization efforts for 2 MHz to 2 GHz tactical radios required to provide warfighters with secure communications capabilities critical to command and control of joint forces in contested environments and leverages the National Security Agency (NSA) Communications Security (COMSEC) Modernization Initiative (CMI) requirement to drive Communications Security (COMSEC) modernization investments. By achieving tactical radio COMSEC modernization, this performance goal supports the National Defense Strategy by increasing warfighter lethality through accelerated investment and greater emphasis in flexible, modular, innovative, and survivable Command, Control, Communications, and Computers (C4) capabilities at the tactical edge.</p>								
<p><b>Partners (Component Internal and External):</b></p> <p><u>Internal:</u> Services and USSOCOM are responsible for planning and executing CMI and the associated tactical radio modernization programs. Services and USSOCOM provide input to the DoD CIO Radio and COMSEC Modernization Plan (RCMP) to track progress in achieving the CMI.</p>								
<p><b>Major Management Priorities and Challenges:</b> Tactical radio communications modernization helps address the second highest priority DoD management challenge for FY2019 (Countering China, Russia, Iran, and North Korea) by providing warfighters with secure communications capabilities critical to command and control of joint forces in contested environments.</p>								
<p><b>Primary Governance Organizations:</b> Command, Control, and Communications Leadership Board</p>								
<p><b>Published Performance / Progress Reports:</b> DoD Radio and Communications Security Modernization Plan (RCMP) v4, 19 February 2019</p>								
<p><b>Performance Goal Contributing Programs:</b> Contributing programs include but are not limited to: Joint Tactical Network (JTN) – PE 0605031; General Purpose Forces Electronic Support – PE 0702827; Warrior Systems – PE 1160431; SOF Tactical Radio Systems – PE 1160476; High Frequency Radio Systems – PE 0303133; Marine Corps Communications Systems – PE 0206313; Joint Tactical Radio – PE 0604280</p>								
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year
PM 1.3.8.1: COMSEC Modernization Radio (Tactical Radios)	Target	Measured Annually			40%	60%	80%	FY18: 5% FY19: 5%
PM 1.3.8.2: COMSEC Modernization Radio (Link-16)	Target	Measured Annually			60%	90%	100%	FY19: 24.7%
PM 1.3.8.3: Accelerate Mobile User Objective System (MUOS) Terminal Procurement	Target	14%	16%	18%	20%	28%	36%	FY19: 9.2%

<p><b>PG 1.3.9:</b> Assured Electromagnetic Spectrum (EMS) Access, Use, &amp; Maneuver</p>	<p><b>PG Leader:</b> Deputy CIO for Command, Control &amp; Communications (DCIO C3)</p>
<p><b>Performance Goal Overview:</b> Evolve the DoD to an Agile Electromagnetic Spectrum Enterprise</p> <p>Develop a resilient, survivable, secure, distributable, tailorable, and sustainable tactical/operational EMS enterprise capable of operating within a contested, congested, and operationally limited EMS environment while ensuring DoD spectrum access requirements are adequately protected domestically in order to achieve EMS superiority over our adversaries.</p> <p>Lack of Joint EMS joint functional Capability hindering DoD ability to successfully execute in contested and congested environments. 5G offers a unique opportunity to leverage emerging technology in this trade space offering inherent communication protection features and advanced network capability/capacity for spectrum dependent systems. Also, services are configuring electromagnetic battle management (EMBM) to enable Command and Control (C2) of the EMS at deployed locations, but require a joint solution, database support and an architecture capable of servicing networks required by fielded units. Also, due to increased demands for spectrum to support commercial users (e.g., 5G), spectrum bands currently used by DoD are being examined for reallocation to non-federal usage, putting DoD equities and missions at risk.</p> <p>This performance goal Aligns with DoD CIO Digital Modernization Strategy and objectives to establish C2 superiority, integrate Joint Information Enterprise (JIE) sharing, integrate Artificial Intelligence (AI) and cloud into all elements of electromagnetic spectrum enterprise (EMSE) and aligns with DoD CIO objective to modernize and consolidate DoD networks and data centers.</p> <p>DoD CIO Spectrum Policy and Programs (SPP) office is under resourced to effectively manage department transition and much of the work in this area is contingent on FY21-22 Program objective memorandum (POM) approval. In addition, intense pressure to reallocate spectrum to win the race to 5G, promote economic growth, spectrum auctions used as revenue offsets in budget scoring, lack of support from federal regulator.</p> <p>NDAA FY19 tasks the Department to resource electromagnetic spectrum operations (EMSO) efforts. Spectrum Pipeline Act called for auction of 30 MHz of spectrum by 2024, MOBILE NOW requires 255 MHz of spectrum below 6 GHz to be reallocated for fixed and wireless broadband use by Dec 2020. These initiatives have potential to risk DoD access to spectrum in Test, Training, and Operations.</p> <p>EMS enterprise architecture (EMSEA) and EMS Visualization are projects that must be completed in alignment with the Department’s vision. Thus, these projects require substantial oversight from DoD CIO C3 (SPP), the Joint AI Center (JAIC), Joint Enterprise Defense Infrastructure (JEDI), and DoD CIO Information Enterprise (IE). Spectrum access is critical to maintaining all of DoD’s superiority on the battlefield.</p>	



**Partners (Component Internal and External):**

Internal:

USDs A&S, R&E, I, Joint Staff (J3/J8), and STRATCOM efforts are coordinated through the Electronic Warfare Executive committee (EW EXCOM). Coordination efforts with P&R, J-6, DoD CIO IE, DISA (DSO) and JAIC are handled one on one and require a separate forum for coordination. Recommend adding this as a topic to the JIE EXCOM. MILDEPS – Provide subject matter expertise on component equities and assets, conducts analyses/transition activities.

DISA (Defense Spectrum Organization) – Provides technical expertise and guidance regarding the conducting of feasibility analyses and studies.

External:

National Telecommunications and Information Agency (NTIA) – Federal regulator and advocate for federal agency requirements in spectrum repurposing discussions. Member of Technical Panel which approves Transition/Pipeline Act Plans which allow DoD to access the Spectrum Reallocation Fund (SRF) to pay for necessary studies, analyses, R&D, and system relocation activities.

Federal Communications Commission – Non-federal spectrum regulator and advocate for industry requirements in spectrum repurposing discussions. Member of Technical Panel which approves Transition/Pipeline Act Plans which allow DoD to access the SRF to pay for necessary studies, analyses, R&D, and system relocation activities.

Office of Management and Budget – Third member of Technical Panel and lead organization for SRF oversight.

Federal Aviation Administration (FAA), Department of Homeland Security (DHS), National Oceanic and Atmospheric Administration (NOAA) – Partners in Spectrum Efficient National Surveillance Radar (SENSR) effort. FAA is lead and responsible for providing tasking on the SENSR study.

NOAA – Lead on 1675-6180 MHz feasibility study and responsible for providing tasking/requirements to DoD.

Access to SRF funds via the Pipeline Act process has been extremely time consuming and cumbersome. This has resulted in delays in starting Congressionally-mandated studies, as DoD has not received resources to conduct these efforts. Sequestration has caused delays to the receipt of SRF resources to support the Advanced Wireless Service (AWS)-3 transition, as DoD must receive its funding annually.

DoD-specific contributions to government-wide management initiatives, such as priorities or performance goals established through Executive Order or OMB Memoranda in specific management or policy areas, to include:

Contributions to National Spectrum Strategy in accordance with the Presidential Memorandum on Developing a Sustainable Spectrum Strategy for America's Future.

NATO- Work with NATO is primarily focused on evolving NATO EM operations and acquisition strategy/policy to align with U.S. approach through NATO Electronic Warfare Advisory Committee (NEWAC).

**Major Management Priorities and Challenges:**

Resilient, survivable secure, distributable, tailorable, sustainable EMS systems and networks is a priority and commercial industry continually challenges access necessary for testing and training with new and emerging capabilities.

**Primary Governance Organizations:**

EW EXCOM, EMS SSG (Potentially JIE EXCOM) NTIA Plans and Policies Steering Group (PPSG). Electromagnetic Spectrum Senior Steering Group. SRF Resources Oversight Group.

**Published Performance / Progress Reports:**

Joint Spectrum Data Repository (JSDR) progress reports available through DISA Defense Spectrum Organization (DSO). Commercial Spectrum Enhancement Act Annual Progress Report, July 3, 2018 ([https://www.ntia.doc.gov/files/ntia/publications/csea\\_2017\\_report\\_june\\_2018.pdf](https://www.ntia.doc.gov/files/ntia/publications/csea_2017_report_june_2018.pdf))

**Performance Goal Contributing Programs:**

- Primary programs: Global EMS information system (GEMISIS), Spectrum Access Research and Development Program, EMS enterprise architecture, Joint Spectrum Data Repository, Electromagnetic Environmental Effects (E3) annual program, Electromagnetic Spectrum Operations, EMS Information analysis and Fusion, Electromagnetic Battle Management, Automation of Spectrum Tools, Spectrum Supportability Risk Assessment (SSRA), High Frequency (HF) Modernization.
  - Organizations: Senior Spectrum Policy and Action Committee (SSPAC), STRATCOM, Joint Staff, DARPA, USD A&S, R&E, I, Joint Staff (J3/J8), and STRATCOM efforts are coordinated through the EW EXCOM. Coordination efforts with P&R, J-6, regulations, Regulatory Support— DoD Counter Unmanned Aircraft System (CUAS) Regulatory Guidance Document, CUAS Regulatory Policy Update Review, Interdepartmental Radio Advisory Committee (IRAC), Policy and Plans Steering Group (PPSG), EMS Senior Steering Group (SES/GO/FO) on EMS-related matters, EMS Governance, DoD Intelsat International Telecommunications Satellite Organization (ITSO) International Regulatory Assessment.
- Program Activities: DoD EMS Technology Roadmap , DoD EMS Domain Study, Chairman of the Joint Chiefs of Staff (CJCS) EMS Assessment, DoD EMS Organizational Study, DoD EMS Training and Readiness Study, DoD EMS Doctrine, Joint Concept for EMSO, Joint Electromagnetic Spectrum Operations (JEMSO) Operational Employment Guidance (OEG), JEMSO Joint Doctrine Note (JDN), JP X-XX, JEMSO, JP 3-0, Information in the Joint Environment, JP 3-XX, Information, DoD Capability Planning Guidance (CPG), DoD CIO CPG Inputs to DoD CPG, DoD CIO CPG, Review/Analysis/Recommendation to Service EMS Doctrine, Army CEMA, Navy EMW, USMC IW and MAGTAF JEMSO, USAF EMS EECT.
  - Policies: 3610.01 EMS Enterprise Policy, 4650.01 Spectrum Management Policy, 4650.ef Spectrum Supportability Risk Assessment (SSRA), Manual DoD Issuances Portal System (DoDIPS, Stage 2 Pre-coordination), 3222.03 Electromagnetic Environmental Effects (E3) Policy, Sustainable Spectrum Strategy, 8320 Electromagnetic Spectrum Data Sharing. DoDD 8320 EMS Data Sharing, DoDD 8330 System interoperability, Bi-Directional Spectrum Sharing Memo (draft), Improving Development of EMS-Dependent Systems Memo, DoDM Spectrum Supportability Risk Assessment (SSRA) Manual, DoD HF Modernization Strategy, DoD EW Strategy and Implementation Plan, DoDD 3222 Electronic Warfare (EW) Policy.

- Commercial Spectrum Enhancement Act, Middle Class Tax Relief Act of 2012, Spectrum Pipeline Act of 2015, MOBILE NOW, NTIA Redbook – Annex O, 47 CFR 923 and 928.

<b>Performance Measure</b>		<b>Q1 2020</b>	<b>Q2 2020</b>	<b>Q3 2020</b>	<b>Q4 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>Prior Year Results</b>
<b>PM 1.3.9.1:</b> Electromagnetic Spectrum Enterprise Architecture (EMSEA)	Target	50%	60%	70%	80%	100%		NEW
<b>PM 1.3.9.2:</b> EMS Common Operational Picture	Target	65%	80%	90%	100%			NEW

**PG 1.3.10:** Modernize and Protect PNT Delivery

**PG Leader:** Deputy CIO for Command, Control & Communications (DCIO C3)

**Performance Goal Overview:**

The provision of positioning, navigation, and timing (PNT) information has been a significant force multiplier for the Joint Force and key allies for many years. The Global Positioning System (GPS) has been the principal means for providing PNT. As a consequence, GPS has come under adversary duress. In order to maintain the advantages from GPS-based PNT, DoD is modernizing GPS, hardening the system, and developing complements that maintain PNT superiority, when and where required. Additionally, DoD is deploying precise timing capabilities globally to increase timing resiliency for the Joint Force.

These activities are in direct support of key objectives for PNT resilience stated in National Defense Strategy and highlighted by Congress in annual legislative initiatives. The DoD provides an annual Report to Congress as noted below which addresses status of progress in modernizing/hardening GPS as a part of the DoD PNT Enterprise.

**Partners (Component Internal and External):**

The GPS enterprise consists of three segments: space, control, and user equipment. The Air Force has acquisition responsibilities for all three segments, and all have formal Acquisition Program Baselines (APBs) with metrics for cost, schedule, and performance. The latter are traceable to operational requirements developed and validated via the Joint Staff Joint Capabilities Integration and Development System (JCIDS) process. All of these metrics are tracked, including via the DoD PNT Oversight Council co-chaired by USD (A&S) and the VCJCS. The Council produces an annual Report to Congress in addition to budgetary artifacts and other materials reflecting the status of progress in modernizing/hardening GPS. Additionally, USD(R&E) maintains a PNT Science and Technology (S&T) Roadmap that tracks the progress and investments in complementary PNT technology. The elements germane to tracking and accomplishing these goals are elaborated below.

A Strategy for the DoD PNT Enterprise was coordinated among the DoD Components and signed by the DoD CIO in November 2018. The Strategy defines a DoD PNT Enterprise comprised of diverse PNT capabilities, integrated into PNT-enabled applications in virtually all DoD systems. These capabilities will deliver PNT/Navigation Warfare (NAVWAR) effects for the DoD and the Joint Force. A SECRET version of the Strategy was included in the current Annual Report to Congress, which was recently delivered to the congressional defense committees.

The PNT Enterprise is managed by a formally established Governance structure consisting of a DoD PNT Enterprise Oversight Council and Executive Management Board (EMB), supported by several Working Groups. Members of the DoD PNT Enterprise team at all levels also work directly with other Federal Government agencies in the biennial publication of a Federal Radio Navigation Plan, which describes federally-provided PNT services, as well as a National Space-based PNT Executive Committee and Coordination Office, established by NSPD-39 (now is revision by EOP).

**Major Management Priorities and Challenges:**

Major management priorities are the continued improvement of GPS satellite and control segment performance and delivery to the Joint Force of improved user equipment incorporating the new military GPS M-Code. Additionally, management attention is focused on means of increasing PNT resilience by augmenting GPS with additional sources of PNT information using Modular, Open-System Approaches (MOSA). This will enable flexible, agile tailoring of PNT capabilities to produce operational NAVWAR compliant systems and applications to meet the rapidly evolving global PNT threat.

In December 2018 and August 2019, the Air Force launched the first two GPS III satellites, the newest generation of GPS satellites to join the GPS constellation. The GPS constellation continues to provide signal services in full compliance with the applicable GPS Performance Standards. The Air Force is also continuing development of the next generation GPS Control Segment (OCX), and maintaining continuity of operations for all GPS satellites through maintenance and upgrade of the legacy Operational Control Segment (OCS). The Air Force is continuing development and operational validation of Military GPS User Equipment (MGUE) Increments planned to be fielded by the Services.

The Services are continuing their efforts to develop and operationalize MOSA integration strategies for PNT capabilities to complement GPS. All these activities are overseen by the DoD PNT Enterprise Oversight Council structure.

**Primary Governance Organizations:** The PNT Enterprise is managed by a formally established Governance structure consisting of a DoD PNT Enterprise Oversight Council and Executive Management Board (EMB), supported by several Working Groups. The PNT Enterprise Governance structure is described in DoD Directive 4650.05, "Positioning, Navigation, and Timing," and DoD Instruction 4650.06, "Positioning, Navigation, and Timing Management."

**Published Performance / Progress Reports:**

The DoD PNT Enterprise Council produces an annual Report to Congress documenting the activities of the Council and Executive Management Board over the preceding fiscal year. In addition, per congressional request, the DoD includes in the Annual Report budgetary information and other acquisition-related material reflecting the status of progress in modernizing/hardening GPS, and in particular the status of M-Code equipage planning.

Also, USD(R&E) maintains a PNT Science and Technology (S&T) Roadmap that tracks the progress and investments in complementary PNT technology.



**Performance Goal Contributing Programs:**

DoD Directive 4650.05 (PNT) describes the PNT Enterprise Governance structure in detail. PNT management policies and processes are further defined in DoD Instruction 4650.06 (PNT Management). Policies for implementation of PNT and execution of NAVWAR are provided in DoD Instruction 4650.08 (PNT and NAVWAR). The most recent update to DoDI 4650.08 was signed by the DoD CIO in December 2018, and an administrative update to DoDD 4650.05, incorporating recent organizational changes in OSD, was signed by the acting Deputy Secretary in January 2019. An update to DoDI 4650.06 has recently been updated to reflect the stand-up of USSPACECOM, with significant PNT-related responsibilities, and is currently in staffing by WHS before being submitted to DoD CIO for approval.

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 1.3.10.1:</b> MGUE platform integration and installation	Target	N/A	JLTV Comp			Stryker Complete	DDG Comp B-2 Comp	N/A (MGUE not available for installation)
<b>PM 1.3.10.2:</b> Defense Regional Clock (DRC) Installation	Target	83%	-	91%	-	100%		FY19: 85%

<p><b>PG 1.3.11:</b> Improve Senior Leadership Communications by Ensuring Those Critical DoD Systems, Facilities, Platforms, and Nodes Provide Assured, Reliable, and Resilient Communications</p>	<p><b>PG Leader:</b> Deputy CIO for Command, Control &amp; Communications (C3)</p>
<p><b>Performance Goal Overview:</b></p> <p>Senior Leadership Communications (SLC) must be improved by ensuring these critical DoD systems, facilities, platforms, and nodes provide assured, reliable, and resilient communications to all United States Government (USG)/DoD Senior Leaders. Assured, reliable, and resilient SLCs increases lethality and greatly improves C3 across the department.</p>	
<p><b>Partners (Component Internal and External):</b></p> <p>Under the authority of the Council on Oversight of the National Leadership Command, Control, and Communications System (CONLC3S), DoD CIO provides oversight to the Defense Threat Reduction Agency’s (DTRA) National Leadership Command Capability (NLCC) Balanced Survivability Assessment (BSA) teams. These independent teams assess the reliability, resiliency, cyber-security, endurance, and survivability of critical senior leadership nodes operated by USAF, USN, USA, DISA, and Combatant Commanders. The BSA utilizes a systems approach to survivability, yielding recommendations that facility owners can use to make prudent investment decisions in light of what they consider to be the most critical systems and most worrisome threats.</p>	
<p><b>Major Management Priorities and Challenges:</b></p> <p>The NLCC BSA program’s major priority is to ensure that all critical senior leadership nodes are assessed on a reoccurring 3-year schedule. The major challenge is ensuring the Office of Primary Responsibility (OPR) for the location plans and funds the repairs and renovations to mitigate and repair all vulnerabilities found.</p>	
<p><b>Primary Governance Organizations:</b></p> <p>Council on Oversight of the National Leadership Command, Control, and Communications System (CONLC3S).</p>	
<p><b>Published Performance / Progress Reports:</b> DTRA provides classified assessment reports for each location evaluated. At the end of the Fiscal Year, they will also provide a summary report outlining systemic and enterprise issues encountered. Report details are classified.</p>	
<p><b>Performance Goal Contributing Programs:</b></p> <p>Co-chaired by the Under Secretary of Defense for Acquisition and Sustainment and the Vice Chairman of the Joint Chiefs of Staff, the CONLC3S functions as the primary governance body for the DTRA NLCC BSAs. The statutory functions of the CONLC3S can be found in 10 USC 171a. DoD CIO coordinates the assessments and provides guidance and oversight to support the CONLC3S objectives. DTRA conducts the BSAs under the authorities found in DoDD 5105.62, Defense Threat Reduction Agency (DTRA).</p>	

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 1.3.11.1:</b> Assess 5 critical senior leadership communications nodes yearly	Target	2	1	2	1	5	5	FY19: 4
<b>PM 1.3.11.2:</b> Develop 5 Plan Of Action and Milestones (POAMs) to resolve each location's findings	Target	2	1	2	1	5	5	FY19: 4
<b>PM 1.3.11.3:</b> Annual report that captures DTRA assessments	Target	Measured Annually			1	1	1	FY19: 1

**SO 1.4: Deliver timely and relevant intelligence to warfighters and decision makers to provide decisive and dominant advantage over adversaries**

**SO Leader: OUSD(I)**

**PG 1.4.1:** Provide Advantages in Competitive and Contested environments

**PG Leader:** Director for Defense Intelligence (Intelligence Strategy, Programs & Resources)

See Classified Appendix

**PG 1.4.2:** Leverage Commercial Technologies and Innovation Solutions

**PG Leader:** Director for Defense Intelligence (Warfighter Support)

See Classified Appendix

**PG 1.4.3:** Elevate Defense Security

**PG Leader:** Director for Defense Intelligence (Intelligence and Security)

See Classified Appendix

**PG 1.4.4:** Deepen Alliances and Foreign Partnerships

**PG Leader:** Director for Defense Intelligence (Warfighter Support)

See Classified Appendix

**PG 1.4.5:** Increase Enterprise Integration

**PG Leader:** Director for Defense Intelligence (Intelligence Strategy, Programs & Resources)

See Classified Appendix

**SO 1.5: Implement initiatives to recruit and retain the best Total Force to bolster capabilities and readiness**

**SO Leader: USD(P&R)**

**PG 1.5.1:** Improve recruitment and retention of the civilian workforce

**PG Leader:** USD(P&R)

**Performance Goal Overview:**

DoD is working to improve civilian hiring by establishing and monitoring Component-level Hiring Improvement Initiative (HII) Action Plans and fostering ongoing collaboration to accomplish the objective of improving the efficiency and effectiveness of civilian hiring.

DoD has reengineered the Department’s civilian hiring process in order to 1) reduce the duration for time-to-hire and improve the quality of new civilian employees in support of mission readiness; 2) develop enterprise-wide metrics/measurement standards to provide standardized reporting on the hiring process; and 3) identify common enterprise-wide process steps, activities, and information assets.

This strategy directly supports NDBOP Strategic Objective 1.5, “Implement initiatives to recruit and retain the best total force to bolster capabilities and readiness.”

Challenges include: Portions of the hiring process being owned and managed outside of HR (security/suitability, medical, drug testing, visa etc.), insufficient HR resources to support hiring initiatives; limited understanding of variety of hiring authorities and flexibilities on the part of HR professionals and hiring officials; Component level policies that dilute available flexibilities.

Congress provided the Department with 42 new hiring personnel flexibilities since FY09 which offer DoD a great degree of flexibility, but also introduce a great degree of complexity and confusion for HR professionals and hiring officials in application of the new authorities.

The established performance goal of improving civilian hiring addresses major challenges that are faced by all Components, as civilian hiring is an ongoing concern. Areas that are being considered in addressing hiring improvement include: policy/process shortfalls, proper accountability, system/technical inefficiencies, and training deficiencies.

**Partners (Component Internal and External):**

Internal: CPP and DCPAS are working with Component HR Leaders and their Action Officers to monitor HII Action Plans and facilitate collaboration to support hiring goals. Performance Goal leaders also utilize the Chief Human Capital Officers Management Hiring Process Satisfaction Surveys are being used to better assess functionality and performance of these DoD HR reform initiatives.

The Civilian Personnel Policy Council, made up of executive representatives who are responsible for civilian human capital management also within their respective components/agencies. Their role is to effectively identify strategies and ensure implemented initiatives are effective through quarterly HRStat reviews.

External: DoD continues to work with other federal partners in identifying shared hiring practices and improvements to civilian human capital management. The Department also collaborates with federal agencies to develop 21st Century management concepts for federal civilian workforce (in coordination with OMB/OPM President’s Management Agenda Cross-Agency Priority (CAP) Goal efforts and external experts and think tanks).

**Major Management Priorities and Challenges:**

Hiring improvement is a top priority throughout the federal sector, as human resources continues to be identified as a GAO High Risk area. DoD is a key partner in the PMA CAP Goal “Workforce for the 21st Century” and serves as joint lead agency in its efforts, which focuses on “actively manage the workforce,” “develop agile operations” and “acquire top talent.” The last of these (“acquire top talent”) focuses on a more simplistic and strategic hiring approach, which includes considerations on timeliness and quality of hiring. As DoD works to improve civilian hiring, challenges will be ensuring collaborative partnerships with those who influence supporting programs, which include considerations in effective policies/processes, adequate resources, effective system/technical support, and effective training for HR practitioners. Ensuring that effective communication also reaches DoD’s hiring managers and that the quality of hire is positively impacted by the work in this performance goal is also critical.

**Primary Governance Organizations:**

The efforts of this performance goal are captured in DoD’s Civilian Human Capital Operating Plan, which is briefed on a monthly basis to the Civilian Personnel Policy Council. This governance is chaired by the DASD (CPP) (political appointee) and co-chaired by the Defense Civilian Personnel Advisory Service (DCPAS) Executive Director (Tier 2 executive).

**Published Performance / Progress Reports:** None

**Performance Goal Contributing Programs:**

Human Capital Operating Plan (HCOP).



Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 1.5.1.1:</b> Civilian Time to Hire: Number of days for all civilian hiring actions (Internal and External)	Target	Decrease from previous FY average of 94	Decrease from Q1 FY 2020	Decrease from Q2 FY 2020	Decrease from Q3 FY2020	< FY 2020 average	< FY 2021 average	94 day average
<b>PM 1.5.1.2:</b> By June 30, 2019, establish quality measures for manager/customer satisfaction with hiring process	Target	Continue baseline	Continue baseline	Continue baseline	Continue baseline	Continue baseline	Continue baseline	Implemented quality survey; established 6-month baseline
<b>PM 1.5.1.3:</b> By October 1, 2019, implement customer satisfaction tracking program	Target	Tracking ongoing	Tracking ongoing	Tracking ongoing	Tracking ongoing	Tracking ongoing	Tracking ongoing	Tracking ongoing
<b>PM 1.5.1.4:</b> By October 1, 2019, conduct quarterly performance reviews of Components' hiring efficiency (time to hire) and effectiveness (manager satisfaction/ applicant quality)	Target	Reviews ongoing	Reviews ongoing	Reviews ongoing	Reviews ongoing	Reviews ongoing	Reviews ongoing	Reviews ongoing

<b>PG 1.5.2:</b> Enhance recruitment and sustainment of the All-Volunteer Force (AVF)	<b>PG Leader:</b> USD(P&R)
<p><b>Performance Goal Overview:</b></p> <p>The recruiting environment is becoming increasingly difficult for recruiters. The improving economy (low unemployment), limited pool of eligible youth (29 percent of 17-24 year olds), and a clear disconnect in the perceptions of a large part of our society regarding what it means to serve in the military pose significant challenges. The Services must consistently provide sufficient resources (recruiters, incentives, and marketing) to ensure they are able to sustain the AVF.</p>	
<p><b>Partners (Component Internal and External):</b></p> <p>10 U.S. Code Section 503 directs the Secretary of Defense to act on a continuing basis to enhance the effectiveness of recruitment programs of the Department of Defense (including programs conducted jointly and programs conducted by the separate armed forces) through an aggressive program of advertising and market research targeted at prospective recruits for the armed forces and those who may influence prospective recruits. These programs are conducted by the Services either in concert with the Department or independently depending on the campaign. Accordingly the Service Secretaries and the Recruiting Commands are partners in this effort.</p>	
<p><b>Major Management Priorities and Challenges:</b></p> <p>The major priority is to ensure that all the All-volunteer Force is manned with a sufficient number of recruits to sustain the force. These recruits must not only be sufficient in number but also in terms of quality as measured by education credentials and scoring on the Armed Services Vocational Aptitude Battery (indicative of performance and stick-to-itiveness).</p>	
<p><b>Primary Governance Organizations:</b></p> <p>The Joint Advertising, Marketing Research and Studies (JAMRS) program under control of USD(P&amp;R), and the Service Recruiting Commands and their Marketing partners.</p>	
<p><b>Published Performance / Progress Reports:</b></p> <p>USD(P&amp;R)/M&amp;RA/MPP(Accession Policy) provide monthly performance reports with regards to new recruits in terms of quality and quantity. Additionally, JAMRS provides periodic reports tracking the measure/goals outlined for this objective.</p>	
<p><b>Performance Goal Contributing Programs:</b></p> <p>JAMRS marketing campaigns in concert with the Service Recruiting Commands and their Professional advertising agencies.</p>	

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 1.5.2.1:</b> *By the end of FY 2021, increase percent of youth who say they have considered military service by two points to 60%	Target	N/A	N/A	N/A	59%	60%	N/A	Results expected January 2020
<b>PM 1.5.2.2:</b> *By the end of FY 2021, increase enlisted annual accession percentages from non-top 10 states by one-half point to 72.4%	Target	N/A	N/A	N/A	72.2%	72.4%	N/A	Results expected January 2020
<b>PM 1.5.2.3:</b> *By the end of FY 2021, increase influencers who have seen a JAMRS ad by five points to 10%	Target	N/A	N/A	N/A	8%	10%	N/A	Results expected January 2020

**SO 1.6: Ensure the U.S. technological advantage**

**SO Leader: OUSD (R&E)**

**PG 1.6.1:** Foster U.S. military technical advantage by advancing development and aligning investments

**PG Leader:** OUSD (R&E)

**Performance Goal Overview:** The OUSD(R&E) aims to focus the Department’s investments in key priority areas to restore battlefield dominance by 2028 with the goal to bolster and maintain U.S. technological superiority. It aligns with the three NDS lines of effort in increasing lethality, building alliances by working with allied nations in common research and development areas, and fostering reform through delivery of capability at the speed of relevance; through increasing use of prototyping, demonstration, experimentation, and red teaming.

Key barriers and challenges include: the acceleration of global technology development; globalization of technical expertise that challenge DoD technical innovation and product delivery processes; and the convergence of capabilities between the military and commercial sectors where, for example, access to processes, intellectual property, and technology is an issue.

NDA FY 2017, Section 901, Established the Under Secretary of Defense for Research and Engineering, such that the Under Secretary would serve as the chief technology officer of the DoD with the mission of advancing technology and innovation for the joint force and the Department.

**Partners (Component Internal and External):**

**Internal:**

The Department’s Research and Engineering (R&E) community, which includes the military departments and their laboratories, Federally Funded Research and Development Centers (FFRDCs), University Affiliated Research Centers (UARCs), all other DoD laboratories and product centers, and the defense agencies, is focused on delivering new and innovative capabilities to the warfighter. The R&E community must work together to ensure that technology development is aligned with the Road to Dominance (RTD) strategies in hypersonics, directed energy, fully networked command, control, and communications, space, cyber, artificial intelligence and machine learning, microelectronics, quantum science, autonomy, biotechnology, and 5G.

**External:**

DoD scientists, engineers, and researchers at FFRDCs and UARCs engage and collaborate with U.S. and allied universities, our allied and partner government laboratories, small to large businesses, and non-traditional performers within the U.S. industrial base. The Department will encourage and rely on this community to support the technology development efforts.

**Major Management Priorities and Challenges:** Once the RTD strategies are complete, the Department will work as a whole to see what investments can be made within the DoD Topline.

Major challenges would be a failure to act on those duties of the OUSD(R&E) within 10 USC 133a: (2) Establishing policies on, and supervising, all defense research and engineering, technology development, technology transition, prototyping, experimentation, and developmental testing activities and programs, including the allocation of resources for defense research and engineering, and unifying defense research and engineering promotion and protection efforts across the Department.

**Primary Governance Organizations:** The OUSD(R&E) works regularly in collaboration with the Services, Agencies, and OSD components. Recurring forums, with previously identified subjects, would be the DMAG or DWR.

**Published Performance / Progress Reports:** The majority of this information is sensitive and will not undergo public presentation.

**Performance Goal Contributing Programs:** The DOD Components, particularly the Services, Agencies, and OSD must work together to maintain technological superiority.

Performance Measures		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Result
<b>PM 1.6.1.1:</b> Recruit a Director of Defense Research and Engineering for Modernization to serve as the Department's steward and advocate for advancing the Department's National Defense Strategy's modernization priorities	Target	X				N/A	N/A	N/A
<b>PM 1.6.1.2:</b> Deliver Department-Wide Road to Dominance Strategies to Deliver Game-Changing Effects for the Warfighter	Target				X	N/A	N/A	N/A
<b>PM 1.6.1.3:</b> Leverage strategic partnerships to ensure the Department's investments are appropriately focused on the modernization priorities and address issues during the FY 2022 Program and Budget Review, as needed, to address remaining investment gaps	Target				X	N/A	N/A	Met

Performance Measures		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Result
<b>PM 1.6.1.4:</b> Mature R&E Organization; finalize transitions from heritage OUSD (AT&L) manpower and processes. Complete and obtain approval for the OUSD(R&E) charter	Target	X				N/A	N/A	N/A
<b>PM 1.6.1.5:</b> Re-orient Federally Funded Research and Development Centers (FFRDCs) to align with FAR 35.017	Target		X			N/A	N/A	N/A
<b>PM 1.6.1.6:</b> Ensure the long-term viability of the U.S. manufacturing industry to produce capabilities at scale								
<ul style="list-style-type: none"> <li>Align Manufacturing Technology Programs to DoD technology modernization areas</li> </ul>	Target				X	N/A	N/A	N/A
<ul style="list-style-type: none"> <li>Establish Defense Manufacturing Council</li> </ul>	Target		X			N/A	N/A	N/A
<ul style="list-style-type: none"> <li>Establish Synthetic Biology Manufacturing Innovation Institute</li> </ul>	Target				X	N/A	N/A	N/A
<b>PM 1.6.1.7:</b> Mitigate exploitation of DoD funded research and technology								
<ul style="list-style-type: none"> <li>Technology and Program Protection DoDI</li> </ul>	Target		X			N/A	N/A	N/A
<ul style="list-style-type: none"> <li>Guidance to DoD Grant Managers to address research exploitation</li> </ul>	Target			X		N/A	N/A	N/A
<b>PM 1.6.1.8:</b> Grow competency and methodology for quantifiable cyber resilience of weapons systems								
<ul style="list-style-type: none"> <li>Deploy Software assurance (SwA) engineering tool licenses</li> </ul>	Target		X			N/A	N/A	N/A
<ul style="list-style-type: none"> <li>Updated DoDI 5200.44</li> </ul>	Target				X	N/A	N/A	N/A
<b>PM 1.6.1.9:</b> Establish Prototyping Senior Steering Group	Target			X		N/A	N/A	N/A



## SO 1.7: Ensure Safe and Resilient DoD Installations

SO Leader: USD (A&S)

PG 1.7.1: Enhance the Quality of Military Housing

PG Leader: USD(A&S)

### Performance Goal Overview:

The Department is committed to protecting the quality of life for military personnel and their families by ensuring access to safe, high-quality, affordable family and unaccompanied housing where they want to live. The housing conditions where Service members and their families live impacts quality of life, their ability to do their jobs, and the Department's ability to recruit and retain the force. Ensuring a positive housing experience is critical to support personnel readiness. The Department is also committed to the long-term success of the Military Housing Privatization Initiative (MHPI) program, and continues oversight of the MHPI portfolio to ensure delivery of safe, quality, well-maintained housing for Service members and their families over the life of the housing projects. This includes a dual focus of ensuring residents have a safe and positive experience living in privatized housing, as well as ensuring the long-term viability of the MHPI projects.

### Partners (Component Internal and External):

Internal: OASD (Sustainment) is working with the Military Departments, in collaboration with the MHPI privatize partners, on a number of actions to improve the MHPI resident experience.

External: MHPI housing is owned, operated, maintained, sustained, and recapitalized by privatize partners under long-term ground leases and associated legal agreements. DoD will continue to work with the Military Departments and MHPI partners to address resident concerns and improve the condition and long-term viability of MHPI housing. In addition, OASD (Sustainment) will continue to partner with and seek Office of Management and Budget approvals regarding proposed MHPI project restructures to revitalize and sustain quality privatized housing, consistent with Circular A-11 and associated MHPI budget scoring guidelines.

**Major Management Priorities and Challenges:** Continue to progress on the eight identified lines of efforts for the MHPI program.

### Primary Governance Organizations:

Secretary's Weekly Program Review (SWPR): People – MHPI briefs at the SWPR meetings on a rotating basis.

Tri-Service Quarterly MHPI Meetings with MHPI Partners/CEOs – Meeting hosted by one Service Secretary (on a rotating basis) and attended by the other two Service Secretaries and Secretary of Defense.

Quarterly ASD(Sustainment) Meeting with MHPI Partners – Meeting hosted by ASD(Sustainment) and attended by his Military Department counterparts who oversee the MHPI program, along with DASs and senior staff.

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 1.7.1.1:</b> Issue Resident Bill of Rights	Target	X						NEW
<b>PM 1.7.1.2:</b> Develop Resident Responsibility Document	Target	X						NEW
<b>PM 1.7.1.3:</b> Review MHPI Resident Satisfaction Survey Process	Target				X			NEW
<b>PM 1.7.1.4:</b> Establish Dispute Resolution Process	Target	X						NEW
<b>PM 1.7.1.5:</b> Establish Incentive Fee Framework	Target	X						NEW
<b>PM 1.7.1.6:</b> Revitalize Housing Workforce	Target			X (Army and Navy)		X (Air Force)		NEW
<b>PM 1.7.1.7:</b> Establish Customer Care/Resident Advocates				X (Army and Navy)		X (Air Force)		NEW
<b>PM 1.7.1.8:</b> Issue Common Lease Framework					X			

**PG 1.7.2: Ensure Installation Energy Resilience**

**PG Leader: USD(A&S)**

**Performance Goal Overview:**

Energy is an essential enabler of military capabilities and the Department depends on energy resilient forces and installations to achieve its missions. The Department's critical infrastructure are at risk by a wide range of foreign and domestic adversaries and natural events. Recent natural events at Tyndall AFB, Offutt AFB, NAWS China Lake, and Camp Lejeune that caused major disruptions on mission readiness and posture are examples of the catastrophic effects nature can have on the Department's missions, installations, and enabling infrastructure. To mitigate threats on the Department's critical assets, the Department has worked proactively to lay the policy groundwork needed to ensure energy readiness and cybersecurity elements are integrated across our full portfolio.

**Partners (Component Internal and External):**

Internal: OASD(Sustainment) works closely with the DoD Components to develop installation energy resilience related policies and guidance; energy and resilience investment strategies; and to ensure the DoD Components implement effective and efficient solutions to respond to energy risk by closing energy security gaps. Within DoD our partners include: DLA-Energy (as a critical partner); Office of the Under Secretary of Defense for Policy OUSD(P), Office of the Deputy Assistant Secretary of Defense for Defense Continuity and Mission Assurance (DASD DC&MA), Office of the Deputy Assistant Secretary of Defense for Cyber Policy Principal Cyber Adviser (OUSD/PCA), OUSD(P)/OASD(SP&C) for plans and posture; Office of the Assistant Secretary of Defense for Acquisition (OASD(A): Office of the Deputy Assistant Secretary of Defense for Information, Integration, and Portfolio Management (ODASD(IIPM)) for Cyber; Chief information officer (CIO); Office of the Undersecretary of Defense for Research and Engineering (OUSD(R&E)): Operational Energy Capability Improvement Fund (OECIF), Joint Capability Technology Demonstration (JCTD), and Strategic Capabilities Office (SCO); DoD Labs: MIT Lincoln Laboratory (MIT/LL); Joint Staff (JS): J3/J5/J8 – J4 (as a critical partner); Military Departments; and Combatant Commands.

External: OASD(Sustainment) leverages both private and federal sector expertise and resources in order to implement solutions to reduce installation energy risks and develop strategies to close identified energy security gaps. OASD(Sustainment) partners with other federal agencies to include: Offices from the White House such as Office of Management and Budget (OMB), Council on Environmental Quality (CEQ), and National Security Council (NSC); Congressional Staffers; Offices from within the Department of Energy (DOE) such as the Office of Electricity (OE), Office of Energy Efficiency and Renewable Energy (EERE) which includes the Federal Energy Management Program (FEMP), Office of Nuclear Energy (NE), Office of Cybersecurity, Energy Security, and Emergency Response (CESER), the Energy Government Coordinating Council (EGCC), Advanced Research Projects Agency-Energy (ARPA-E), and DOE's National Labs; Department of Homeland Security (DHS); Department of the Interior (DOI), and Government Services Agency (GSA). Industry partners include: Energy Service Companies (ESCOs); State and local utility service providers; Edison Electric Institute (EEI); National Rural Electric Cooperative Association (NRECA), and financiers.

**Major Management Priorities and Challenges:**

OASD(Sustainment) energy objectives include the following:

- Installation Energy Resilience – Ensure DoD installations are prepared for and able to quickly recover from energy disruptions to ensure continuous critical mission operations
- Operational Energy Resilience – Ensure our DoD forces and weapons platforms have the energy required for training, moving and sustaining military operations
- Energy Risk - Assess energy risks to our forces, weapons platforms and installations to inform resourcing and policy decisions
- Energy Performance – Optimize energy performance of DoD installations and bases to improve resilience, enhance effectiveness and reduce high operating costs
- Facility Related Control Systems (FRCS) Cybersecurity – Ensure mission critical FRCS are cyber secure to enhance readiness and mission assurance
- Ensure clear and complete energy project documentation so officials have credible information about projects' financial costs and benefits before approving them
- Obtain utility outage data that is routinely collected and made available to installations so targeted investments can be made to mitigate future utility disruptions

**Primary Governance Organizations:**

Energy Performance Working Group

Energy Resilience and Conservation Investment Program Working Group

Utilities Privatization Working Group

**Published Performance / Progress Reports:**

The annual DoD Sustainability Report and Implementation Plan (SRIP) is a reflection of the Department’s progress towards meeting objectives, as outlined in E.O. 13834, Efficient Federal Operations. Specifically, the Department reports on DoD’s facility energy efficiency, energy efficiency measures, investments and performance contracting, renewable energy use, and other areas.

**Performance Goal Contributing Programs:**

Programs that contribute to meet the requirements established by in E.O. 13834, 10 USC 2911, 2912, 2913, 2914, 2688, 2919 among other authorities include: Energy Resilience and Readiness Exercises, Installation Energy Plans, Energy Resilience and Conservation Investment Program, Utilities Privatization, and Resilience Metrics and Standards Policy.

<b>Performance Measure</b>		<b>Q1 2020</b>	<b>Q2 2020</b>	<b>Q3 2020</b>	<b>Q4 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>Prior Year Results</b>
<b>PM 1.7.2.1: Installation Energy Plan Reviews</b>	Target	X	X	X	X	X	X	NEW
<b>PM 1.7.2.2: Energy Resilience and Conservation Investment Program (ERCIP) Annual Program Review</b>	Target	X				X	X	NEW
<b>PM 1.7.2.3: Utilities Privatization Program Annual Program Review</b>	Target	X				X	X	NEW

**PG 1.7.3: Mitigate Environmental Threats to Past, Current, and Future Installations**

**PG Leader: USD(A&S)**

**Performance Goal Overview:**

The effects of a changing climate are a national security issue with potential impacts to the Department’s built and natural infrastructure, as well as missions and operational plans. It is important that our installations be resilient to a wide-range of environmental vulnerabilities, including climate factors such as changing sea level, coastal and riverine flooding, drought, desertification, wildfires, thawing permafrost, select historic extreme weather events, and reduced aviation lift capacity due to air quality. We incorporate climate resilience as a cross-cutting consideration for our planning and decision-making processes, and not as a separate program or specific set of actions. Specifically, the Department considers resilience in the installation planning and basing processes. This includes consideration of environmental vulnerabilities in installation master planning, management of natural resources, design and construction standards, utility systems and service, and emergency management operations.

**Partners (Component Internal and External):**

Internal: OASD (Sustainment) has funded the U.S. Army Corps of Engineers to expand the Climate Resilience Assessment Tool they developed for the Army and run the assessments at 50 sites in the U.S. and 10 overseas for the Military Departments.

External: OASD (Sustainment) works closely with academia, and the broader research and engineering community through communication and coordination, technology development and implementation, and research. A sampling of external engagements include the US Global Climate Change Research Program (USGCRP), Subcommittee on Global Change Research (SGCR), the National Oceanic and Atmospheric Administration (NOAA), the US Army Corps of Engineers (USACE), US Geological Survey (USGS), and numerous universities.

**Major Management Priorities and Challenges:**

OASD (Sustainment) continues to work with GAO on multiple recommendations for reducing DoD’s infrastructure risk from the effects of a changing climate. This includes updating Unified Facilities Criteria and DoD guidance to incorporate the latest scientific, engineering and technological advances in infrastructure planning and construction.

**Primary Governance Organizations:**

Climate Resilience



**Published Performance / Progress Reports:**

The Department will review the published Environmental Protection Agency (EPA) guidance documentation on water resilience assessments to determine usability for DoD systems. The Department and the DoD Components additionally performed an evaluation of existing documentation and tools to determine if we could leverage existing products and to produce the American Water Infrastructure Act compliant risk assessments and emergency response plans. A compliance summary sheet was developed to assist the DoD Components in determining the information required for a compliant risk assessment. DoD will be able to use the compliance summary to streamline the certification process for the American Water Infrastructure Act, by leveraging the tools and reporting processes that we have in place.

**Performance Goal Contributing Programs:**

Primary programs: DoD Environmental and Facilities Maintenance programs

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 1.7.3.1:</b> Expand and run DoD climate tool to assess vulnerabilities	Target					X		NEW
<b>PM 1.7.3.2:</b> Assess Current Department Water Resilience Vulnerabilities	Target	X						NEW
<b>PM 1.7.3.3:</b> Integrate climate resilience (flood risk mitigation) into master planning and DD1391s	Target		X (Modify DD 1391)		X (Update UFCs)			NEW
<b>PM 1.7.3.4:</b> Incorporate climate resiliency (projections) into planning and design UFCs	Target				X			NEW

**PG 1.7.4:** Environmental Remediation of the “PFAS” class of chemical

**PG Leader:** USD(A&S)

**Performance Goal Overview:**

Ensuring the health and safety of our Service members, the families living on our installations, and the surrounding communities is one of the Department’s top priorities. To reinforce DoD’s commitment to meet critical mission requirements while protecting human health, OUSD(A&S) led the effort for DoD to proactively take action to reduce the risks of Perfluorooctane Sulfonate (PFOS) and Perfluorooctanoic Acid (PFOA) to human health, by adopting a three-pronged approach: 1) DoD has taken quick action to address PFOS and PFOA in the drinking water it supplies, 2) DoD has taken response actions in accordance with the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (CERCLA, aka Superfund), and 3) DoD has committed significant funds in research and development to identify and test fluorine-free Aqueous Film Forming Foam (AFFF), and to develop more cost effective treatment technologies.

**Partners (Component Internal and External):**

Internal: The Defense Environmental Restoration Program Executive Committee continues to work on technical guidance to ensure the DoD Components are consistently addressing PFOS and PFOA in the cleanup program.

External: DoD is working with the Interagency Policy Coordinating Committee (PCC) to ensure consistency across the Federal family.

**Major Management Priorities and Challenges:**

Response to the Secretary of Defense’s July 23, 2019 memorandum establishing the PFAS Task Force and his approval of the Operating Principles.

DoD-specific contributions to government-wide management initiatives, such as priorities or performance goals established through Executive Order or OMB Memoranda in specific management or policy areas, to include: OMB/NEC PFAS Policy Coordinating Committee and EPA’s PFAS Action Plan.

**Primary Governance Organizations:**

The PFAS Task Force is accountable to the Secretary of Defense on a monthly basis, with an Interim Report to him within 90 days and a Final report at the end of January. In addition, there is a Secretary’s Weekly Priority Review slide for PFAS.

**Published Performance / Progress Reports:**

The ASD (Sustainment) signed a memorandum on PFAS Cleanup Progress Reporting on October 22, 2019. Each DoD Component will report quarterly on the status of installations with known or suspected PFAS releases, including the status of Preliminary Assessment, Site Inspection, Removal Action, and Remedial Investigations/Feasibility Study phases. The first data submittal is due in the first quarter of Fiscal Year 2020, with quarterly updates due within 30 days of the end of each quarter.

The ASD (Sustainment) signed a memorandum on PFAS Cleanup Cost Reporting on October 15, 2019. Each DoD Component shall report on actual and planned obligations to investigate and clean up PFAS.

**Performance Goal Contributing Programs:**

- Primary programs: DoD’s Environmental Programs, including, but not limited to, cleanup, compliance, and emergency response.
- Statutes include CERCLA, CWA, SDWA, RCRA, OSHA, NDAA, and various Appropriations Acts
- Program activities, PFAS Task Force

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.7.4.1: Develop Policy to Track Sites in Preliminary Assessment/Site Investigation	Target	X						NEW
PM 1.7.4.2: Develop Policy to Estimate Cost to Complete	Target	X						NEW
PM 1.7.4.3: Issue Policy to Report PFAS in Storm Water Discharge Permits	Target		X (Modify DD 1391)		X (Update UFCs)			NEW
PM 1.7.4.4: Establish DoD PFAS Website on Defense.gov	Target	X						NEW
PM 1.7.4.5: Identify Method for Testing Non-Groundwater & Soil and Establish Timelines for Implementation	Target	X						NEW
PM 1.7.4.6: AFFF Sampling to Validate Concentrations of PFOS/PFOA	Target	X						NEW
PM 1.7.4.7: Evaluate Fluorine Free Foams to Validate MILSPEC Compliance	Target	X	X	X	X	X	X	NEW

**SO 1.8: Recruit, Develop, and Retain a Diverse Acquisition and Sustainment Workforce**

**SO Leader: USD (A&S)**

**PG 1.8.1: Enhance Acquisition Workforce Talent Management Tools and Processes**

**SO Leader: USD (A&S)**

**Performance Goal Overview:**

The National Defense Strategy (NDS) requires increased performance in our acquisition system. The Department of Defense (DoD) must recruit, develop and retain the high-quality acquisition workforce essential to develop, acquire and sustain operational capabilities for the Nation and warfighter. DoD’s current acquisition workforce framework is outdated, too complex and does not support component acquisition leaders and their new generation acquisition workforce, so the DoD acquisition community is focused on getting back to basics. OUSD (A&S) is working with the Service Acquisition Executives to develop and deploy a streamlined, modernized, agile acquisition workforce framework. This framework will establish broader career areas that enable increased opportunity for the new generation acquisition workforce to be mobile, achieving a greater breadth of experiences in acquisition – creating a more agile, capable workforce able to collaborate and innovate for improved acquisition results.

In addition, OUSD(A&S) will work with OUSD (P&R) and the Military Service Senior Acquisition Executives to pilot and accelerate deployment of cloud-based, modern talent management systems – multi-functional talent information systems already used in the private sector that provide leadership, managers and the workforce a real-time and agile talent information sharing and strategic/tactical decision capability. The new workforce framework and use of modern talent management systems, in combination with the Defense Acquisition University Transformation priority, will enhance deployment of the Adaptive Acquisition Framework and improve DoD’s acquisition system and results.

**Partners (Component Internal and External):**

Internal: OUSD(A&S)

External: Military Services, USD(P&R)

**Major Management Priorities and Challenges:**

Significantly modernize the outdated acquisition workforce framework and deploy enabling modern talent management system capability

**Primary Governance Organizations:**

USD(A&S) and Service Acquisition Executives

**Published Performance / Progress Reports: TBD**

**Performance Goal Contributing Programs:**

10 USC Chapter 87 Defense Acquisition Workforce Improvement Act

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 1.8.1.1:</b> Deployment of new agile acquisition workforce framework	Target		X		X	X		
<b>PM 1.8.1.2:</b> Deployment of modern talent management system capability 1. Completion of Service Pilot Phase 1 Update 2. Expanded deployment	Target		X		X	X		

<b>PG 1.8.2: Transform the Way We Train and Develop the Acquisition Workforce</b>	<b>PG Leader: USD(A&amp;S)</b>
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**Performance Goal Overview:**

Leverage learning programs that build a competent acquisition workforce, enabling warfighter success. DAU will create a customer-driven, responsive, lifelong-learning model to replace the existing monolithic 3-level certification system. By using tailorable job credentials, complemented by other relevant training assets DAU will achieve positive acquisition outcomes.

**Partners (Component Internal and External):**

Internal: OUSD(A&S), USD(R&E), HCI, Service Acquisition Executives, DACM Offices

External: Industry, Academia, and Congress

**Major Management Priorities and Challenges:**

Priorities:

- Success depends on collaboration across Services/Agencies, OUSD(A&S), and HCI to design and implement a new pathway for DAWIA compliance and lifelong-learning

Challenges:

- Self-directed, lifelong-learning will require active participation from senior leaders to individual workforce members
- Affects personnel system and multiple IT systems and processes

**Primary Governance Organizations:**

USD(A&S), DAU, HCI, and the Acquisition Talent Development Council

**Published Performance / Progress Reports:**

Various workforce reports generated by HCI and other DoD performance plan reviews

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 1.8.2.1:</b> Number of students enrolled in a credential	Target	2000	2000	2000	2000	4000	6000	No prior data
<b>PM 1.8.2.2:</b> Number of credential completions	Target	65	65	65	65	260	1200	No prior data



<b>PG 1.8.3: Enhance Diversity in Acquisition Workforce</b>	<b>PG Leader: USD(A&amp;S)</b>
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**Performance Goal Overview:**

The National Defense Strategy (NDS) requires increased performance in our acquisition system. DoD must recruit, develop and retain the high-quality acquisition workforce essential to develop, acquire and sustain operational capabilities for the Nation and warfighter. Today, 54,000 of the 159,000 (34%) of the civilian acquisition workforce is eligible to retire today or will be within five years. The mix of generations comprising the Nation’s workforce is changing and will continue to change, and with that change comes the diverse culture and talent of the new generations. The major loss of very experienced late career acquisition professionals makes it imperative and a great opportunity for DoD to attract top talent across every facet of the Nation’s diversity, whether straight out of college or from others experienced in DoD or other public/private sector careers. DoD’s acquisition community must lead time anticipate and prepare a next generation workplace that provides for the new generation expectations which translate into high performance and retention – state-of-the-art learning resources, a breadth of experience opportunities, engagement, talent mobility, and work/life balance. The defense acquisition community will proactively prepare for the next generation acquisition workforce through assessing its current state of diversity, identifying and facilitating sharing of Service/Agency and private sector best practices – in branding, recruiting, outreach and strategic communications, and engaging the workforce – all contributing to expanded awareness across the Nation and all facets of diversity of the many opportunities in the DoD acquisition profession.

**Partners (Component Internal and External):**

Internal: OUSD(A&S)

External: Military Services, USD(P&R)

**Major Management Priorities and Challenges:** Assess state of diversity in the acquisition workforce and identify/share Service/Agency and Private Sector best practices which increase awareness and engage the workforce – to attract, engage and retain a diverse acquisition workforce.

**Primary Governance Organizations:** USD(A&S) and Service Acquisition Executives

**Published Performance / Progress Reports:** TBD

**Performance Goal Contributing Programs:** 10 USC Ch87 Defense Acquisition Workforce Improvement Act

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 1.8.3.1:</b> Assess state of diversity	Target		X					NEW
<b>PM 1.8.3.2:</b> Identify and share Service/Agency, Private Sector best practices	Target				X			NEW

**PG 1.8.4:** Grow Competencies in Emerging Disciplines;  
Validate Annually

**PG Leader:** USD(A&S)

**Performance Goal Overview:**

The National Defense Strategy (NDS) requires increased performance in our acquisition system. DoD must recruit, develop and retain the high-quality acquisition workforce essential to develop, acquire and sustain operational capabilities for the Nation and warfighter. The changing nature of threats and accelerated advances in new technologies requires that the Department have an agile capability to pivot and train/tool the acquisition workforce to work with industry to quickly equip the warfighter with new and increased lethal capabilities.

OUSD(A&S), working with the Service Acquisition Executives, will develop and deploy a streamlined, modernized, agile acquisition workforce framework, to include a team responsible for Joint Urgent Training Requirements (JUTR). The JUTR will work with Subject Matter Experts from the Services/Agencies to define the competencies, work with OSD P&R/DCPAS as appropriate for competency modeling support, assess and identify available or needed training, tools and other resources (enterprise, component or private sector) to quickly support the workforce. The JUTR will recommend to the USD(A&S) and Service Acquisition Executives, for approval, training requirements, target workforce and identification requirements, management required within the agile acquisition workforce framework, policy/direction, and supporting resource requirements. The JUTR will also track implementation of approved requirements and courses of action and assess currency of the urgent requirement annually.

OUSD (A&S) will leverage the Public-Private Talent Exchange to promote exchanges that infuse industry participants with emerging discipline experience into DoD acquisition organizations.

OUSD (A&S)/Services/Agencies will leverage use of hiring and pay authorities to acquire unique expertise required by DoD.

OUSD (A&S)/Services/Agencies will leverage use of innovative approaches to organize and improve organic digital/software capability and use of software talent to support meeting development/acquisition/sustainment of weapon and other systems.

In addition, OUSD(A&S) will work with the OUSD(R&E), the Services/Agencies, Private Sector and Academia to identify, share and facilitate use of best practices to identify emerging disciplines and practices to quickly respond to acquire needed skills.

**Partners (Component Internal and External):**

Internal: OUSD(A&S)

External: Military Services, USD(P&R)

**Major Management Priorities and Challenges:** Deploy capability to track, identify and develop Joint Urgent Training Requirements to support quick deployment of training for acquisition workforce

**Primary Governance Organizations:**

- Develop recommendations: Joint Urgent Training Requirements Team (Services are primary voting members)
- Approval: USD(A&S) and Service Acquisition Executives

**Published Performance / Progress Reports:** TBD**Performance Goal Contributing Programs:**

10 USC Ch87 Defense Acquisition Workforce Improvement Act

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 1.8.4.1:</b> Deployment of JUTR team	Target		X					NEW
<b>PM 1.8.4.2:</b> Leverage PPTE assignments for emerging disciplines	Target		X					NEW
<b>PM 1.8.4.3:</b> Leverage use of authorities	Target				X			NEW
<b>PM 1.8.4.4:</b> Software Talent Initiatives	Target				X			NEW
<b>PM 1.8.4.5:</b> Identify, Share Best Practices and host joint Summit	Target			X				NEW

## STRATEGIC GOAL 2

### Strengthen Our Alliances & Attract New Partners

Strategic Objective (SO) 2.1: Reform the Security Cooperation Enterprise

SO Leader: DSCA

**PG 2.1.1:** Synchronize U.S. planning and resourcing efforts to develop full-spectrum capabilities for partner nations

**PG Leader:** DSCA

**Performance Goal Overview:** DSCA developed and is currently implementing planning frameworks that will focus DoD attention on developing partner capabilities that best support partner security roles tied to NDS objectives. This “Strategy to Capability” approach will enable the Department to prioritize efforts across all security cooperation activities. Through these planning frameworks, DSCA is institutionalizing a consistent approach to depicting standardized capability and acquisition information while allowing sufficient flexibility for each partner nation relationship, and making this information accessible. The Strategy to Capability methodology is based on four levels:

- Level 1 is a current state analysis linking strategic plans to capabilities of mutual benefit to the United States and the partner nation.
- Level 2 is the plan of activities to achieve the future state. This analysis represents the planning and resourcing process for SC programs in a particular country.
- Level 3 is a deep dive into specific systems or areas of support that help to execute the plan, and allows senior leaders to identify challenges and opportunities at the granular level, such as with acquisition.
- Level 4 is an interagency targeted action plan to facilitate strategic competition, support contingencies, and deny adversaries.

The Strategy to Capability methodology and format is relatively new to the SC community. This may impede rapid development until SC practitioners are more familiar with the process and products. To be effective, Level 1 Strategic Frameworks require active participation of multiple stakeholders, which varies with each partner nation. Having multiple stakeholders increases the risk of disagreement regarding partner nation SC roles, capabilities, and activities and may require adjudication, further delaying development. To proactively address the above challenges, DSCA created an SOP for the development of Strategic Framework and Five Year Plan documents and is automating the process for creating Five Year Plans. DSCA will continue its outreach and training efforts to all DoD SC stakeholders to promote buy-in.

**Partners (Component Internal and External):**

Internal: DSCA is responsible for developing the Strategic Frameworks, and DoD stakeholders are required to review and validate them. Once DSCA creates a Strategic Framework for a partner nation, a robust cross-section of DoD organizations reviews and validates the document. DSCA stores validated Strategic Frameworks in a SIPR repository so stakeholders can access the entire inventory. DSCA will also begin coordination with Defense Security Cooperation University (DSCU) to develop appropriate training that addresses the new formats, their development, and their use. DSCA will continue to develop automation tools to assist in building and standardizing Strategy to Capability products.

External: DSCA has briefed representatives from the NSC and the Department of State on Level 1, Strategic Frameworks and we have shared validated Strategic Frameworks with our interagency partners, but they do not currently have a role in creating or reviewing Strategic Frameworks.

**Major Management Priorities and Challenges:** DSCA’s main challenge will be socializing and institutionalizing the Strategy to Capability methodology to multiple stakeholders across DoD and ensuring a robust level of participation so that validated frameworks provide the information necessary to meaningfully inform senior leader decisions.

**Primary Governance Organizations:** DSCA briefs progress and status on all facets of Strategy to Capability to the Deputy Director, DSCA on a monthly basis. Additionally, DSCA leaders provide updates and progress reports regularly to senior defense officials.

**Published Performance / Progress Reports:** DSCA reports monthly progress on SCWDP efforts to the Director through a standard reporting template and risk measures. DSCA is also required to submit a congressional report on SCWDP funding, skill and competency gaps analysis, and recruitment and retention incentives programs annually until 2021.

**Performance Goal Contributing Programs:**

- Primary programs: Defense Security Cooperation, Foreign Military Sales (FMS), DoD Title 10 and DoS Title 22 grant assistance
- Organizations: OSD(P), Joint Staff, Combatant Commands, Defense Agencies, Uniformed Services, and Implementing Agencies
- Regulations: NDAA 2017, CAT Policy, Chapter 16, title 10 U.S.C.
- Program activities: National Security Strategy, National Defense Strategy, Theater Campaign Plans, and Integrated Country Strategies
- Policies: DoD Security Cooperation Guidance
- Other activities that contribute to the Performance goal. Department of State administered Foreign Military Financing (FMF)

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 2.1.1.1: Level 1, Strategic Frameworks	Target	20	20	20	20	X	X	29

**PG 2.1.2: Develop a Highly Qualified Security Cooperation Workforce**

**PG Leader: DSCA**

**Performance Goal Overview:**

DSCA is leading a Congressionally-mandated Security Cooperation Workforce Development Program (SCWDP) to professionalize and certify the DoD SC workforce (SCW). Initiatives related to this effort include identifying DoD billets/positions with SC functions, and the personnel in those positions (SCW members); building and implementing a program to certify the SCW based on training and experience; developing courses for the Certification Program clustered by academic Area of Concentration and certification level; issuing DoD guidance specific to the Certification Program; tracking SCW experience and continuous learning; ; training the SCW, and recording completed training. The SCW is made up of nearly 21,000 DoD billets/positions worldwide. The Certification Program will be implemented in phases starting in January 2020 with full implementation of the program by the end of 2023.

In FY 2018, DSCA issued broad SCWDP guidance to the DoD components. DSCA will issue guidance specific to the Certification Program in Q1 of FY2020, and begin implementation of the Certification Program in Q2 of FY20. In FY2017 and FY2018, DoD Components submitted manpower and personnel data to DSCA to help identify the size and scope of the SCW. DSCA also used this data to develop an initial set of SCW competencies, which were validated using the DoD standard Defense Competency Assessment Tool (DCAT). Those validated SC competencies are being used to inform development of Certification Program courses. In FY 2019, DSCA worked with DoD Components to define and identify Key SC Workforce (Key SCW) positions, which will be used to prioritize SCW training, and will inform other requirements for those positions in the future. Lastly, in FY 2019, DSCA established the Defense Security Cooperation University and began offering an initial tranche of Certification Program courses to SCW members.

**Partners (Component Internal and External):**

Internal: In support of SCWDP efforts, DSCA collaborates and coordinates across the Office of the Secretary of Defense (OSD), the Military Services, the Combatant Commands, Joint Staff, the Defense Agencies/Field Activities, and DoD educational institutions. This helps DSCA to identify the SCW, determine developmental requirements for the SCW, and develop courses and other opportunities to address those requirements, track progress, and certify the SCW.

External: Department of State. This helps DSCA to synchronize training with the Foreign Service Institute and to develop courses.

**Primary Governance Organizations:**

The DSCA Director receives monthly updates as part of the Security Cooperation Reform update meeting.

In addition, the DSCA Director chairs the Security Cooperation Workforce Development Senior Steering Board (SCWD SSB), which was established specifically to address SCW development issues at the executive level with the DoD Components.

**Major Management Priorities and Challenges:**

Implementing DoD Reform Initiatives: Implementation of the SCW Certification Program begins in Q2 of FY2020. Ensuring that implementation takes place quickly, fully and consistently across DoD is a top priority.

**Published Performance / Progress Reports:**

The SCWDP is part of the DoD Human Capital Operating Plan (HCOP). DSCA provides quarterly updates – including updated milestones and metrics – to the HCOP. DSCA is also required to submit a congressional report on the Security Cooperation Workforce Development Program annually through 2021.

**Performance Goal Contributing Programs:**

- Primary programs: Defense Security Cooperation, Foreign Military Sales (FMS), DoD Title 10 grant assistance
- Organizations: The offices of the Under Secretaries of Defense, the Military Departments, the Joint Staff, the Unified Combatant Commands, Defense Agencies and Field Activities
- Regulations: 10 U.S.C. chapter 16, §384.
- Program Activities: National Security Strategy, National Defense Strategy
- Policies: The DoD Final Guidance for the SCWDP, signed in February 2018

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 2.1.2.1: Establish guidance to create a trained and certified workforce	Target	40%	40%	40%	65%	80%	100%	25 Complete
PM 2.1.2.2: Develop, test and field courses for the SCW Certification Program	Target	45%	50%	55%	60%	75%	100%	40%
PM 2.1.2.3: SCW members complete all required Basic level courses in the appropriate academic Area of Concentration (AoC).	Target	0%	10%	20%	30%	85%	90%	N/A



**PG 2.1.3:** Develop responsive and innovative processes and authorities for effective execution of Security Cooperation

**PG Leader:** DSCA

**Performance Goal Overview:** *Establish non-standard and non-program of record policies and practices:*

A Program of Record (POR) is an acquisition program recorded in the Future Years Defense Program. Non-Program of Record (NPOR) solutions align with U.S. national security interests by furthering the U.S. industrial base; providing coalition forces expedited and flexible capabilities; and delivering capabilities that were not, or could not have been, foreseen even months earlier. NPOR sales provide the U.S. Government a needed tool in the event a partner nation opts not to purchase a U.S. POR or their requirements cannot be fulfilled by POR solutions. At times, NPOR sales potentially offer a more comprehensive, cost effective, and logistically supportable solution for a foreign customer.

Task 2.10 of the Conventional Arms Transfer Policy Implementation Plan charges the DoD, with State and Commerce support, to identify processes to consider and authorize Non-Programs of Record solutions as a method for addressing security cooperation priorities, and to identify and analyze the challenges and opportunities for increased support of Non-Programs of Record.

*Create standard LOR checklists and assist SCOs with requirements gathering:*

GAO found that LORs developed using system-specific checklists resulted in greater timeliness in offering cases, and recommended DSCA issue department-wide guidance for program offices to expand the use of checklists to aid FMS customers in specifying their requirements in a way that DoD can act upon in a timely manner. Checklists identify the complete set of requirements for a specific weapon system to inform SCOs and partner nations to the unique specifications that must be identified to complete an LOR. This can reduce the number of iterations between a SCO and an Implementing Agency and the partner nation, especially when the system is outside of the SCO's area of expertise.

In accordance with GAO's recommendation, DSCA issued guidance directing Implementing Agencies to develop system-specific checklists and post to a website. DSCA recommended Implementing Agencies develop checklists for all major defense articles no later than 30 July 2023.

The deliverable for this task is LOR checklists produced by the Implementing Agencies for use by the SCOs. These checklists are intended to reduce LOR to LOA timelines an increase transparency for industry and partners to better understand specific weapons system requirements.

**Partners (Agency Internal and External):**

Internal:

A&S MIBP  
Service Program Offices  
Implementing Agencies: SAF/IA, DASA DE&C, and NIPO  
SCOs

External:

Industry  
Department of State  
Department of Commerce  
Other Interagency partners as required: support to implementation with non-defense security sectors.

**Major Management Priorities and Challenges:**

Developing LOR checklists for all major systems continues to be a priority for 2023.

**Primary Governance Organizations:**

DSCA DSA

**Published Performance / Progress Reports:** DoD will publish the NPOR feasibility study in December. Services publish LOR checklists to their public websites.

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 2.1.3.1: Establish non-standard and non-program of record policies and practices	Target		X					N/A

<b>PG 2.1.4:</b> Provide full-spectrum capabilities for partner nations	<b>PG Leader:</b> DSCA
<p><b>Performance Goal Overview:</b> <i>Pilot new processes and engagement mechanisms to better support Combatant Command Security Cooperation planning:</i> DSCA provides support to Geographic Combatant Command (GCC) to assess, plan, design, and monitor SC initiatives with clearly articulated outcomes. This level of planning requires capabilities and functional expertise not typically found in the GCCs. DSCA will implement an enhanced logical, integrated capability development process, which requires stakeholders from throughout DoD and the interagency to support the GCCs early and often during their planning cycles. DSCA serves as the hub of and provider of expertise to support comprehensive partner nation capability assessments and SC planning.</p> <p>The deliverables for this task are published IAs and IDD, Logic Frameworks, and detailed monitoring plans for priority countries as determined by OUSD (P). Other deliverables include program-level pre-design assessments of train and equip concepts, as well as post-activity evaluations on certain train and equip security cooperation programs. The quality of GCC Initiative Design Documents will inform resource allocations.</p> <p><i>Establish ICB processes:</i> DSCA is operationalizing congressionally-mandated reforms to integrate and</p>	
<p><b>Partners (Agency Internal and External):</b></p> <p><u>Internal:</u></p> <p>DSCA: hub of expertise; support to GCCs and other stakeholders; support to planning, program design, and Initial Assessment (IA)/ Initiative Design Document (IDD) template development, and program-level assessments.</p> <p>OUSD (P): responsible for evaluation of significant SC initiatives; oversight of SC planning; decision-making through Policy SC Oversight Council; policy guidance of multi-year integrated SC planning.</p> <p>GCCs: lead SC planning, coordination, and integration; initial assessments; IDD submission, and performance monitoring.</p> <p>OSD, Security Cooperation Offices, Joint Staff, Military Departments, Functional Combatant Commands, Defense Agencies, National Guard Bureau, and Combat Support Agencies: make available subject matter expertise to support GCCs in the development of assessments and IDDs for significant SC initiatives.</p> <p><u>External:</u></p> <p>Embassy Country Teams: identification of country priorities through Integrated Country Strategies (ICSs); on-the-ground support to assessments, planning, program design, and monitoring.</p> <p>Department of State: joint development and planning of full-spectrum SC initiatives, foreign policy guidance, statutory concurrence of planned initiatives, support to implementation with non-defense security sectors.</p> <p>Other Interagency partners as required: support to implementation with non-defense security sectors.</p>	
<p><b>Major Management Priorities and Challenges:</b></p> <p>A major challenge is conducting targeted assessments given limited bandwidth.</p>	

**Primary Governance Organizations:**

DSCA provides the hub of full-spectrum SC planning and program-level assessments expertise within the Strategy, Plans, and Programs Directorate, and also leads ICB planning processes through the Building Partner Capacity Directorate.

**Published Performance / Progress Reports:**

DSCA is the repository for fully developed Initiative Design Documents which will reflect the quality and adequacy of DoD SC planning. Strategic security cooperation evaluations will also indicate growing performance over time. DSCA also publishes program-level train and equip assessment reports following each visit to the GCCs.

**Performance Goal Contributing Programs:** GCC program design.

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 2.1.4.1: Pilot new processes and engagement mechanisms to better support Combatant Command Security Cooperation planning	Target		50%		100%			N/A

<b>Strategic Objective (SO) 2.2: Promote Acquisition &amp; Sustainment Initiatives with Key International Partners</b>	
<b>SO Leader: USD(A&amp;S)</b>	
<b>PG 2.2.1: Identify and Exploit Opportunities for Interoperability with Potential Partners</b>	<b>PG Leader: USD(A&amp;S)</b>
<p><b>Performance Goal Overview:</b></p> <p>To deploy a Mission Engineering and Integration common framework with international partners to integrate capabilities for interoperability between forces.</p> <ul style="list-style-type: none"> <li>- Determine, test, and apply common frameworks based on mission execution to compare capabilities.</li> <li>- Determine operational gaps between coalition forces' capabilities.</li> <li>- Determine right investments across coalition forces to fight in an integrated and interoperable manner.</li> </ul> <p>The end-state of this goal is refined and tested Mission Engineering and Integration framework deployed with international partners leading to enhanced interoperability between forces.</p>	
<p><b>Partners (Component Internal and External):</b></p> <p><u>Internal to A&amp;S:</u> ASD(A), ASD(S), IC, IP, and ASD(NCB)</p> <p><u>Internal to DoD:</u> JCS, Comptroller, Policy, Military Services, CAPE, DARPA, R&amp;E, DOT&amp;E, USD(I)</p> <p><u>External:</u> Japan, Australia, Finland, and the Netherlands</p>	
<p><b>Major Management Priorities and Challenges:</b></p> <p>Risks:</p> <ul style="list-style-type: none"> <li>- Find integration and interoperability problems during fielding or in actual conflicts</li> <li>- Not able to fight as a cohesive force</li> <li>- Long-lead time for international partnering</li> </ul> <p>Dependencies:</p> <ul style="list-style-type: none"> <li>- Execution of multiple organizations across DoD and international community in time-synchronized way.</li> <li>- Reliance on acquisition system/program data controlled at Service-level to be approved for usage in test cases with international partners.</li> </ul>	

**Performance Goal Contributing Programs/Activities:**

A&S/IC engagement and activities to outline engagement strategies to achieve DoD objectives with existing and emerging European and Indo-Pacific partners.

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 2.2.1.1:</b> Conduct *PF#2: AUS Workshop ME&I Definition & Introduction *PF = Pathfinder	Target	X						1 <sup>st</sup> held 12-13 Sept 19
<b>PM 2.2.1.2:</b> PF#2: AUS Workshop ME&I Follow-On	Target	X						NEW
<b>PM 2.2.1.3:</b> Conduct PF#3: Finland Workshop	Target		X					NEW
<b>PM 2.2.1.4:</b> Conduct PF#4: NLD Workshop (TBD)	Target							NEW

**PG 2.2.2:** Enable Timely FMS Deliveries via Contracting, Dialogue with Industry, Tech Release, and Plan for

**PG Leader:** USD(A&S)

**Performance Goal Overview:**

DoD engagement with industry partners on international procurement and development measures to make U.S. products more attractive and competitive. Focus areas include improving FMS contracting timeliness, optimizing technology security and foreign disclosure reviews, and planning for exportability. DoD engages to ensure U.S. industry has the opportunity to compete for foreign government contracts; and works with U.S., foreign-owned subsidiaries, and foreign industry to ensure the strength and reliability of the global supply chain. A&S initiatives seek to integrate international acquisition and exportability planning across the Defense Acquisition System help strengthen the U.S. defense industrial base and reduce unit costs for both the U.S. and foreign partners.

**Partners (Component Internal and External):**

Internal to A&S: ASD(A)/DPC, IC, IP

Internal to DoD: JCS, DSCA, Comptroller, MILDEPs, CAPE, DARPA, R&E, DOT&E

External: Congress

**Major Management Priorities and Challenges:**

Supporting Priority #1: Create Security as a Requirement. Create unified standards and requirements to transform the culture of acquisition for the DIB to make security foundational and a clearly defined requirement. Develop critical cyber security skills and abilities of the current and future acquisition workforce.

Risk: Lack of DoD-wide leadership support for continuity of message.

Supporting Priority #2: Improve Contracting and Dialogue with Industry. Increase FMS contracting flexibility for the DoD under new pilot authorities. Tailor cost and pricing data for FMS cases at the speed of relevance. Reduce contract award timelines and lower costs for FMS cases, increasing the Department's ability to build partner capability and enhance interoperability.

Risk:

- Industry resistance and advocacy against increased contracting flexibility.
- Congress does not provide relief from mandate to use Firm Fixed Price contracts, reducing contract flexibility and responsiveness.

Dependency: Partners' unique requirements impact use of existing contract vehicles

Supporting Priority #3: Plan for Exportability. Enhance DoD integration of international acquisition and exportability planning into policy and practice, to increase partner military capability, deepen coalition interoperability, lower unit costs for DoD and partners, and strengthen the U.S. defense industrial base.

**Primary Governance Organizations:**

NSC Policy Coordination Committee on Conventional Arms Transfer Policy



**Published Performance / Progress Reports:**

Milestones and Timelines Report to Congress as required by Section 887 of the FY18 NDAA (Public Law 115-91)

**Performance Goal Contributing Programs:**

The Defense Exportability Features Program  
The DODI 5000 Series

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 2.2.2.1:</b> Publish DFARS case to codify the FFP requirement in regulations	Target	X						NEW
<b>PM 2.2.2.2:</b> Conduct outreach to Industry Associations and CEOs	Target	X	X	X	X			NEW

<b>PG 2.2.3: Partner with Interagency and Industry Stakeholders to Advance Shared Equities</b>	<b>PG Leader: USD(A&amp;S)</b>
<p><b>Performance Goal Overview:</b></p> <p>Work in tandem with U.S. interagency partners to transform USG business practices and industry culture to encourage early planning for foreign sales for Department of Defense programs and non-programs of record. Lines of effort will:</p> <ul style="list-style-type: none"> <li>- Engage with Department of Defense Components and industry Chief Executive Officers as part of overall communications strategy</li> <li>- Leverage defense trade shows to make partners aware of cutting-edge U.S. defense systems</li> <li>- Conduct outreach with Ministries of Defense, North Atlantic Treaty Organization, and the European Union to ensure U.S. firms can continue to compete widely for foreign contracts</li> </ul>	
<p><b>Partners (Component Internal and External):</b></p> <p><u>Internal to A&amp;S:</u> ASD(Acquisition), OUSD International Cooperation, OUSD Industrial Policy</p> <p><u>Internal to DoD:</u> OUSD(Research and Engineering), Military Services, Joint Chiefs of Staff</p> <p><u>External:</u> Department of State (PM), Department of Commerce (BIS)</p>	
<p><b>Major Management Priorities and Challenges:</b></p> <p>Risks:</p> <ul style="list-style-type: none"> <li>- Stove-piped outreach and lack of prioritizing for early planning of foreign sales (examples include failure to plan for exportability, contracting solutions, or foreign disclosure approvals).</li> <li>- Partners do not receive key capabilities that keep them interoperable with the U.S.</li> </ul> <p>Dependencies:</p> <ul style="list-style-type: none"> <li>- Requires buy-in from partner Ministries of Defenses, Industry, Department of Defense Components, etc.</li> </ul>	
<p><b>Performance Goal Contributing Programs/Activities:</b></p> <ul style="list-style-type: none"> <li>- OUSD (A&amp;S) International Cooperation engagement and activities to outline engagement strategies to achieve DoD objectives with existing and emerging European and Indo-Pacific partners.</li> <li>- The Defense Exportability Features Program</li> </ul>	

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 2.2.3.1:</b> Engage with DoD Components and Industry CEOs as part of communications strategy	Target	X	X	X	X			NEW
<b>PM 2.2.3.2:</b> Leverage tradeshow to make partners aware of cutting edge U.S. defense systems	Target		X		X			NEW
<b>PM 2.2.3.3:</b> Conduct outreach with MoDs, NATO, and EU to ensure security and interoperability of systems	Target							NEW

**Performance Goal Overview:**

The U.S. Defense Industrial Base (DIB) benefits greatly from partnering with international partners and foreign sales of U.S. systems by keeping production lines going strong, even during decreases in demand from DoD. Strategic partnerships focused on international acquisition enable the Department to obtain the most secure and resilient advanced technology from the global DIB. The OUSD (A&S) will leverage international armaments cooperation tools to enhance coalition interoperability; increase partner military capability; protect and retain access to the most advanced technology from the global defense industrial base; and strengthen alliances and build new partnerships.

**Partners (Component Internal and External):**

Internal to A&S: ASD(A), ASD(S), IC, IP, and ASD(NCB)

Internal to DoD: Service and Agency International Program Offices and Acquisition Enterprises, other DoD Components

External: National Technology and Industrial Base (NTIB), TCM, CMMC

**Major Management Priorities and Challenges:**

Management Priorities:

- Leverage NATO’s Conference of National Armaments Directors to drive acquisition best practices and shape multinational cooperation to meet NATO targets for collective security. Continue focus on NATO-EU cooperation as key element for EU defense initiatives.
- Work with U.S., foreign-owned subsidiaries, and foreign industry to ensure strength of the global supply chain.
- Engage key partners and allies where Chinese influence may compromise global industrial base.
- Engage key allies and partners on increased cooperation with the United States.

Risks:

- Evolving developments for defense and security decision-making in EU bodies makes it harder for DoD to engage and shape European partners’ efforts.
- Chinese investments in partner and Allied countries create potential vulnerabilities in global defense industrial base.

Dependencies:

- Resourcing available to support required staff and necessary outreach effort.

**Performance Goal Contributing Programs/Activities:**

- OUSD (A&S)/IC engagement and activities to outline engagement strategies to achieve DoD objectives with existing and emerging European and Indo-Pacific partners.
- The Defense Exportability Features Program

<b>Performance Measure</b>		<b>Q1 2020</b>	<b>Q2 2020</b>	<b>Q3 2020</b>	<b>Q4 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>Prior Year Results</b>
<b>PM 2.2.4.1:</b> Leverage CNAD to drive acquisition best practices, shape multinational cooperation to meet NATO targets for collective security. Continue focus on NATO-EU cooperation as key element for EU defense initiatives.	Target			X				NEW
<b>PM 2.2.4.2:</b> Engage key partners and allies where Chinese influence may compromise global industrial base.	Target		X					NEW

### STRATEGIC GOAL 3

#### Reform the Department's Business Practices for Greater Performance and Affordability

**SO 3.1: Improve and strengthen business operations through a move to DoD-enterprise or shared services; reduce administrative and regulatory burden**

**SO Leaders: CMO**

**DoD Priority Goal 3.1.1:** By September 30, 2021, create a long-lasting culture of innovation, empowerment, and improvement to reduce the cost of doing business throughout the Department and achieve \$16.4 billion in reform savings (FY20 - \$7.7B and FY21 - \$8.7B).

**PG Leader:** OCMO, Transformation & Reform Director

**Performance Goal Overview:**

The DoD's imperative mission to provide the military forces needed to deter war and protect the security of our country, requires a complex enterprise that is mindful of cascading effects, with a need to maintain inventory levels to meet military and wartime demands, under limiting authorities to quickly achieve business operational reductions, needing meaningful changes forcing system, process, or policy updates before taking effect, and in full consideration of potential negative impacts to readiness. To achieve this end, DoD establishes cross-functional multi-component teams, leads a senior reform governance board, leverages a reform management framework, and conducts frequent recurring progress reviews with resource decision implications. (Statutory Requirement: (§921(b)(5)(A) of P.L. 115-232 (FY19 NDAA))

**Major Management Priorities and Challenges:**

Management priorities are focused on improving business practices within Contract Management, Health Care, Information Technology, Logistics, Defense Business Systems, Financial Management and Community Services. The Department continues to face head on, the difficult but essential aspects in addressing institutional cultural change accompanying vast reforms. Of note for FY20 and looking forward, DoD IG no longer included reform as a major challenge for the Department.

**Primary Governance Organizations:**

Deputy's Management Action Group (DMAG) & Reform Management Group (RMG)

**Published Performance / Progress Reports:**

DoD Agency Financial Report & DoD Annual Performance Report: Available at: <https://comptroller.defense.gov/ODCFO/afr2019.aspx> and <https://cmo.defense.gov/Publications/Annual-Performance-Plan-and-Performance-Report/>

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 3.1.1.1:</b> <i>Achieve DoD-wide Reform Saving Targets.</i> Attain Comptroller validated Department-wide fiscal year (FY) reform financial saving targets to meet Office of Management and Budget Passback for DoD to achieve reform savings totaling \$46B over FY19-24.	Target				\$7.7B	\$8.7B	\$9B	FY19: \$6.5B
<b>PM 3.1.1.2:</b> <i>Actively Govern DoD Reform Progress &amp; Effectiveness.</i> Reform governance oversee initiative progress & impacts according to sanctioned schedules, savings, and performance.	Target	20%	40%	70%	100%	100%	100%	NEW
<b>PM 3.1.1.3:</b> <i>Annually Set FYDP Reform Saving Targets.</i> Continuously establish annual RMG financial savings and effectiveness targets through each relevant Fiscal Year Defense Program (FYDP) cycle.	Target		Q2			Q2	Q2	FY19: Q2



<p><b>PG 3.1.2:</b> Lead the integration and optimization of Enterprise Business Operations while creating a long-lasting culture of innovation, empowerment and improvement to reduce the cost of doing business throughout the Department.</p>	<p><b>PG Leader:</b> OCMO, Transformation &amp; Reform Director</p>
<p><b>Performance Goal Overview:</b>  For the DoD to compete, deter, and win in an increasingly complex security environment while executing objectives in the most efficient and effective manner throughout the enterprise, the Chief Management Officer of the Department must successfully deliver optimized enterprise business operations. To drive enhanced enterprise business operations, the OCMO Transformation and Reform (T&amp;R) Directorate delivers reform initiatives with high-impact results improving efficiency and standardization through three primary services; Business Management services (resources, contracts &amp; logistics, governance secretariat, and strategic communications), Business Optimization services (best practices, integrative workshops, change agent/transformation institutionalization expertise, standardization methodologies, training, official documentation mgmt., and system support tools), and Business Reform services (initiative quality and progress reviews and advisement on schedule, savings, and performance; benefit validation realization and sustainment follow-through). These OCMO cross-functional reform services are a key means for the Department to improve the business environment in support of the warfighter. Statutory Requirement: (§921(b)(5)(A) of P.L. 115-232 (FY19 NDAA)</p>	
<p><b>Major Management Priorities and Challenges:</b>  Integration and optimization of business operational reform priorities began in 2017 &amp; 2018 with the stand up and resourcing of emergent cross-functional reform teams, identification of initiatives to reduce costs that could most readily be done with the highest return, execution of a change management process supported by optimization methodologies and expertise, and preliminary documentation and reporting of initiative progress and financial savings. Focus areas throughout 2019 solidified a simplified standardized reform process framework, validated financial savings workflows, training and workshops, an RMG Reform Portal capability, in addition to recurring Department leadership progress accountability reviews. At the forefront for 2020 and thereafter, maturation of the reform portal utility and interconnectivity with business analytic platforms for leader review and decision-making, framework requirements execution and accountability, authorizations for ongoing and new initiative implementations, and follow-through of benefit sustainment and impact effectiveness reviews to the NDS Business Operations Plan, Annual Performance Plan (APP), and Annual Performance Report (APR). In addition, the Department will take concerted action on the collective inclusion and integration of ongoing and additional business operational reform and transformational efforts occurring within PSA, Component, and Military Department entities outside of the RMG purview for holistic DoD management oversight and accountability, ensuring financial saving benefits are programmed, budgeted, and accounted for in totality.</p> <p>Mitigation of challenges continues for business reform area cross-functional-team subject matter expertise and leader consistency; resource availability and investment source certainty; reform process and requirements stabilization; accord for significance of documentation and dynamic upkeep; and business owner/component earnest receptivity of collective reform transparency, management, and help in advancing business optimization and cost reduction benefits and value throughout and across the enterprise.</p>	
<p><b>Primary Governance Organizations:</b>  Deputy’s Management Action Group (DMAG) &amp; Reform Management Group (RMG)</p>	

**Published Performance / Progress Reports:**

DoD Agency Financial Report & DoD Annual Performance Report: Available at:  
<https://comptroller.defense.gov/ODCFO/afr2019.aspx> and <https://cmo.defense.gov/Publications/Annual-Performance-Plan-and-Performance-Report/>

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 3.1.2.1:</b> <i>Effectively Resource &amp; Manage Reform Initiatives.</i> Proactively manage and resource reform team capabilities through operative sources and IAW governance decisions to maximum feasible on a recurring basis.	Target	80%	80%	100%	100%	100%	100%	NEW
<b>PM 3.1.2.2:</b> <i>Equip Reform Teams for High-Impact Results.</i> Train and administer business optimization process improvement methodologies and documentation requirements for business reform areas initiatives ensuring accuracy and timely conformity by the end of FY2020.	Target	20%	40%	70%	100%	100%	100%	NEW
<b>PM 3.1.2.3:</b> <i>Deliver Enterprise Reform Initiative Successes.</i> Evaluate, inform, and guide reform initiative progress delivery and success of schedules, savings, and performance for effective RMG governance, savings benefit realization of targets, and business reform impacts that contribute to NDS accomplishment IAW Department program budget FY submissions.	Target	20%	40%	70%	100%	100%	100%	NEW

<b>PG 3.1.3:</b> Deliver performance-driven shared services and an exceptional customer experience		<b>PG Leader:</b> OCMO						
<b>Performance Goal Overview:</b> Protect and safeguard designated Department of Defense personnel, resources, and facilities. Lead the Department of Defense in force protection best practices by professionalizing, standardizing, and integrating services, processes, and systems. Deliver support services while improving the customer experience.								
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 3.1.3.1:</b> Pentagon Counter-Small UAS Program: Install, test, and operationalize emerging electronic and kinetic capabilities to maximize defenses against small Unmanned Aircraft System (SUAS) threats on the Pentagon Reservation (PFPA). Provide first FOC capability in Q3, FY2020.	Target			X				NEW
<b>PM 3.1.3.2:</b> Pentagon Physical Security Information Management: Complete operationalization of the next generation of PFPA's Physical Security Information Management (PSIM) software, assuring situational awareness of critical physical security platforms at the Pentagon Reservation and select DoD facilities. Target EDC Q3, FY2020.	Target			X				NEW
<b>PM 3.1.3.3:</b> OSD Insider Threat Program: Accomplish three additional elements of the National Insider Threat Task Force Insider Threat Program Maturity Framework by Q4, FY2020.	Target				X			NEW

<p><b>PM 3.1.3.4: Police Officer Recruitment:</b> In collaboration with the Defense Civilian Personnel Advisory Service (DCPAS), Washington Headquarters Services, Human Resources Directorate (WHS-HRD), and the Federal Law Enforcement Training Centers (FLETC), PFPA will increase its throughput of new police officer recruits from 60 to 75 officers per year (FY 2020 and FY2021).</p>	Target							NEW
<p><b>PM 3.1.3.5: Improved Promotion Processes for Pentagon Police:</b> Implement the Office of Personnel Management, Human Resources Solutions, Selection and Promotion Assessment processes for Pentagon Police Officer grades Corporal through Captain. FOC for full implementation Q4, FY2020.</p>	Target			X				NEW
<p><b>PM 3.1.3.6: Leased Facilities Antiterrorism Exercises and Training:</b> Complete 10 delegated facilities' annual Antiterrorism (AT) Training and Exercises to support each Designated Official's ability to identify/validate tasks, conditions, and standards required to execute their AT plans. EDC Q4, FY2020.</p>	Target			X				NEW
<p><b>PM 3.1.3.7: Safeguarding of Classified Information:</b> Mitigate the technical threats to national security information in classified processing spaces and comply with the initiative captured in the DepSecDef's policy titled "Mobile Device Restrictions in the Pentagon," signed May 22, 2018. Goal: Conduct 2100 Inspections by Q4, FY2020.</p>	Target			X				NEW

<b>PM 3.1.3.8:</b> Washington Headquarters Services (WHS) – Improve the Employee Experience measured by the Best Places to Work in the Federal Government Agency Ranking (percentage)	Target	Measured Annually			75% (annually reported in late winter)	80%	85%	76% (319 out of 420)
<b>PM 3.1.3.9:</b> WHS – Percentage of employees responding positively that they are empowered to perform their jobs. (DoD 2018 Benchmark: 62%)	Target	Measured Annually			65%	70%	75%	63%
<b>PM 3.1.3.10:</b> WHS – Employee Engagement Index Score* (2018 Medium-Sized Agency Best-in-Class Benchmark: 83%) * Defined as an employee’s sense of purpose that is evident in their display of dedication, persistence and effort in their work or overall attachment to their organization and its mission	Target	Measured Annually			70%	75%	83%	70%
<b>PM 3.1.3.11:</b> WHS – Develop a Shared Services Catalogue to organize and maintain service inventory and standards	Target	Draft	Final	Implement				NEW
<b>PM 3.1.3.12:</b> WHS – Percentage of customer-focused goals and metrics achieved in the quarterly Balanced Score Card	Target			80%	85%	90%	95%	NEW
<b>PM 3.1.3.13:</b> WHS – Percentage of customer satisfaction ratings of satisfactory or above for WHS functions and services	Target	Measured Annually			80%	85%	90%	NEW
<b>PM 3.1.3.14:</b> WHS – Percentage of all payments processed on time and without error	Target	98%	98%	98%	98%	98%	98%	NEW
<b>PM 3.1.3.15:</b> WHS – Percentage of time and attendance (payroll) certified before respective payroll cut-off date	Target	99.1%	99.2%	99.3%	99.4%	99.6%	99.9%	99.1%
<b>PM 3.1.3.16:</b> WHS – Average Time to Hire (TTH) General Schedule (GS)-15 and below or equivalent employees	Target	70 Days	70 Days	70 Days	70 Days	65 Days	65 Days	77 Days

<b>PM 3.1.3.17:</b> WHS – Average Time to Hire (TTH) Senior Executive Service (SES) employees	Target	125 Days	125 Days	125 Days	125 Days	120 Days	115 Days	NEW
<b>PM 3.1.3.18:</b> WHS – Percentage of personnel actions processed before respective payroll cut-off date	Target	90%	95%	95%	97%	97%	97%	NEW
<b>PM 3.1.3.19:</b> WHS – Percentage of repair/maintenance requests resolved or escalated within suspense	Target	80%	85%	88%	90%	90%	90%	88%
<b>PM 3.1.3.20:</b> WHS – Percentage of all contracts awarded within suspense	Target	80%	85%	85%	85%	87%	90%	85%
<b>PM 3.1.3.21:</b> WHS – Percentage of Issuance reviews, WHS-specific Freedom of Information Act (FOIA) requests, and security classification case reviews completed 5 business days or sooner prior to the suspense	Target	95%	95%	95%	95%	95%	95%	NEW

<b>PG 3.1.4:</b> Decrease overlap and duplication to increase mission-focused funding.				<b>PG Leader:</b> OCMO, Fourth Estate Management Office (FEMO)				
<p><b>Performance Goal Overview:</b>  Fulfill responsibility to oversee Defense Agency and Field Activity spending, budgets, effectiveness and efficiencies, and determine duplication, overlap, and termination recommendations, on a recurring basis. Optimize the business operational stewardship of integral service and supply organizations and functions.</p>								
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 3.1.4.1:</b> Complete Budget Report, Certifications, Improvement Plans & Legislative Requirements	Target		Jan 1, 2020					Completed
<b>PM 3.1.4.2:</b> Complete Business Operations Review and Recommendation Report to Congress	Target		Mar 31, 2020					Completed
<b>PM 3.1.4.3:</b> Conduct periodic performance reviews for efficiency & effectiveness of enterprise business operations	Target		X	X	X			Completed
<b>PM 3.1.4.4:</b> Publish CMO's budget guidance to DAFAs (coordinated with the issuance of CAPE's Fiscal)	Target		X					Completed
<b>PM 3.1.4.5:</b> Conduct DAFA budget reviews (beginning FY2020)	Target		X	X	X			Working
<b>PM 3.1.4.6:</b> Review and propose recommendations to address duplication in civilian HR service delivery; execute approved plan	Target		X	X	X			Working

<b>PG 3.1.5:</b> Preserve a service benefit through reduced appropriated fund cost and liabilities of retail operations with logistics, supply and workforce optimization.					<b>PG Leaders:</b> OCMO, Community Services Reform Task Force Director			
<b>Performance Goal Overview:</b> CS-01 Enterprise Management of Community Services Reform Initiative Charter Outcome								
<b>Performance Measures</b>		<b>Q1 2020</b>	<b>Q2 2020</b>	<b>Q3 2020</b>	<b>Q4 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>Prior Year Results</b>
<b>PM 3.1.5.1:</b> Reduce cost to operate by leveraging DoD-wide enterprise purchasing	Target	Planning	Planning	Planning	Planning	\$17M - NAF \$12M - APF (See Note below)	\$50M - NAF \$36M - APF (See Note below)	N/A
<b>PM 3.1.5.2:</b> Minimize impact to customer; baseline, set targets and monitor customer satisfaction rates	Target	Planning/ No Impact	Planning/ No Impact	Planning/ No Impact	Set Baseline From Existing Customer	No Customer Satisfaction Decline	No Customer Satisfaction Decline	N/A
<b>PM 3.1.5.3:</b> Complete transformation plan IAW CMO 1 Mar, 2019 Memo	Target	In Progress	Complete Governance Model & 2 of 7 Playbooks	Complete Finance Plan & 2 More Playbooks	Complete Org Design & Final 3 Playbooks	Complete/Execute Plan	Continue Executing Plan	N/A
<b>PM 3.1.5.4:</b> Consolidate indirect acquisition and purchasing operation support for array of resale items	Target	Planning	Planning	Planning	Planning	\$13M - NAF \$0 - APF (See Note below)	\$39M - NAF \$8M - APF (See Note below)	N/A
<b>PM 3.1.5.5:</b> Optimize total resale workforce w/industry benchmarks	Target	Planning	Planning	Planning	Planning	\$0 - NAF \$0 - APF (See Note below)	\$15M - NAF \$0 - APF (See Note below)	N/A

NOTE: Does not account for one-time cost for consolidation effort. One-time cost across PM 3.1.5.1; PM 3.1.5.4 and PM 3.1.5.5 is estimated at \$73M for FY21 and \$147M for FY22.



<b>PG 3.1.6:</b> Enable lethality by supporting mission requirements, providing a desirable customer experience and minimizing official travel costs.	<b>PG Leader:</b> OCMO, Community Services Reform Task Force Director
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**Performance Goal Overview:**  
CS-02 DoD Official Lodging Reform Initiative Charter Outcome.

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 3.1.6.1:</b> All DoD Official Lodging to convert to Non-Appropriated Fund operations NLT 1 Oct 2019 IAW P&R DTM	Target	95%	95%	100%	100%	100%	100%	9%
<b>PM 3.1.6.2:</b> Provide adequate lodging rooms/facilities to meet 2-diamond AAA rating standards (at a minimum)	Target	57%	58%	58%	60%	62%	65%	57%
<b>PM 3.1.6.3:</b> Increase utilization of DoD direct-run lodging for TDY and PCS travel	Target	60%	60%	60%	60%	60%	60%	60%
<b>PM 3.1.6.4:</b> Monitor and evaluate Facility Condition Index	Target	28%	28%	28%	26%	26%	25%	28%

**DoD Priority Goal 3.1.7:** Reduce Regulatory Burden by eliminating unnecessary Federal Rules through continued implementation of Executive Order 13771.

**Priority Goal Leader:** CMO

**Performance Goal Overview:** Reduce Regulatory Burden by eliminating unnecessary Federal Rules (E.O. 13771) by September 30, 2019. The DoD Regulatory Reform Task Force evaluated 716 existing, codified DoD regulations and made recommendations to the Secretary of Defense regarding their repeal, replacement, modification, or retention consistent with applicable law. DoD set a goal to reduce its existing regulations by 25 percent. DoD is now in the implementation phase. In this phase, DoD has a goal of promulgating 50 regulations a year to implement Task Force recommendations, and to reduce its existing regulations by 35%. A goal of a 10% increase above the initial 25% reduction goal.

**Partners (Component Internal and External):**

Internal: During the implementation phase of this initiative, DoD Component actions officers will draft, coordinate, adjudicate comments, and obtain appropriate approval for the Federal regulations under their components cognizance. Mandatory coordinators: Chief Management Officer of the Department of Defense, General Counsel of the Department of Defense, and Inspector General of the Department of Defense.

Consideration will be given to the recommendations of the Advisory Panel on Streamlining and Codifying Acquisition Regulations. The Panel, in accordance with section 809 of the NDAA for FY 2016, reviewed the acquisition regulations applicable to the Department with a view toward streamlining and improving the efficiency and effectiveness of the defense acquisition process and maintaining defense technology advantage.

External: Departmental rules will be submitted to the Office of Management and Budget (OMB) for review and approval in accordance with the requirements of Executive Order 12866, “Regulatory Planning and Review,” dated September 30, 1993. During the OMB review period, OMB will forward the rules for interagency coordination. The DoD Component action officers must adjudicate OMB and interagency comments within a 90-day timeframe. Additionally, action officers will adjudicate public comments received during the proposed and interim final rule stages.

**Major Management Priorities and Challenges:**

**Challenge**

- Reducing regulatory burden and costs on the American people through effective implementation of regulatory reform principles across DoD.
- Some regulations may require a change in legislation or interagency coordination before they can be modified or repealed.

**Opportunity**

- Support Secretary’s 1<sup>st</sup> Lines of Effort (LoE) by prioritizing the issuance of rules that support the DoD’s highest priorities.
- Support Secretary’s 3<sup>rd</sup> LoE by creating internal efficiencies by ensuring legitimacy and currency of its regulations; codifying business process improvements; reducing litigation risks and its costs; reducing internal manpower needed to maintain and issue regulations; reducing internal conflict and confusion of applicability of regulations by consolidating rules.
- Support Secretary’s 4<sup>th</sup> LoE by promulgating regulations that provide benefits and services to take care of Service members and their families.

**Primary Governance Organizations:** The DoD Regulatory Reform Task Force. The Task Force met on a bi-weekly basis to review the existing 716 DoD regulations and make recommendations to the Secretary or Deputy Secretary of Defense regarding their repeal, replacement, or modification, with a goal of reducing the Department’s existing regulations by 25 percent. The Task Force completed the review phase by December 31, 2018. DoD is now in the implementation phase. The Task Force continues to meet on a quarterly bases for implementation and regulatory program updates. It is estimated that the implementation phase will take 3 to 5 years.

**Published Performance / Progress Reports:** Agency Priority Goal Action Plan, published quarterly at [https://www.performance.gov/about/APG\\_about.html](https://www.performance.gov/about/APG_about.html)

**Performance Goal Contributing Programs:**

Retrospective review of regulations is a part of the normal regulatory process performed under the DoD Regulatory Program within the Directorate for Oversight and Compliance. During FY 2019, DoD initiated an action officer training program and has realized improvement in its regulatory products. Component dashboards were developed for tracking and reporting component progress with promulgating their repealed, replaced, and modified regulations. Currently, policies are covered in Administrative Instruction (AI) 102, “Office of the Secretary of Defense Federal Register System” dated November 6, 2006. AI 102 will be replaced by a new DoD Instruction 5025.xx, “DoD Regulatory Program” that will provide more process details and policy updates. DoD did not meet its goal of publishing the new instruction in FY 2019 due to other requirements; however, DoD is positioned to complete the Instruction in FY 2020.

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 3.1.7.1:</b> Implement 50 or more regulatory actions that address recommendations by the Regulatory Reform Task Force	Target	12.5 regs	12.5 regs	12.5 regs	12.5 regs	50 regs	50 regs	FY19: 76 regs
<b>PM 3.1.7.2:</b> EO 13771 Regulatory Costs	Target	1%	1%	1%	1%	1%	1%	FY19: 6%
<b>PM 3.1.7.3:</b> Actions completed to reduce unnecessary regulation	Target	2%	2%	2%	2%	2%	2%	FY19: 7%
<b>PM 3.1.7.4:</b> Issue updated regulatory guidance that streamlines process and promotes accountability	Target	Draft guidance	Coordinate guidance	Adjudicate comments	Obtain PSA Approval	Guidance Updated	Guidance Updated	FY19: Drafted Guidance

**PG 3.1.8.** Identify opportunities for efficiency by maturing the defense business operations portfolio management competency and by conducting Business Capability Reviews to better manage resources.

**PG Leader:** OCMO, Defense Business Systems Director

**Performance Goal Overview:**

The DOD will mature its defense business operations portfolio management competency and institutionalize a systematic approach for Business Capability Reviews to meet efficiency goals and objectives and to enable data-driven decisions related to the allocation of DOD business resources. This will be accomplished by bringing together analysts with business capability expertise to critically analyze and assess all resources utilized to deliver DOD business capabilities and propose data-driven funding recommendations and budgetary offsets, based on current management tools and authoritative data, enable the Department to better resource higher priority functions and activities.

Portfolio management analysis will focus on:

1. Accounting for all business capabilities including projects (programs); resources, and investment costs within the defense business operations (DBO) portfolio. Each business capability will have mature cost models, and benchmark costs;
2. Understanding the various risks associated with projects (programs), resources, and investments of each business capability within the DBO portfolio; and
3. Monitoring the progress of the various performance goals and measures associated with projects (programs), resources, and investments of each business capability with the DBO portfolio.

The Business Capability Reviews will be an evidence-based review of business capabilities within a business portfolio that includes authoritative data on projects (programs), resources, and investments; potential duplications, identified risks, and progress of known strategic and performance goals. The review will conclude with actionable next steps (pursue / execute offset, shared service opportunities, etc.) and clear corrective actions for activities that do not appear to be well aligned to missions or business functions goals/objectives, or meet expected levels of performance.

Executing Business Capability Reviews will allow for project/program level assessment of defense business operations and inform a more detailed review of DOD Component's budgets and execution activities. Additionally, this approach will allow for a more targeted investment board review associated with DOD's investment certification process.

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	2020	2021	Prior Year Results
<b>PM 3.1.8.1:</b> Publish annual Investment Management Guidance that includes business capability review instructions and Fiscal Year schedule	Target		X			Q2 FY20	Q2 FY21	New
<b>PM 3.1.8.2:</b> Publish inaugural Defense Business Operations Management Strategic Plan that addresses investment management, portfolio management, business architecture, and information technology modernization strategies; review & update as needed	Target		X			Q2 FY20	-	New
<b>PM 3.1.8.3:</b> In FY20, identify 4 business capability efficiency/offset opportunities to the defense business council	Target		X			Q2 FY20	-	New

<b>PG 3.1.9.</b> Migrate to the Defense Civilian Human Resource Management System	<b>PG Leader:</b> OCMO, Defense Business Systems Director
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**Performance Goal Overview:**  
 HR-IT-03 Defense Civilian Human Resource Management System (DCHRMS) Migration Charter Outcome

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2020	FY 2021	Prior Year Results
<b>PM 3.1.9.1:</b> Increased interoperability of HR Capability by reducing interfaces	Target					36%	35	
<b>PM 3.1.9.2:</b> Increased Accuracy in Pay Calculation	Target					<1% systematic errors	<1% systematic errors	
<b>PM 3.1.9.3:</b> Reduced # of records for employees; 1.08M by 2024	Target					1.08M records	1.10M records	NEW

<b>PG 3.1.10: Rationalize Business Systems – Task Management Systems</b>		<b>PG Leader: OCMO, Defense Business Systems Director</b>						
<b>Performance Goal Overview:</b> IT-09e Rationalize Business Systems – Task Management Systems Charter Outcome								
<b>Performance Measure</b>		<b>Q1 2020</b>	<b>Q2 2020</b>	<b>Q3 2020</b>	<b>Q4 2020</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Prior Year Results</b>
<b>PM 3.1.10.1:</b> Decrease Late Taskers average days by FY23	Target					Set FY21-22 Targets		New
<b>PM 3.1.10.2:</b> Decrease average time to complete taskers by FY23	Target					Set FY21-22 Targets		New
<b>PM 3.1.10.3:</b> Establish total number of users by end of FY20	Target	32,952				110,000		New

<b>PG 3.1.11: Enterprise Digital Learning Modernization Reform</b>				<b>PG Leader: OCMO, Defense Business Systems Director</b>				
<b>Performance Goal Overview:</b> IT-09f Enterprise Learning Ecosystem Reform – Category Management for Training and Education (LMS) Charter Outcome								
Performance Measures		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 3.1.11.1:</b> Increase the training and education spending under management through USA Learning 50% by 2024	Target				\$225K	\$450K	\$675K	New
<b>PM 3.1.11.2:</b> Decrease the number of LMS in 4 <sup>th</sup> Estate by 40% by 2024; current baseline 24 to 14 by Sept 2024	Target				17 LMS	16 LMS	15 LMS	New
<b>PM 3.1.11.3:</b> Reduce the average training and education acquisition cycle time; number of by October 1, 2024	Target				Set average cycle Baseline	Reduce cycle time by 10 days	Reduce by 14 days	New



<b>PG 3.1.12: Modernize Defense Travel</b>				<b>PG Leader: OCMO, Defense Business Systems Director</b>				
<b>Performance Goal Overview:</b> IT-10b Defense Travel Modernization Charter Outcome.								
<b>Performance Measures</b>		<b>Q1 2020</b>	<b>Q2 2020</b>	<b>Q3 2020</b>	<b>Q4 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>Prior Year Results</b>
<b>PM 3.1.12.1: Optimal Fair Usage</b>	Target				60%	65%	70%	New
<b>PM 3.1.12.2: Increase automation: touchless travel fulfillment</b>	Target					90%	95%	New
<b>PM 3.1.12.3: Reduce user workflow events</b>	Target					1.8 Events per user/ per FY	1.5 Events per user/ per FY	New
<b>PM 3.1.12.4: Reduce improper payment rate</b>	Target	Prep	Prep	Prep	Prep	1%	2%	New
<b>PM 3.1.12.5: Improve customer satisfaction: rated acceptable or better</b>	Target					50%	75%	New

<b>PG 3.1.13: Implement Category Management best practices in the DoD</b>				<b>PG Leader: CMO, Category Management</b>				
<b>Performance Measures</b>		<b>Q1 2020</b>	<b>Q2 2020</b>	<b>Q3 2020</b>	<b>Q4 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>Prior Year Results</b>
<b>PM 3.1.13.1:</b> DoD A&S Consultants review \$20B in Contract Spend per sprint/FY quarter	Target	\$20B	\$20B	\$20B	\$20B	\$80B	\$80B	\$25.1B (ramp-up)
<b>PM 3.1.13.2:</b> By FY24, review all 19 categories and GSA defined subcategories to identify unmanaged spend	Target	1 sub-category	1 sub-category	1 sub-category	1 sub-category	4 sub-category	4 sub-category	New
<b>PM 3.1.13.3:</b> Align spend to category management (CM) principles IAW PMA Goal for DoD 4th Estate	Target				\$23.9B CM Spend			New
<b>PM 3.1.13.4:</b> Align spend to CM principles IAW PMA Goal for US Army	Target				\$9.8B CM Spend			New
<b>PM 3.1.13.5:</b> Align spend to CM principles IAW PMA Goal for US Navy	Target				\$11.7B CM Spend			New
<b>PM 3.1.13.6:</b> Align spend to CM principles IAW PMA Goal for US Air Force	Target				\$9.6B CM Spend			New
<b>PM 3.1.13.7:</b> Meet PMA Spend Under Management Goals for DLA	Target				\$19.3B CM Spend			New

<p><b>PG 3.1.14:</b> Assess and validate service contract requirements for continued need, redundancy and effectiveness of contracts, structures and conditions.</p>	<p><b>PG Leader:</b> CMO, Category Management Director</p>
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**Performance Goal Overview:**  
 By the end of FY 2022, Service Requirements Review Boards will be conducted for all Components of the Office of the Secretary of Defense (OSD), Defense Agencies, DoD Field Activities, Joint Chiefs of Staff, Combatant Commands, and MILDEPs and results reviewed by a Senior Review Panel.

**Partners:** Partner includes Acquisition and Sustainment (A&S)

**Primary Governance Organizations:** DoD Chief Management Officer

**Published Performance / Progress Reports:** N/A

Performance Measure	Target	Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<p><b>PM 3.1.14.1:</b> By end of FY 2022, validate financial savings achieved/demonstrated for all DoD Components (OSD, DAFAs, JCS, COCOMs, &amp; MILDEPs) IAW Services Requirements Review Boards, Senior Review Panels and programmed/budgeted amounts</p>	Target				<p>\$441M Financial Savings Achieved</p>	<p>\$441M Financial Savings Achieved</p>	<p>\$445M Financial Savings Achieved</p>	<p>FY 17-18: \$492M FY19: \$441M</p>

**PG 3.1.15:** Fundamentally transform how the Department delivers a secure, stable, and resilient Information Technology (IT) infrastructure

**PG Leader:** Principal Director for the Acting Deputy CIO for Information Enterprise, DoD Chief Information Office (CIO)

**Performance Goal Overview:**

The current Defense Agencies / Field Activities environment consists of independently designed and managed network architecture in a resource constrained time that operates without a Department-wide strategic vision affecting substantial inefficiencies in cost, manpower, and overhead, while impacting warfighting ability to defend and operate from a principal, integrated Command and Control platform.

In order to achieve a modern and an effective IT environment, DoD-wide IT reform activities have been established to consolidate and streamline capability delivery to support an evolving mission environment. IT Reform initiatives align with the goals of the 2018 National Defense Strategy and the IT Modernization Strategy. Reform efforts are in progress, targeting an optimized and converged IT infrastructure, driving efficiencies across the Department, providing opportunities for reductions in acquisition overhead, increasing combined purchasing power, and improving the effective utilization of shared expertise across the DoD environment. Additionally, reform activities are accelerating a transition within the Department to a cloud-enabled future, while standardizing IT commodity applications through commercial industry capabilities to deliver modernized services. IT Reform activities are proceeding along three lines of effort:

Network and Services Optimization – Convergence of 4th Estate networks, service desks, and operation centers into an optimized, secure, and effective environment capable of addressing current and future mission objectives.

Cloud and Data Center Optimization – Migration of all severable workloads resident in Defense Agency / Field Activities data centers to enterprise / cloud hosting environments with the outcome of reducing the Department’s data center footprint and streamlining cybersecurity infrastructure.

Enterprise Collaboration and IT Tools – Establishment of a cloud based enterprise environment for collaboration services for Non-classified IP Router Network (NIPRNet) and Secret IP Router Network (SIPRNet). Migration to Defense Enterprise Office Solutions will enable the sunset of legacy stovepipe email capabilities across the DoD.

Key challenges to IT Reform include insufficient investment to execute migrations / optimization activities, expedited migration / optimization without breaking mission, and establishing a validated and accurate IT baseline.

**Partners:**

The DoD CIO is executing Fourth Estate IT reform initiatives in three organizational phases and may expand efforts to support Department wide initiatives in the future. Each phase includes organizations with similar financial, technological, or operational characteristics that would benefit from shared or standardized IT service solutions. The Defense Information Systems Agency (DISA) serves as the primary executor for IT Reform initiatives. The three IT Reform phases include:

- Phase One: Fourth Estate organizations that manage their own IT service delivery through organizationally independent networks, service desks, Network Operations Centers / Service Operations Centers (NOCs/SOCs), data centers, and IT contracts.

- Phase Two: Fourth Estate organizations that receive network and IT services from the Joint Service Provider.
- Phase Three: DoD organizations, from the Military Services and Fourth Estate entities, that operate a .edu domain or have a mission to provide educational services to DoD entities.

The exception to these phases is the Enterprise Collaboration reform initiative which is DoD-wide and not limited to the Fourth Estate.

In preparation for phase three, the DoD CIO is working with the Department of Education to maintain academic accreditation standards for DoD institutions and collaborate on IT Reform efforts.

**Major Management Priorities and Challenges:**

The mission of DoD IT Reform is to more rapidly advance the Department’s realization of greater performance and affordability through focused governance and select IT reform initiatives. The intent is to identify and deliver IT reforms with near-term operational and financial impact, redirecting resource efficiencies toward mission priorities in alignment with the Secretary’s reform efforts and the DoD Digital Modernization Strategy.

The ultimate outcome is to cultivate a culture of continuous IT reform and innovation, enabling an ever-evolving DoD Information Enterprise that operates efficiently and at the highest levels of performance technology can deliver.

DoD specific contributions to government-wide management initiatives as a result of IT Reform includes contributions to the Office of Management and Budget’s Memorandum M-19-19 “Data Center Optimization Initiative”.

IT Reform challenges include:

- Insufficient investment to execute migrations / optimization activities
- Expedited migration / optimization without breaking mission.
- Establishing a validated and accurate IT baseline

**Primary Governance Organizations:**

Reform Management Group

Joint Information Environment Executive Committee

IT Reform Senior Working Group

IT Reform Round Table

**Published Performance / Progress Reports:**

Chief Management Office Reform Portal (IT Reform initiatives are pending publication):

<https://intelshare.intelink.gov/sites/dodreforme efforts/Pages/Home.aspx>

IT Reform Portal, September 20, 2019: [https://intelshare.intelink.gov/sites/itreform/\\_layouts/15/start.aspx#/](https://intelshare.intelink.gov/sites/itreform/_layouts/15/start.aspx#/)

**Performance Goal Contributing Programs:**

Organizations contributing to the IT Reform initiatives include the Defense Agencies, Field Activities,

and MILDEPs. DISA serves as the primary executor for IT Reform initiatives.

The strategic approach for DoD IT Reform aligns with Goal 1 and Goal 2 of the DoD Digital Modernization Strategy to include Innovate for Competitive Advantage and Optimize for Efficiencies and Improved Capability

The DoD CIO is executing three Fourth Estate IT Reform initiatives to include Network and Services Optimization, Cloud and Data Center Optimization, and Enterprise Collaboration and IT Tools

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 3.1.15.1:</b> IT – Network & Service Optimization – Complete Fourth Estate DoDNET Assessment; Migration Plans and Phase I migration	Target	-	-	-	2	3	3	NEW
<b>PM 3.1.15.2:</b> IT– Network & Service Optimization. Transition 14 Defense Agencies and Field Activities (DAFA) organizations to a Global Service Desk	Target	-	-	-	-	13		NEW
PM 3.1.15.3: Cloud & Data Center Optimization – Migrate Defense Agencies and Field Activities (DAFA) applications /systems to optimal hosting environments (affects 14 DAFAs, 918 apps/systems, and 71 data centers). Chart shows cumulative achievements.	Target	409 of 918 (45%)	535 of 918 (58%)	579 of 918 (63%)	602 of 918 (66%)	918 of 918 (100%)	-	357
<b>PM 3.1.15.4:</b> Enterprise Collaboration – Migrate NIPR – CONUS users email to commercial cloud	Target	-	-	-	20K	1.4M	1.3M	NEW
<b>PM 3.1.15.5:</b> License Consolidation – Core Enterprise Technology Agreements - Award Blanket Purchasing Agreements (BPA), Enterprise License Agreements (ELAs) and/or Joint Enterprise License Agreement (JELAs) to DoD top seven vendors	Target	2	1	-	1	1	-	5

**PG 3.1.16: Medical Force Structure**

**PG Leader:** Healthcare Services Reform  
Director

**Performance Goal Overview:**

End-state success factors include military end strength transfer to MILDEPs; develop and validate analytic models for operational and generating force requirements; maintain readiness of the force >90%, and; enhance provider readiness and productivity by FY24 (i.e.: improve General Surgery clinical readiness from 17% to 85%). Due to the fundamental changes in the governance and organization of the MHS, in FY2020 the metric targets are intended to ensure no degradation on care and readiness.

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 3.1.16.1: Savings Generated</b>	Target	-	\$18M	-	\$36M	>\$36M		NEW
<b>PM 3.1.16.2: Maintain Readiness</b>	Target	-	>84%	-	>84%	>86%		USAF:86.7% USA: 86.4% USN: 89.7%
<b>PM 3.1.16.3: Expeditionary Knowledge, Skills, Abilities</b>	Target				General Surgery 25% Orthopedic Surgery 80%	General Surgery 50% Orthopedic Surgery 90%	-	General Surgery 17.7% Orthopedic Surgery 71.1%
<b>PM 3.1.16.4: Customer Service (PC Future Appointments)</b>	Target	-	<7.2 days	-	<7days	<7days		7.56 days

<b>PG 3.1.17: Clinical Facility Rightsizing</b>	<b>PG Leader: Healthcare Services Reform Director</b>
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**Performance Goal Overview:**

End-state success factors are to complete rightsizing evaluations of 77 military treatment facilities (MTFs) by FY19 Q4 and implementation of rightsizing recommendations after review by Congress. Complete additional or expanded reviews of MTFs mandated by Defense-Wide Review. Due to the fundamental changes in the governance and organization of the MHS, in FY2020 the metric targets are intended to ensure no degradation on care and readiness.

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 3.1.17.1: Evaluate MTFs</b>	Target	703 Assessments complete	DWR Assessments Approved	-	703 Assessments Implement	DWR Assessments Implement		
<b>PM 3.1.17.2: Maintain Readiness</b>	Target	-	>84%	-	>84%	>86%		USAF:86.7% USA:86.4%
<b>PM 3.1.17.3: Customer Service (PC Future Appointments)</b>	Target	-	<7.2 days	-	<7 days	<7 days		7.56 days



**PG 3.1.18:** Increase shared service delivery of medical benefits between DoD and Department of Veterans Affairs

**PG Leader:** Assistant Secretary of Defense (Health Affairs)

**Performance Goal Overview:**

With readiness as our top priority, DoD seeks to increase the volume and complexity of VA patients seen in our system to support clinical competency and readiness for DoD providers. Concurrently, the services that DoD provides could improve the VA’s access to timely, quality care. Expansion of key resource sharing initiatives may lead to significant cost savings and retention of providers and warfighters. OSD collaborates with VA to identify potential opportunities between VA and DoD that promote and facilitate the efficient use of limited federal health care resources. This may also result in reducing reliance on private sector, fee-based care. This is currently a Joint Executive Committee (JEC) priority, however the JEC releases new priorities each fiscal year so this goal may need to be adjusted based on next fiscal year’s JEC guidance.

**Partners (Component Internal and External):**

Internal: The Assistant Secretary of Defense for Health Affairs (ASD(HA)) works collaboratively with the Defense Health Agency (DHA) as it has full operational control over all MTF operations in accordance with governing law, regulations, policies, and procedures.

External: The Department of Veterans Affairs is the partner in these initiatives and will have an equal responsibility and contribution to the success of the performance goals.

**Major Management Priorities and Challenges:**

There is no well-defined mechanism or requirement for DoD and VA to leverage each other as the “first choice” for providing health care.

Differing Uniform Business Office/Patient Administration functions (e.g., billing and reimbursement processes) between Departments historically has been an impediment to care reciprocity.

The Departments currently do not allow reciprocity of credentialing and prime source verification; however, this is expected to be resolved in FY20.

Joint Medical Record implementation timelines do not match, and although sharing of DoD and VA health information has improved dramatically in recent years, there will be some information exchange issues.

VA MISSION Act will impact the goals and challenges presented above. Legislative relief may be required in order to implement measures.

**Primary Governance Organizations:**

Joint Executive Committee (JEC), co-chaired by the USD(P&R) and the Deputy Secretary of Veterans Affairs.

Health Executive Committee (HEC), co-chaired by the ASD (HA) and Under Secretary for Health, Veterans Affairs.

**Published Performance / Progress Reports:**

FY19-21 DoD/VA Joint Strategic Plan; Quarterly HEC and JEC meetings

**Performance Goal Contributing Programs:**

VA MISSION Act; VA Market Assessment; Quadruple Aim Performance Plan; MHS MILPER Realignment; and NDAA 703 studies

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.1.18.1: Military Medical Provider Readiness	Target				X	X	X	NEW

**Strategic Objective (SO) 3.2: Leverage Data as a Strategic Asset by expanding our data analytics capability and cultivate data-driven solutions**

**SO Leaders: CMO**

**PG 3.2.1:** Constitute a diverse data governance body

**PG Leader:** Director of Data Insights  
Directorate

**Performance Goal Overview:**

Currently, the Department lacks data analytics doctrine and policy and has immature data analytics organizations and infrastructure. The first step in supporting and implementing CAP Goal 2: Leveraging Data as a Strategic Asset, the Foundations for Evidence-Based Policymaking Act of 2018 and the Federal Data Strategy is to constitute a diverse governance body. This Data Governance Body will set and enforce priorities for managing and using data as a strategic asset. As outlined in OMB’s Playbook in Support of the Federal Data Strategy checklist, DoD will address the following checklist items when establishing a Data Governance Body:

- Hire or assign a Chief Data Officer (CDO) as a senior level official within the agency in accordance with Evidence Act requirements and forthcoming OMB guidance.
- Create a data governance charter to formalize roles. The charter should reflect the agency vision for data governance (see Step #2).
- Set forth the roles and responsibilities of the CDO to define their relationship with other senior officials in the agency, including the Statistical Official, the Evaluation Officer, the Privacy Official, the Chief Information Officer, and the Chief Performance Officer.
- Formally appoint Data Governance Body members based on agency structure and forthcoming OMB guidance.
- Identify the expectations and responsibilities of each role in data governance. Ensure that stakeholders recognize and agree what authority those in a role have to establish policies and procedures and to monitor compliance related to that role.
- Ensure that there is accountability for each role.
- Communicate with agency stakeholders about the various roles and authorities of the Data Governance Body.
- Build a regular process for reviewing and updating the governance framework and membership.

**Partners (Agency Internal and External):**

Internal: In 2018 DoD establishment of the DoD Management and Analytics Steering Committee (DMASC) and in 2019 created the Military Department Chief Data Officer (CDO) Council that includes Chief Data Officers from each of the Services. The DMASC serves as the principal governance body for initiatives related to DoD common enterprise data management and analytics, performance and cost management, and other activities under the DMASC’s functional cognizance. Data governance policies and processes implemented through the DMASC will ensure high quality data exists and is provisioned throughout the data lifecycle, accountability for the adverse effects of poor data quality, and consistency and confidence in decision making.

Outcomes of the DMASC will enable the Department to provide automated, timely, reliable, and readily accessible performance, cost, and other common data to members of the Office of the Secretary of Defense, the Joint Staff, the Military Departments, the Combatant Commands, the Defense Agencies and DoD Field Activities. The DMASC is chaired by the CMO and core voting members include: Department of Defense Assistant Deputy Chief Management Officer, Department of Defense Deputy Chief Financial Officer, Department of the Army, Deputy Chief Management Officer, Department of the Army, Deputy Chief Financial Officer, Department of the Navy, Deputy Chief Management Officer, Department of the Navy, Deputy Chief Financial Officer, Department of the Navy, United States Marine Corps Fiscal Director, Department of the Air Force, Deputy Chief Management Officer, Department of the Air Force, Deputy Chief Financial Officer, Office of the Director of Cost Assessment and Program Evaluation, Office of the DoD Chief Information Officer, Office of the Principal Deputy Assistant Secretary of Defense for Readiness & Joint Staff J8, Force Structure, Resources, and Assessment.

In 2019, DoD established, a Chief Data Officer (CDO) Council consisting of Military Department CDOs and SOCOM CDO was to provide technical support to the DMASC.

External: To support and implement CAP Goal 2: Leveraging Data as a Strategic Asset, the Foundations for Evidence-Based Policymaking Act of 2018 and the Federal Data Strategy, DoD through CMO is focused on 5 Agency specific actions. This performance objective is focused on action #1 Constitute a diverse governance body.

**Primary Governance Organizations:** DMASC and CDO Council

**Published Performance / Progress Reports:**

<https://www.performance.gov/CAP/leveragingdata/>

<https://www.congress.gov/bill/115th-congress/house-bill/4174>

<https://strategy.data.gov/action-plan>

<https://confluence.di2e.net/pages/viewpage.action?pageId=158357402>

<https://qlik.audit.usmc.mil/hub/my/work>

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 3.2.1.1:</b> Hire or assign a Chief Data Officer as a senior level official within the agency in accordance with Evidence Act requirements and forthcoming OMB guidance	Target				X			

**PG 3.2.2: Assess data and related infrastructure maturity**

**PG Leader:** Director of Data Insights Directorate

**Performance Goal Overview:**

Currently, the Department lacks data analytics doctrine and policy and has immature data analytics organizations and infrastructure. The second action in supporting and implementing CAP Goal 2: Leveraging Data as a Strategic Asset, the Foundations for Evidence-Based Policymaking Act of 2018 and the Federal Data Strategy is assess data and related infrastructure maturity. Data maturity assessments allow an organization to evaluate itself against documented best practices, determine gaps, and identify areas to prioritize for improvement. As outlined in OMB’s Playbook in Support of the Federal Data Strategy checklist, DoD will address the following checklist items when assessing data and related infrastructure maturity:

- Discuss and informally assess the current state of data and related infrastructure maturity. Based on this informal assessment, select, adapt, or create an appropriate data maturity model to meet agency needs. Consult with agency stakeholders as part of the informal assessment and in selecting a data maturity model.
- Determine the level of effort needed to complete the data maturity assessment and ensure that sufficient resources are available. Consider asking other organizations that have used the assessment or solicit assistance from industry experts to determine the required level of effort.
- Identify the desired level of maturity for each area assessed. It may be fine to decide that a moderate level of maturity is acceptable in some areas at a particular time.
- Compare the desired maturity level in each area against the assessed agency maturity to identify potential areas of improvement. Prioritize the areas of improvement to determine next step actions or projects to reach the desired level of maturity. Plan for resources to conduct priority next step actions or projects.
- Participate in a data governance community of practice to learn about experiences with assessing data and related infrastructure maturity and about how other organizations have used assessment results.

**Partners (Agency Internal and External):**

Internal: Initial Data maturity assessment was conducted. Data-related infrastructure (ADVANA, DCHRMS) to be jointly evaluated by Data Insights Directorate/OCIO/CIO of Defense Business Systems Directorate under guidance of “Tenets of the CIO for DBS”. Selected instances of MilDep data-related infrastructure to be evaluated by MilDep CDOs using common criteria developed by CDO Council.

External: To support and implement CAP Goal 2: Leveraging Data as a Strategic Asset, the Foundations for Evidence-Based Policymaking Act of 2018 and the Federal Data Strategy, DoD through CMO is focused on 5 Agency specific actions. This performance objective is focused on action #2 Assess data and related infrastructure maturity.

**Primary Governance Organizations:** DMASC, CDO Council, RMG, and various CIO governance bodies

**Published Performance / Progress Reports:**

- <https://www.performance.gov/CAP/leveragingdata/>
- <https://www.congress.gov/bill/115th-congress/house-bill/4174>
- <https://strategy.data.gov/action-plan>
- <https://confluence.di2e.net/pages/viewpage.action?pageId=158357402>

<b>Performance Measure</b>		<b>Q1 2020</b>	<b>Q2 2020</b>	<b>Q3 2020</b>	<b>Q4 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>Prior Year Results</b>
<b>PM 3.2.2.1:</b> Data quality metrics for timeliness, accessibility, accuracy, and completeness will be assessed by DMASC quarterly	Target	X	X	X	X	X	X	2016-2017

**Strategic Objective (SO) 3.3:** Improve the quality of budgetary and financial information that is most valuable in managing the DoD

**SO Leaders:** USD(C)/CFO

**DoD Priority Goal 3.3.1:** By September 30, 2021, complete yearly audits, gain actionable feedback, and remediate findings toward achieving a clean audit opinion for the DoD

**Priority Goal Leader:** USD(C)/CFO

**Performance Goal Overview:**

- The Department will be able to capitalize on opportunities presented from audit findings, including access to better quality data for decision making, more transparency and accountability, and cost savings to help drive reforms across the Department.
- Completing the annual audits, implementing remediation actions and closing NFRs will directly improve the quality and transparency of the Department’s financials.
- The Department faces major audit challenges ranging from the lack of documentation, cultural changes (change of focus from just mission to improving financial management practices to drive proper accounting for resources) to major system impediments including use of legacy systems that lack the transactional details necessary to support the financial statement audit. Given our size and complexity, auditors may not be able to complete detailed testing on all critical assessable units in the first year. Consequently, Notice of Findings and Recommendations (NFRs) will continue to increase in the initial years. As we mature and remediate findings, we will be able to demonstrate progress by tracking/increasing the number of findings closed by the auditors and improve business processes.

**Partners (Component Internal and External):**

Internal: Improving our operations and ultimately attaining a clean audit opinion is the responsibility of all PSAs and all DoD Components.

External: The Department is working with OMB and Treasury to identify solutions to some of our major challenges to a clean audit. In addition, the Department is working directly with FASAB to determine standard updates necessary for DoD to comply with all guidance and regulations.

**Major Management Priorities and Challenges:**

The Department faces major audit challenges ranging from the lack of documentation, cultural changes (change of focus from just mission to improving financial management practices to drive proper accounting for resources) to major system impediments including use of legacy systems that lack the transactional details necessary to support the financial statement audit. Given our size and complexity, auditors may not be able to complete detailed testing on all critical assessable units in the first year. Consequently, Notice of Findings and Recommendations (NFRs) will continue to increase in the initial years. As we mature and remediate findings, we will be able to demonstrate progress by tracking/increasing the number of findings closed by the auditors and improve business processes.



**Primary Governance Organizations:** The Department established a Financial Improvement and Audit Remediation (FIAR) Governance Board as well as functional councils to address high priority areas (financial reporting, property, and information technology) to assist with driving key decisions related to their respective areas

**Published Performance / Progress Reports:** Agency Priority Goal Action Plan, published quarterly at [https://www.performance.gov/about/APG\\_about.html](https://www.performance.gov/about/APG_about.html)

**Performance Goal Contributing Programs:** Identify the following that contribute to the performance goal:

- Annual financial statement audit
- Risk Management and Internal Controls

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	2021	2022	Prior Year Result
PM 3.3.1.1: Percentage of notice of findings and recommendations closed in support of a clean audit opinion for the Department	Target				20%	20%	20%	2019: 10% 2018: 6%
PM 3.3.1.2: Percentage of established opening balances for the Department's Inventory and Related Property (I&RP) and General Property, Plant and Equipment (GPP&E)	Target	25%	25%	30%	30%	40%	50%	NEW
PM 3.3.1.3: Percentage of universes of transactions (UOT) provided the auditors using the ADVANA tool for the Fourth Estate	Target				100%	100%	100%	2019: 83% 2018: 98%
PM 3.3.1.4: Percentage of reconciliations completed at the transaction level between general ledger and feeder systems for the Fourth Estate	Target				80%	100%	100%	2019: 28% 2018: 40%
PM 3.3.1.5: Percentage of service provider audit reports with an unmodified (clean) opinion	Target				75%	75%	75%	2019: 48% 2018: 70%
PM 3.3.1.6: Percentage reduction of unsupported Journal Vouchers (over FY 2017) recorded in the Defense Departmental Reporting System	Target				90%	95%	95%	2019: 94%

<b>PM 3.3.1.7:</b> Provide report to Congress on Audit results status to include Audit findings and remediation statistics (Recurring in Q1 and Q3) of each fiscal year	Target	X		X		X	X	2019: Q1 & Q3
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**Performance Goal 3.3.2:** Sustain DoD enterprise cost management decision frameworks to support the Department in finding more cost effective ways of managing the various lines of business

**PG Leader:** USD(C)/CFO

**Performance Goal Overview:** To implement and sustain the enterprise cost management decision (ECM) frameworks to support the Department in better predicting expenditures, executing budgets, and maximizing resources. Cost management is the management of information used for budgeting, estimating, forecasting, and monitoring costs. In today's resource-competitive environment, the ability to reduce and manage costs strategically is critical. Cost management directly supports the third line of effort in the National Defense Strategy, Reform.

**Partners (Component Internal and External):**

Organization Name	Description of efforts, responsibilities, and the nature of expected contribution
OUSD-C	<ul style="list-style-type: none"> <li>• Support improving the effectiveness and efficiency of Service business operations</li> <li>• Drive vision of enterprise-wide ECM framework throughout organization</li> <li>• Maintain data relevance for each line of business cost decision framework</li> <li>• Serve as escalation points of contact for enterprise-wide issues</li> <li>• Provide decision-making for enterprise-wide considerations</li> <li>• Oversight and management of Service budget execution</li> </ul>
OCMO	<ul style="list-style-type: none"> <li>• Lead governance process for common enterprise data</li> <li>• Manage Service specific cross-functional activities to support cost framework</li> <li>• Collaborate with Service functional and comptroller leadership on cost framework</li> </ul>
CAPE	<ul style="list-style-type: none"> <li>• Establish/Support new policies setting cost data model as authoritative single</li> <li>• Source for cost management – questions, inquiries, data requests, cost studies and analysis</li> <li>• Provide oversight, strategic guidance, and DoD cost insights, particular lyon alignment to Planning, Programming, Budget &amp; Execution</li> </ul>
OSD Functionals	<ul style="list-style-type: none"> <li>• Increase emphasis on cross-Service sharing of cost data and best practices to support continued adoption of model</li> <li>• Assist Services with identifying major cost trends and potential performance issues related to business line portfolio</li> </ul>
Service Functionals	<ul style="list-style-type: none"> <li>• Increase emphasis on cross-Service sharing of cost data and best practices to support continued adoption of model</li> <li>• Assist Services with identifying major cost trends and potential performance issues related to business line portfolio</li> </ul>

Service Comptrollers	<ul style="list-style-type: none"> <li>• Support OUSD(C)/OCMO with cost framework model implementation and sustainment</li> <li>• Engage with Service functional community on cost data model usage and deployment</li> <li>• Foster demand of Is-cost model by incorporating its use into ongoing processes (e.g. quarterly reviews, in lieu of ad hoc data calls)</li> <li>• Support ODCFO and OCMO in improving the effectiveness and efficiency of Service business operations</li> </ul>
Service CMOs	<ul style="list-style-type: none"> <li>• Oversee implementation and deployment of cost data model Service-wide</li> <li>• Manage Service specific cross functional activities to support cost data model deployment</li> <li>• Collaborate with Service functional and comptroller leadership on CODE data model deployment</li> <li>• Support ODCFO and OCMO in improving the effectiveness and efficiency of Service business operations</li> </ul>
Vendor	<ul style="list-style-type: none"> <li>• Devise innovative and improved methods of identifying all-in costs in a simple but holistic manner</li> <li>• Apply a modern commercial lens to DoD operational costs</li> <li>• Modify allocation methodology to address changing data landscape</li> </ul>

**Major Management Priorities and Challenges:**

Priorities:

- E2E funds traceability between budget and execution
- Cost effective business environment
- Strengthened mission capabilities
- Informed and productive workforce
- Timely, accurate, and reliable data for decision makers

Challenges:

- Budget constraints
- FM system environment complex, non-agile, and non-compliant
- Lack of legacy data migration strategies

**Primary Governance Organizations:**

DoD Data Management and Analytics Steering Committee (DMASC) is the primary governing body for ECM which is supported by line of business functional representation

**Published Performance / Progress Reports: N/A**

**Performance Goal Contributing Programs:**

Programs involved in this effort represent the following functional communities: Real Property, Medical, Information Technology, Financial Management, Logistics & Maintenance Supply Chain, Acquisition, Human Resources.

**Policies and Regulations:**

- Enterprise Cost Management – July 13, 2017, Deputy Secretary of Defense Memo SFFAS 4: Managerial
- Cost Accounting Standards
- DOD FMR 7000.14-R, Volume 1, Chapter 4, Standard Financial Information Structure (SFIS) DOD FMR 7000.14-R, Volume 4, Chapter 19, Managerial Cost Accounting
- DOD FMR 7000.14-R, Volume 4, Chapter 20, Job Order Cost Accounting Government Performance and Results Act (GPRA) of 1993
- GPRA Modernization Act 2010
- DFAS 37-1, Finance & Accounting Policy Implementation, Chapter 15, Cost Accounting Chief Financial Officers (CFO) Act of 1990

<b>Performance Measure</b>		<b>Q1 2020</b>	<b>Q2 2020</b>	<b>Q3 2020</b>	<b>Q4 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>Prior Year</b>
<b>PM 3.3.2.1:</b> Sustain lines of business (LOB) cost framework data relevance	Target	75%	100%			Qtrly updates for 100% of financial data	Qtrly updates for 75% of Non-financial data	Frameworks updated for FY15-FY18 Chain/Logistics

**PG 3.3.3: Sustain a Professional Certified Financial Management Workforce**

**PG Leader: USD(C)/CFO**

**Performance Goal Overview:**

The Department needs a well-trained financial workforce, with the requisite knowledge, skills and abilities to provide decision support and analysis; both are crucial in supporting the Department's efforts to achieve auditable financial statements. The goal of the financial management (FM) workforce portfolio is to improve DoD's FM capabilities through training and development programs and initiatives that are focused on DoD FM competencies, to include decision support and analysis competencies. The FM Office of the Secretary of Defense Functional Community Manager (OFCM) supports the Department's efforts to educate, train, and retain a qualified FM workforce.

OUSD(C)/(CFO), in consultation with the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)) and the DoD Components, developed a mandatory FM training and development program, the DoD FM Certification Program (DFMCP), to effectively educate, train, and certify FM personnel (civilian and military). The DFMCP includes key FM and leadership competencies as its foundational framework and consists of three levels of certification (Levels 1, 2, and 3). The DFMCP ensures that the FM workforce has received course-based training in the necessary FM competencies applicable to FM mission requirements. To better assist commanders and managers in using information to make decisions, the DFMCP also provides a mechanism to ensure that the FM workforce is meeting critical training requirements in areas such as auditable financial statements, fiscal law, and decision support.

Attainment of FM Certification is a requirement for all FM workforce members. The DFMCP continues to be the mechanism to ensure that the FM workforce receives required FM and leadership focused training and development.

The DoD FM workforce is comprised of approximately 54K civilian and military personnel of various FM disciplines. The Department has many FM workforce programs, projects, and initiatives to further develop and sustain a well-trained FM workforce that can effectively meet the Department's strategic objectives, which are captured in the FY 2019-2023 FM Strategic Workforce Plan (SWP). The FM workforce provides critical enabling support to the Department's FY 2018 National Defense Strategy (NDS) line of effort one (Rebuild military readiness as we build a more lethal Joint Force), and line of effort three (Reform the Department's business practices for greater performance and affordability). The FY 2019-2023 FM SWP is aligned to both lines of effort. The FM workforce supports line of effort one of the NDS through strategies and initiatives in the OUSD (P&R) Human Capital Operating Plan, such as the number of days it takes to hire FM personnel. Additionally, the FM workforce supports the Department's strategic objective 3.3 (Improve the quality of the budgetary and financial information that is most valuable in managing the DoD). Key initiatives in the FM workforce portfolio align with the guidance in the President's Management Agenda (PMA) and the DoD Agency Reform Plan.

**Partners (Component Internal and External):**

Internal: OUSD(C) has consistent and continuous engagement with DoD FM senior leaders, DoD technical experts, and the DoD Components to execute various programs, projects, and initiatives in the FM workforce portfolio. The DoD Components provide cascading goals and objectives in relation to and in alignment with the FM SWP and are expected to report progress annually.

External: OUSD(C) collaborates regularly with federal agencies, to include the Chief Financial Officer's Council, the federal Budget Line of Business Program Office, the Office of Personnel Management, and other federal agencies to maintain and further develop FM programs, projects, and initiatives in support of the FM workforce portfolio and to inform the overall FM human capital strategy.

**Major Management Priorities and Challenges:**

The March 2019 GAO High-Risk List stated that FM staffing remains insufficient in number, qualifications, and expertise. The FY 2019-2023 FM SWP sets forth strategies and goals to assist with improving workforce, qualifications and expertise in order to meet mission requirements.

**Primary Governance Organizations:**

- FM Certification Program Senior FM Leadership Group
- FM Component Functional Community Manager Advisory Board
- FM Component Functional Community Manager Working Group

**Published Performance / Progress Reports:**

- FY 2018-FY 2022 National Defense Business Operations Plan
- DoD Agency Financial Report (in Manager's Discussion and Analysis)
- FY 2019-2023 DoD FM Strategic Workforce Plan

**Performance Goal Contributing Programs:**

- Pub. L. 112-81 provided the Secretary of Defense with the authority to prescribe professional certification and credentialing standards
- The DoD FM Certification Program, DoDI 1300.26, “Operation of the DoD Financial Management Certification Program,” January 31, 2017 incorporating Change 1 on May 17, 2018
- FY 2019-2023 DoD FM Strategic Workforce Plan
- Pub. L. 111-84 123 Stat. 2496 sec 1112 (Department of Defense Civilian Leadership Program)
- Pub. L. 115-91 131 Stat 1629, sec. 1106 (Direct hire authority for FM experts in the Department of Defense Workforce)
- USD(C) Financial Management Awards Program, “Financial Management Regulations (FMR),” Vol 1, Ch. 6
- The FM Learning Management System, the system of record for the DFMCP
- FM Online: <https://fmonline.ousdc.osd.mil/>
- DoD FM Individual Development Plan. A web-based tool integrated with both the DoD FM civilian career roadmaps and the DFMCP
- 81 web-based courses with 24/7 hour access
- FM career roadmaps, which are competency-based and provide detailed, comprehensive professional development guidance for the FM civilian occupational series
- FM STARS, a DoD enterprise-wide developmental assignment program for the civilian FM workforce
- Information supporting the DFMCP, other FM education, training, and development programs

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
<b>PM 3.3.3.1:</b> % of FM Workforce Members in Good Standing	Target	Measured Annually			95%	95%	95%	2016 – 99% 2017 – 98% 2018 – 98% 2019 – 98%



**Strategic Objective (SO) 3.4: Enable Innovative Acquisition Approaches that Deliver Warfighting Capability at the Speed of Relevance**

**SO Leaders: USD (A&S)**

**PG 3.4.1: Create, Train, and Implement the Adaptive Acquisition Framework**

**PG Leader: USD (A&S)**

**Performance Goal Overview:**

OUSD (A&S) continues to implement the legislative initiatives from the FY16-19 NDAA's, which represent the largest body of acquisition reforms since Goldwater-Nichols, designed to improve the defense acquisition system and delegate decision-making to lower levels. Specifically, we will further develop the Middle Tier of Acquisition pathway using data-driven governance and encourage use of rapid prototyping and rapid fielding authorities. We will also issue new guidance for the use of Other Transactions (OTs), encouraging proper and expanded use of OT authorities.

**Partners (Component Internal and External):**

Internal: The Adaptive Acquisition Framework (AAF) is the Department's transformational tool that improves the ability to deliver capability at the speed of relevance. OUSD(A&S) is changing the acquisition culture by simplifying policy, empowering program managers (PMs), encouraging innovation and critical thinking, and delegating decision making. A&S will continue to release and coordinate policies comprising and maturing the AAF. This will include working with other OSD organizations on their policies which will complement and enhance the AAF. Additionally, a DAU hosted website will weave together the policies, guidance, tools and resources which will guide the acquisition workforce in their execution of the AAF.

Training on the AAF, once it is formally in place, for the acquisition workforce will consist of Rapid Deployment Teams from DAU, website tutorials, classroom exposure, social media content and participation in conferences/training events. Prior to formal release, training will be ongoing, preparing both the workforce and the individuals who will be executing the training for the upcoming AAF release. In addition to the AAF specific training, A&S will focus on the newest elements such as MTA, Software Acquisition pathway as well as OTs.

External: A&S recognizes the importance of our industrial partners in the success of any transformational effort. As a result, A&S will continue to work with the major industry groups (NDIA, AIA, etc). This will consist of small group engagements, seeking their input to the changes, presenting at large conferences and other opportunities as they arise.

**Major Management Priorities and Challenges:**

The major challenges associated with the AAF will be synchronizing the release of policies in order to provide a seamless transition from our current policies to the AAF. Also, ensuring we reach as much of the workforce as quickly as possible around the release of the AAF. Finally, the development of the website is vitally important to the ability of the workforce to implement the AAF. The website must be launched in conjunction with the AAF.

**Published Performance / Progress Reports:** <https://aaf.dau.edu/aaf>

<b>Performance Measure</b>		<b>Q1 2020</b>	<b>Q2 2020</b>	<b>Q3 2020</b>	<b>Q4 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>Prior Year Results</b>
<b>PM 3.4.1.1:</b> Re Write DoD 5000	Target	X	X	X	X			
<b>PM 3.4.1.2:</b> Create Security as a Requirement	Target		X					
<b>PM 3.4.1.3:</b> Develop Modern SW Including Agile	Target		X					

<b>PG 3.4.2: Develop Analytical Framework to Support Data Driven Decisions</b>	<b>PG Leader: USD (A&amp;S)</b>
<p><b>Performance Goal Overview:</b> Improving acquisition results (cost, schedule, performance) by gathering and distributing data, best practices and lessons learned across the Services</p>	
<p><b>Partners (Component Internal and External):</b></p> <p><u>Internal:</u> Recent National Defense Authorization Acts (NDAA) have stated that the DoD does not use data and analytics to improve acquisition outcomes. The Analytic Framework is being developed to address this perceived deficiency by (1) gathering strategic questions (business needs) organic to the A&amp;S, (2) determining the difficulty level for each question, (3) finding gaps in data to answer feasible strategic questions, and (4) answering feasible strategic questions with data analytic ultimately by using industry best practices in data analytics. Collaboration ongoing between the Data Analytics Division of Acquisition Enablers and the Data Strategy Management &amp; Reform Division to ensure that duplication of creating the Analytic Framework efforts does not occur.</p> <p><u>External:</u> Collaborative efforts are ongoing with (1) RAND Corporation to ensure which strategic questions are feasible/viable to answer, (2) Chief Data Officer (CDO) to ensure that the Analytic Framework effort is aligned with CDO’s analytic strategy for the Department, (3) Comptroller’s ADVANA environment and team to ensure that strategic questions are answered in a reproducible and standardized manner using industry best practices and tools, and (4) the Services using the quarterly Acquisition Analytics Forum to ensure that analytic best practices and efforts are shared and realized throughout the A&amp;S and the Department.</p>	
<p><b>Major Management Priorities and Challenges:</b></p> <p>Priorities include (1) transforming the A&amp;S from a Microsoft Access and Excel based analytics to industry standard modern analytics organization, (2) creating a data and analytics literate culture in the organization from the top down and bottom up, and (3) answering all strategic questions with modern analytic best practices to support data driven decisions that enhance acquisition outcomes.</p> <p>Challenges include (1) acquisition workforce is not data nor analytic literate to current industry standards and an investment in training needs to be funded, (2) acquisition workforce is senior and may not be receptive to industry standard training, (3) requires substantial leadership buy-in, (4) requires extensive coordination and collaboration internal and external to OUSD(A&amp;S).</p> <p>DoD-specific contributions to government-wide management initiatives, such as priorities or performance goals established through Executive Order or OMB Memoranda in specific management or policy areas, to include:</p> <p>Creating an Analytics Framework ensures that A&amp;S addresses (1) congressional concerns regarding DoD using Data and Analytics to improve acquisition outcomes (2) line of effort 1 “Build a More Lethal Force” in the 2018 National Defense Strategy is addressed by (a) “Modernizing Key Capabilities” in areas such as artificial intelligence and machine learning to gain competitive military advantages and (b) “Cultivating Workforce Talent” via civilian workforce expertise such as the enhanced use of data science (tools and practitioners).</p> <p>Creating an Analytic Framework is aligned with Cross Agency Priority Goal “Key Drivers of Transformation”: “Data Accountability and Transparency” in that using data in a new and collaborative.</p>	

manner in the ADVANA environment will drive ideas, spur innovation, enhance the analytics and data literacy of acquisition workforce, solve important problem, and address A&S' business needs

**Primary Governance Organizations:** Acquisition Analytics Forum and the Acquisition Visibility Working and Steering Groups

**Published Performance / Progress Reports:** TBD

**Performance Goal Contributing Programs:**

Organizations: OUSD(A&S)/ASD(A)/AE/AAP

Regulations: NDAA 2017 Conference Report 114-480: pp1125-1126, Section 913 2018 NDAA

Other activities that contribute to the Performance goal.

- Acquiring strategic questions/business needs from the organization
- Triaging strategic questions for answerability
- Creating an analytics and data literate acquisition work workforce
- Establish a common analytics environment for analysts to conduct analyses and store reproducible results using industry best practices and tools (ADVANA)
- Acquiring necessary data to answer viable strategic questions
- Translating strategic questions into reproducible data analytic products
- Provide analytic training to the acquisition workforce
- Provide authoritative direction by creating an analytic policy
- Establish an Acquisition Analytics Board

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.4.2.1: Develop Analytics Framework	Target		X					

<b>PG 3.4.3:</b> Translate Statute into Streamlined Acquisition Policy with Business Processes that Keep Pace with Technology	<b>PG Leader:</b> USD (A&S)
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**Performance Goal Overview:** Partner with Congress on legislative initiatives, increase currency of contracting regulations, reduce burden of contracting regulations and establish effective partner engagements

**Partners (Component Internal and External):**  
Internal: CMO, DoD Components  
External: Congress, OMB, FAR Council, CAOC, Industry Associations

**Major Management Priorities and Challenges:**

Priorities: In partnering with Congress on legislative initiatives, submit legislative proposals. Reduce regulatory burden by repealing 35 of the objective 54 regulations. Implement NDAA requirements. Simplify contracting methods by reducing DFARS provisions and clauses by 15% (from 353 to 298).

Challenges: Volume of changes in the NDAA impact work in progress, as do production inhibitors (such as government shutdowns)

**Primary Governance Organizations:**  
GSA, NASA, OFPP, and OMB

**Published Performance / Progress Reports:**  
N/A

Performance Measure		Q1 FY20	Q2 FY20	Q3 FY20	Q4 FY20	FY 2021	FY 2022	Prior Year Results
<b>PM 3.4.3.1:</b> Enhance currency and efficiency of contracting regulations	Target		X	X				
<b>PM 3.4.3.2:</b> Access emerging technologies through Other Transactions	Target	X	X	X				

<b>PG 3.4.4:</b> Enable Contracting at the Speed of Relevance	<b>PG Leader:</b> USD (A&S)
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**Performance Goal Overview:**  
 In order to enable contracting at the speed of relevance, OUSD(A&S) intends to reduce Procurement Administrative Lead Time (PALT) on major program acquisitions. Furthermore, OUSD(A&S) will maximize efficiency within each contracting “lane” for buys ranging from major program acquisitions to micro-purchases.

**Partners (Component Internal and External):**  
Internal: DAU, DPC

**Major Management Priorities and Challenges:**

Priorities: Disseminate lessons learned, analyze PALT data, deploy SSS toolbox training, define baseline dollar tiers, define like organizations, analyze peer review program data, vet component innovations, and disseminate successes.

Challenges: Requires volunteers for pilot, requires personnel with strong pricing acumen and sound judgement to craft and implement pilot. Potential schedule delays with pilot due to regulatory requirements. Choosing among competing priorities such as ensuring the health of the industrial base, supporting small businesses, and ensuring the taxpayer is protected, also creates a significant challenge.

**Primary Governance Organizations:** N/A

**Published Performance / Progress Reports:** N/A

Performance Measure		Q1 FY20	Q2 FY20	Q3 FY20	Q4 FY20	FY 2021	FY 2022	Prior Year Results
<b>PM 3.4.4.1:</b> Efficient contracting for major program acquisition	Target	X						
<b>PM 3.4.4.2:</b> Efficient contracting for all contracting lane	Target		X					

<b>Strategic Objective (SO) 3.5:</b> Build a Safe, Secure, and Resilient Defense Industrial Base (commercial & organic)	
<b>SO Leaders:</b> USD (A&S)	
<b>PG 3.5.1:</b> Leverage Unique OSD Authorities and Regulations	<b>PG Leader:</b> USD(A&S)
<b>Performance Goal Overview:</b> USD(A&S) possess a number of unique authorities that can directly influence policy making and the promotion of defense industrial base (DIB)-related issues	
<p><b>Partners (Component Internal and External):</b></p> <p><u>Internal:</u> Within DoD, unique authorities may be leveraged to coordinate efforts among the Services and OSD on DIB issues, such as small business participation or supply chain risk management. Other authorities are unique to USD(A&amp;S). Examples include the Defense Production Act (DPA) Title III and Industrial Base Assessments and Sustainment (IBAS) programs.</p> <p><u>External:</u> External partners with USG vary by issue. The Office of Small Business Programs collaborates with SBA. The DPA Title III and IBAS investment programs partner with the Services. Trade-related issues work through OUSD Policy and the U.S. Trade Representative (USTR). CFIUS-related issues work through Dept. of Treasury.</p>	
<p><b>Major Management Priorities and Challenges:</b></p> <p>Within the authorities to coordinate stakeholders to address DIB challenges, priorities include:</p> <ul style="list-style-type: none"> <li>• Convene the Strategic Materials Review Board</li> <li>• Convene the Industrial Base Council</li> </ul> <p>Within the authorities to invest in DIB challenges, priorities include:</p> <ul style="list-style-type: none"> <li>• Workforce Skills Challenge</li> <li>• Invest in domestic rare earth supply chain</li> <li>• Presidential Directive addressing hyper-sonics</li> <li>• Sustain StratRad-Hard Foundry</li> </ul> <p>For the Committee on Foreign Investment in the United States (CFIUS), the priority is to implement the Foreign Investment Reform and Risk Management Act of 2018 (FIRRMA)</p> <p>From the Office of Small Business Policy, priorities include:</p> <ul style="list-style-type: none"> <li>• Release Small Business Strategy</li> <li>• Set Small Business Goals</li> </ul>	
<b>Primary Governance Organizations:</b> CFIUS, USD(A&S), DMAG, PCTTF	
<p><b>Performance Goal Contributing Programs:</b></p> <p>N/A. Leveraging unique authorities requires internal utilization.</p>	

Performance Measure		Q1 FY20	Q2 FY20	Q3 FY20	Q4 FY20	FY 2021	FY 2022	Prior Year Results
<b>PM 3.5.1.1:</b> Workforce Skills Challenge	Target			X				
<b>PM 3.5.1.2:</b> Mitigate 13806 Funding (OU) Rolled Alum	Target	X						
<b>PM 3.5.1.3:</b> Small Business 1. Release Small Bus. Strategy 2. Set Small Bus Strategy Goals 3. Access	Target	X						
<b>PM 3.5.1.4:</b> DPAS Title I Process to revise 1. Develop Service//DAU 2. Convene Strategic Materials Review Board 3. Convene the Industrial Base Council	Target	X	X					
<b>PM 3.5.1.5:</b> CFIUS/FIRRMA FIRRMA Implementation & Contract Role	Target		X					
<b>PM 3.5.1.6:</b> NTIB Quarterly NTIB Mtgs 1. Co-fund study w/ Australia & Canada 2. Co-develop hypersonics approach with NTIB	Target		X	X				



**PG 3.5.2: Identify and Reduce Vulnerabilities in Defense Industrial Base (DIB) and Supply Chain**

**PG Leader: USD(A&S)**

**Performance Goal Overview:**

Executive Order (EO) 13806 on Assessing and Strengthening the Manufacturing and DIB and Supply Chain Resiliency of the United States provided DoD and its interagency partners a unique opportunity to assess the manufacturing and defense industrial base—one of the most critical assets to our national security. The work conducted by the over 300 members of the DoD-led Interagency Task Force lays the groundwork for important actions, mitigations, and ongoing monitoring that will result in America’s ability to continue supporting a secure, robust, resilient, and ready industrial base.

**Partners (Component Internal and External):**

Internal: Implementing the recommendations from the EO 13806 report is continuous effort between offices in USD (I), USD(P), USD(A&S), USD(R&E) and the Tri-Services through the primary governance organizations described below.

DASD/INDPOL actively leads or participates in chartered working groups and IPTs including the Critical Energetic Materials Working Group (CEMWG), Space Industrial Base Working Group (SIBWG), DoD Fuze IPT, etc.... DASD/INDPOL also collaborates extensively with the Defense Logistics Agency, Defense Contract Management Agency, and the various service program offices and program executive offices to assess and strengthen the Defense Industrial Base.

Industrial Base Council (IBC): The DASD/INDPOL re-established an executive level council to address Industrial Base (IB) risks and issues. The IBC will provide a forum for senior leaders to review and discuss key industrial base (IB) trends, risks, and issues to: to (1) inform investment decisions; (2) foster innovation in--and collaboration between--government and industry; and (3) encourage relationships with new commercial partners. The IBC is the catalyst for informing, collaborating, and mitigating industrial base issues.

Supply Chain Mapping and Risk Mitigation – A&S and CIO effort ongoing to complete a comprehensive study of technology through industry market research days and best practices of existing DoD and Government systems to enhance visibility of the supply chain.

External: EO 13806 Implementation Task Force: DASD/INDPOL leads a whole of government effort through the EO 13806 Implementation Task Force (ITF) to execute the recommendations to address and mitigate EO 13806 risks. EO 13806 ITF is organized by traditional and cross-cutting sectors. Sector leads include: Tri-Services, DCMA, CCDC, DOE, NNSA, NSWC-Crane, DOL.

**Major Management Priorities and Challenges:**

The EO 13806 Task Force developed mitigation plans for 36 prioritized risks (or risk groups) identified in the EO 13806 classified annex.

INDPOL requested additional funding for its investment programs in POM 21-25 to assist in DIB risk mitigation. The POM submission was based on proactive IB resiliency efforts and the EO 13806 Risk archetypes. It was framed in 3 pillars: Investment portfolio requirements (Industrial Base Analysis and Sustainment (IBAS) and Defense Production Act (DPA) Title III, Defense Logistics Agency (DLA) Strategic Materials), Committee on Foreign Investment in the U.S. (CFIUS)/ Foreign Investment Risk Review Modernization Act (FIRRMA) Manpower Requirements, and Defense Contract Management Agency (DCMA) forensic cost accounting capability and capacity. No additional funding has been approved to-date.

Currently, the Sector and Cross-cutting chartered working groups operate without a funding stream. INDPOL has limited funding and/or authorities to enforce implementation activities for the department. There is no plan to increase budgets to support this activity.

**Primary Governance Organizations:**

Industrial Base Council (IBC), Advisory Committee on Industrial Security and Industrial Base Policy, Joint Industrial Base Working Group (JIBWG), EO 13806 Implementation Task Force (ITF), DIB Critical Infrastructure Steering Group, Joint Additive Manufacturing Steering Group (JAMSG), Supply Chain Risk Management Working Group, Additional chartered sector and cross-cutting WGs and IPTs.

**Published Performance / Progress Reports:**

1. Annual Industrial Capabilities Report (ICR): Due to Congress every year in early March. Beginning in 2019, the ICR provided updates related to the implementation and execution of the industrial base risk mitigation strategies and follow-on efforts related to EO 13806. ICRs include a list of Service industry assessments for that year.
2. Previous ICRs available at: <https://www.businessdefense.gov/resources/>
3. INDPOL and R&E industrial base assessments
4. DCMA Annual Economic Sector Assessments
5. Service Industry Assessments

**Performance Goal Contributing Programs:**

- Industrial Base Analysis and Sustainment (IBAS) Authorities/Appropriations
- Defense Production Act (DPA) Title III Authorities/Appropriations
- MANTECH (R&E) Appropriations
- Manufacturing Institutes
- Trusted Capital Program (not DoD funding, but contributes to industrial base health)

Performance Measure		Q1 FY20	Q2 FY20	Q3 FY20	Q4 FY20	FY 2021	FY 2022	Prior Year Results
<b>PM 3.5.2.1:</b> Leverage global industrial base (allies & partners) to address vulnerabilities (NTIB, SoSAs, RDPs, etc)	Target	X	X					
<b>PM 3.5.2.2:</b> Increase supply chain visibility (use existing authorities, get new authorities if needed) to gather data	Target	X	X					
<b>PM 3.5.2.3:</b> Identify/Build tool/system to enable illumination and relationship mapping (across the services)	Target	X						
<b>PM 3.5.2.4:</b> Better leverage service authorities and resources to address industrial base risk	Target	X						
<b>PM 3.5.2.5:</b> Implement CMMC as one subset of SCRM	Target		X	X				
<b>PM 3.5.2.6:</b> Reconvene the IBC to coordinate DoD & Industry risk mitigation activities through working groups & integrated product team	Target	X	X					
<b>PM 3.5.2.7:</b> Build & maintain relationships with industry through ongoing & new engagement	Target	X	X	X	X			

**Performance Goal Overview:**

Enhance the ability of the Department of Defense to protect the Defense Industrial Base (DIB) through the leveraging of new authorities (NDAA, Executive Orders, Presidential Determinations, etc.) via implementation of creative approaches to establish and protect a well-funded DIB devoid of deleterious adversarial investment, while also protecting our vulnerable and exploitable supply chain from being manipulated in our open market environment.

**Partners (Component Internal and External):**

Internal: The Global Markets and Investments (GMI) directorate of INDPOL closely works with stakeholders throughout the Department of Defense, with 33 offices and agencies being standard reviewers of all Committee on Foreign Investment in the United States (CFIUS) cases. INDPOL has assisted stakeholders by training and assigning additional technical analysts directly to those offices identifying a need for supplemental personnel to properly review the influx of cases.

INDPOL has established a series of roundtable meetings at both the staff and senior leadership level to facilitate communications between INDPOL and stakeholders. By elevating communications with stakeholder leadership, INDPOL is insuring that senior leadership is fully aware of the sensitivity and gravity of pending CFIUS transactions. This is resulting in enhanced scrutiny and analysis of transactions by those offices best suited to provide the requisite analytical input to the Risk-Based Assessment (RBA) process required by CFIUS.

External: Recognizing that much of the DIB is reliant on a global supply chain, and that adversary nations will exploit the investment regimes of other nations to the detriment of the United States, GMI continues to be active in working with allied nations in identifying solutions to their own foreign-direct investment review processes. This began with the expansion of the National Technology Industrial Base (NTIB) under the 2017 NDAA to include Australia and the United Kingdom. The mutual approaches developed through the NTIB working groups has been expanded to discussions with multiple other countries, including Chile, Brazil, Italy, Germany, Japan and others.

INDPOL also recognized that, while it was important to keep our DIB secure from detrimental foreign investment, it is equally important to protect the flow of investment capital into the DIB. Without such investment, the Department of Defense could find itself without access to cutting edge technologies, as well as access to products currently relied upon by the warfighter. A newly developed approach to this problem is the establishment of the Trusted Capital office. The purpose of that office is to facilitate the pairing of targeted companies critical to the DIB with known and trusted United States investor groups. This will reduce the reliance of those DIB companies upon foreign investment, thus reducing the exploitability of those companies by adversary nations.

## **Major Management Priorities and Challenges:**

A major step in protecting the DIB occurred with the passage of the Foreign Investment Risk Review Modernization Act in the FY2018 NDAA. FIRRMA was the first legislative change to CFIUS since the Foreign Investment and National Security Act (FISIA) in 2007. FIRRMA significantly expands the jurisdiction of CFIUS to review foreign-direct investments, to include certain non-controlling investments into areas of critical technology, sensitive data and real estate, while clarifying the jurisdiction to review joint ventures and other investment structures.

While FIRRMA provides important opportunities, it also presents significant challenges to adapt to a rapidly growing workload. The Office of Personnel Management (OPM) instructed the CFIUS agencies prepare for a caseload in excess of 1,000 cases a year upon full implementation of FIRRMA; roughly a four-fold increase from previous years. This has led INDPOL to:

Draft a new instruction to replace the existing DoDI 2000.25. The revision is currently being edited and coordinated. The revision will help clarify the role of DoD offices in insuring that CFIUS cases are properly reviewed within the timelines established by FIRRMA. The goal is to insure that RBAs are both top-quality and timely to assist senior leadership in making the required policy decisions.

Establish a new intra-agency case management system, COMET, which has been deployed Department-wide. The COMET system has been offered to other CFIUS agencies as well, should they seek to adopt the approach. COMET replaces the old system which relied on relayed emails and spreadsheets. COMET remains under constant development and refinement to eventually include all GMI processes.

Beginning development of an automated process to reduce the man-hours inherent in developing a Risk-Based Assessment product. By pre-drafting the threat analysis and the technology discussion sections, the stakeholders can focus on addressing the vulnerabilities and consequences presented by the transaction.

Creating a standard mitigation term glossary to expedite the drafting of CFIUS national security agreements. Recognize the need for Subject Matter Expertise (SME) involvement from the first moment a CFIUS case is presented to DoD. This will permit the flagging of cases to those specific DoD components most likely to be impacted by the transaction, quickly beginning the RBA process.

Establish a team and processes to handle a new variant of CFIUS filings, Declarations, which is expected to grow exponentially with final implementation of FIRRMA in February 2020. These filings only contain limited information and will have even shorter processing times than regular CFIUS cases, so new processes must be identified and established to insure cases with national security implications are not missed.

Develop organizational structures to accommodate the new paradigm of FIRRMA without relying on just linear expansion of the FISIA review processes. The size of both government and contract personnel is projected to grow significantly and the recruiting, on-boarding, training and housing of those personnel presents major challenges.

Adopt a strategic review of data management solutions, including Artificial Intelligence (AI) tools, to better monitor the DIB overall and the review of foreign-direct investment in particular.

Expand the Third-Party Monitoring (TPM) program. With over 100 cases currently being monitored and an increasing number of cases being added each year, it was recognized that a program needed to be established wherein private sector expertise, acting with a fiduciary responsibility to DoD, can be employed to better monitor cases with CFIUS sanctioned mitigation agreements and orders. The TPM program was expressly adopted into FIRRMA.

Expand the responsibility of the Non-Notified (NN) Team. The role of the NN Team is to leverage various commercial databases to identify foreign investments that were not voluntarily reported to CFIUS. The NN team analyzes those transactions to see if they pose any national security risk and, if so, forward those cases to

Treasury to ask questions of the parties on behalf of the Committee. In the event the parties either refuse to answer questions or voluntarily file a case when a CFIUS when requested, the NN Team initiate the steps for an involuntary agency filing. The NN Team is essential in identifying high-risk transactions wherein the parties seek to avoid scrutiny. In fact, most of the major CFIUS cases over the past several years began as NN cases.

**Primary Governance Organizations:**

Committee on Foreign Investment in the United States (CFIUS)

**Published Performance / Progress Reports:** Annual FIRRMA Congressional Report

**Performance Goal Contributing Programs:** N/A

Performance Measure		Q1 FY20	Q2 FY20	Q3 FY20	Q4 FY20	FY 2021	FY 2022	Prior Year Results
<b>PM 3.5.3.1:</b> Reorganize to accommodate FIRRMA Changes	Target	X						
<b>PM 3.5.3.2:</b> Engage with international partners to impact FDI review processes	Target	X						

## **Appendix B: FY 2019 DoD Annual Performance Report (APR)**

The DoD Annual Performance Report (APR) for FY 2019 communicates the Department's progress towards achieving its strategic objectives and performance goals based on the [FY 2020 Annual Performance Plan](#) (which covers the FY 2019 budget execution year). The APR provides readers an assessment of how DoD's FY 2019 performance measures and results align to its mission and functions, and provides detailed performance-related information to the President, the Congress, and the American people. The APR also provides information on the Department's priority goals and other Department-wide management initiatives.

The *2019 Annual Performance Report* is one in a series of three reports which comprise the Department's performance and accountability reports:

- [Third Quarter, FY 2019 Performance Results Summary](#), which succeeds and fulfills the purpose formerly accomplished by the [Organizational Assessment Report](#): Published – October 1, 2019
- [DoD Agency Financial Report](#): Published – November 15, 2019
- *DoD Annual Performance Report*: Delivery date – January 2019

In FY 2019 the Department was successful in meeting or exceeding many of the FY 2020 APP performance targets for which performance results were available, including those related to achieving efficiencies, effectiveness, and cost savings; audit remediation; and reforming the Department's business operations.

To ensure the quality of the assessed performance data, the Office of the Chief Management Officer requires written attestation from DoD goal owners attesting that (1) all performance information is complete, accurate, and reliable, and (2) verification and validation procedures were performed on the data, the procedures were documented, and supporting documentation is available upon request.

## Summary of Strategic Goals, Objectives, and Performance Results

Figure 1. DoD Strategic Goals and Objectives

Strategic Goal	Strategic Objective
<p>Goal 1- Rebuild Military Readiness and Build a More Lethal Joint Force</p>	1.1 – Restore military readiness to build a more lethal force
	1.2 – Modernize key capabilities
	1.3 – Enhance information technology and cybersecurity defense capabilities
	1.4 – Deliver timely and relevant intelligence to warfighters and decision makers to provide decisive and dominant advantage over adversaries
	1.5 – Implement initiatives to recruit and retain the best total force to bolster capabilities and readiness
	1.6 – Ensure the U.S. technological advantage
	1.7 – Evolve innovative operational concepts
<p>Goal 2 - Strengthen Alliances and Attract New Partners</p>	2.1 – Reform the Security Cooperation Enterprise
	2.2 – Expand regional consultative mechanisms and collaborative planning
<p>Goal 3 - Reform the Department’s Business Practices for Greater Performance and Affordability</p>	3.1 – Improve and strengthen business operations through a move to DoD-enterprise or shared services; reduce administrative and regulatory burden
	3.2 – Expand our data analytics capability and cultivate data-driven solutions
	3.3 – Improve the quality of budgetary and financial information that is most valuable in managing the DoD
	3.4 – Streamline rapid, iterative approaches from development to fielding
	3.5 – Harness and protect the National Security Base



## STRATEGIC GOAL 1

Rebuild Military Readiness as We Build a More Lethal Joint Force



## Strategic Objective (SO) 1.1: Restore Military Readiness to Build a More Lethal Force

SO Leaders: USD(P&R)

### STRATEGIC OBJECTIVE OVERVIEW:

In a January 31, 2017, memo to the Department, the Secretary of Defense outlined a multi-year effort to strengthen the U.S. Armed Forces. The Memo stressed the Administration's commitment to improving warfighting readiness, "with the ultimate objective to build a larger, more capable, and more lethal joint force. The Department will continue to rebuild warfighting readiness by "buying more critical munitions, funding facilities sustainment at a higher rate, building programs for promising advanced capability demonstrations, investing in critical enablers, and growing force structure at the maximum responsible rate."

During FY 2019, the Department continued to utilize the Readiness Recovery Framework (R2F) to measure, assess, and understand the various metrics that indicate Joint Force readiness. The R2F metrics and goals measure each Military Service's progress related to key readiness drivers such as personnel accessions and retention, training, equipment availability, and maintenance shortfalls. The Department uses this R2F data to help inform policy and programming decisions to improve readiness conditions in line with the NDS, address risks to national security, and identify opportunities for modernization and innovation.

In FY 2019 the Department conducted semi-annual assessments of Military Service force elements, thereby maturing and improving management's understanding of DoD readiness drivers, contextualizing the number of force elements facing readiness shortfalls, and providing an assessment of progress toward readiness recovery. The R2F was also validated and updated where necessary through the Executive Readiness Management Group (comprised of General/Flag Officers and Senior Executive Service members with expertise in readiness) and reported to the Deputy Secretary of Defense, Secretary of Defense, and Congress. The Department has identified that external factors—such as the lack of stable, predictable, and adequate funding; changes in operational tempo; and real-world actions of near-peer adversaries—may pose challenges to the R2F.

The Department recognizes that investing in the personal and professional development of our Service members is critical in attracting, retaining, and identifying talent. Therefore, the Department is integrating a credentialing policy into the Career Investment Portfolio concept. The Department is implementing the DoD Career Ready Portal to better promote awareness of, participation in, and pursuit of goal-directed outcomes for the Department's tuition assistance, certification/licensure, apprenticeship, and career training. This initiative is being executed in collaboration with the Department of Labor (DoL), the Office of Personnel Management (OPM), and the Department of Veterans Affairs (VA). The outcomes support active duty career enhancements as well as providing preparation for post-service employment.

The Department recognizes that investing in the personal development of our Service members is of inordinate value in attracting and retaining talented and strategic warfighters. The performance goals will address long standing objectives to advance strategic thinking and to encourage the development of a cadre of exceptional strategist (see HASC report on military education of the one hundredth

Congress [1989]). This initiative compliments the Service War College programs that produce strategically-minded officers through Phase 1 and Phase 2 of Joint Professional Military Education instruction. Officers must be equipped with the advanced cognitive and analytical skills necessary to engage civilian and military leaders on the development and conduct of military strategy and operations in the broader context of national policy objectives.

The preservation of personnel and strategic assets across our joint force is essential to restoring military readiness to build a more lethal force. Serious accidents resulting in fatalities, injuries and/or equipment loss degrade the readiness and lethality of the force.

From FY 2009 to FY 2018, the DoD decreased the number of non-combat military fatalities from a high of 369 in FY 2009 to a low of 239 in FY 202016. In FY 202017 the trend reversed, with a total of 294 Military fatalities resulting from mishaps, an increase of 23% from FY 202016. While FY 2018 fatality counts were lower in FY 2017 at 270, one fatality is still too many.

In July 2018 the DEPSECDEF realigned the authority and policy of operational safety from the USD(A&S) to the USD(P&R) in an effort to improve safety across the Department, and prevent further loss of life and assets. The DEPSECDEF also designated the USD(P&R) as the Principal Enterprise Safety Official (PESO), the senior safety policy advisor to the Secretary of Defense.

In April 2019, the DEPSECDEF directed the realignment of the occupational safety and health mission from USD(A&S) to USD(P&R), repurposed an existing Deputy Assistant Secretary of Defense (DASD) to be a new DASD for Safety and Occupational Health, and designated the ASD(R) as the DoD Designated Agency Safety and Health Official (DASHO).

The Force Safety and Occupational Health (FSOH) Office, formerly called the Personnel Readiness and Safety (PR&S) Office, is now fully integrated to manage operational safety and occupational safety and health and is the lead for integrated safety assessment and reporting, trend analysis, and mishap and accident reduction and mitigation activities.

In FY 2019, FSOH will lead four Defense Safety Oversight Council (DSOC) Task Forces to accomplish specific objectives in support of PG 1.1.5 and ultimately recommend actions to prevent loss of personnel, equipment and combat systems that reduce warfighter readiness.

The four Task Forces include:

Leading Indicators – Identify and implement safety leading indicators to better understand safety and accident trends within the Department and enable mitigations that can prevent mishaps before they claim lives, destroy equipment, and reduce readiness.

Mishap Classification – Review the current mishap classification system, which categorizes mishaps by cost and severity and seek to strengthen ties to readiness and potentially cause by considering multiple categorization methods.

Safety and Occupational Health (SOH) Data Reform – Review the existing safety data collected, recommend solutions to bridge data gaps, standardize data collection and reporting and improve the efficiency and effectiveness of mishap information management across the Department to ensure the most effective means to identify safety metrics, risks, and trends.

Lessons Learned Management – Review existing methods used by the Military Services and other Components to collect lessons learned and best practices identified from mishaps, hazards, and near misses. Determine how best to consolidate information and proactively share it across the Department so that the same mistakes do not happen twice.

**STRATEGIC OBJECTIVE PROGRESS UPDATE:**

The Executive Readiness Management Group (ERMG) forum continues to monitor, assess, and manage readiness recovery progress moving forward. The Fiscal Year 2021-2025 Defense Planning Guidance provided specific guidance to the Department and the Services to continue the readiness recovery efforts started in 2018.

Phase one of the DoD Career Ready Portal launched in 2018. DoD, DoL, and the VA worked collaboratively to provide resources designed to help Service members, Veterans, and their spouses plan and achieve their career, education, and financial goals. The Career Ready Portal provides an organized set of information and links to valuable resources with more features planned over time. The SkillBridge website was successfully relaunched as a featured resource on the portal, with average monthly traffic of 15,000 website visitors and growing.

P&R continued to lead the follow-up taskings requested by the DEPSECDEF to the specific performance goals in support of the overall strategic objective to restore military readiness,

P&R completed the following in Q4 FY 2019:

In accordance with the plan P&R updated twelve issuances, coordinated four SOH issuances through stakeholder review and into formal coordination

Tasked Service M&RAs to identify interim military detailees, pending the request for three new permanent military billets through the FY 2021 Program Budget Review cycle; on boarded an Army Guard Joint Safety Officer to the FSOH office in July

Submitted an FY 2021 SOH Issue Paper for funding to support safety technology and mitigation proposals and a centralized DoD safety information management system

Provided detailed guidance to the Military Departments for the newly established Program Element (PE) for SOH Program Management

Completed the required CY2018 Occupational Safety and Health Report and delivered it to the Department of Labor

Conducted 27 annual comprehensive reviews of DoD Service, Agency, and Combatant Command SOH programs

Coordinated with the Military Departments to develop an FY 2020-2021 DoD SOH Strategic Plan with 15 core objectives and associated measures.

All 12 detailees for first cohort attended OSD Orientation week in the Pentagon, August 19th-23<sup>rd</sup>, 2019 and started the fall semester at Johns Hopkins University, School of Advanced International Studies (SAIS) campus, Washington DC on September 4th, 2019.

By the end of FY 2019, P&R FSOH also recognized 29 new DoD sites as “Star” and 9 programs to be recertified as “Star”, with comprehensive safety programs resulting in reductions for injury and occupational illness.

P&R FSOH also continues to implement an ongoing Safety awareness campaign via a variety of products including weekly, quarterly, and seasonal communications highlighting key DoD-wide mishaps and messages, in support of preserving the Departments’ personnel and strategic assets, and instituting an enduring safety culture. [PM 1.1.5].

**STRATEGIC OBJECTIVE NEXT STEPS:**

The R2F continues to form the basis for the semi-annual mitigation QRRC. Service force elements are assessed semi-annually and metrics are added where force elements are experiencing readiness shortfalls. The R2F is updated semi-annually in the ERMG venue and will undergo continued validation as conditions and readiness levels evolve, to include expansion of Major Force Elements (MFE) and readiness metrics where required.

Bi-weekly sync meeting with OPM/USALearning and Services.

Convene the four DSOC Task Forces described above and continue to support the DSOC, DSOC Integration Group, DSOC Steering Group, and DSOC Working Groups, focusing on DoD-wide efforts to reduce preventable mishaps.

The first cohort will remain in-resident at Johns Hopkins University, School of Advanced International Studies (SAIS) campus for 10 months in order to complete all degree requirements for graduation in May 2020. Graduates will earn a Master’s in International Public Policy degree and then be assigned to a follow-on assignment(s) that utilize the special knowledge and skills gained through completion of the program.

**FY 2019 Summary of Results**

<b>DoD Priority Goal 1.1.1: Improve the Department's ability to measure, assess, and understand readiness</b>			<b>Priority Goal Leader: USD(P&amp;R)</b>					
<b>Performance Measures</b>		<b>Q1 2019</b>	<b>Q2 2019</b>	<b>Q3 2019</b>	<b>Q4 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Prior Year Results</b>
<b>PM 1.1.1.1: Refine and Improve Readiness Recovery Framework Program Metrics/Goals Build-Up ((Overall # of Force Elements (FEs) derived from the R2F for FY 2019 and the Directed Readiness Tables (DRT) for FY 2020 and FY 2021)).</b>	Target	35 FEs/	N/A	36	N/A	40	116	18 FEs
	Actual	35		35				
<b>PM 1.1.1.2: Refine Air Force Readiness Recovery Framework Program Metrics/Goals.</b>	Target	14	N/A	14	N/A	8	16	6 FEs
	Actual	14		14				
<b>PM 1.1.1.3: Refine Army Readiness Recovery Framework Program Metrics/Goals.</b>	Target	9	N/A	9	N/A	15	43	4 FEs
	Actual	9		9				
<b>PM 1.1.1.4: Refine Marine Corps Readiness Recovery Framework Program Metrics/Goals.</b>	Target	6	N/A	6	N/A	4	16	2 FEs
	Actual	6		6				
<b>PM 1.1.1.5: Refine Navy Readiness Recovery Framework Program Metrics/Goals.</b>	Target	6	N/A	6	N/A	7	16	5 FEs
	Actual	6		6				
<b>PM 1.1.1.6: Refine USSOCOM Readiness Recovery Framework Program Metrics/Goals.</b>	Target	0	N/A	1	N/A	0	8	1 FE
	Actual	0		0				
<b>PM 1.1.1.7: Refine USTRANSCOM Establish Readiness Recovery Framework Program Metrics/Goals.</b>	Target	N/A	N/A	N/A	N/A	6	14	N/A
	Actual	N/A		N/A	N/A			

<b>PM 1.1.1.8:</b> Refine USCYBERCOM Establish Recovery Framework Program Metrics/Goals.	Target	N/A	N/A	N/A	N/A	0	1	N/A
	Actual	N/A		N/A	N/A			
<b>PM 1.1.1.9:</b> Refine USSPACECOM Establish Readiness Recovery Framework Program Metrics/Goals.	Target	N/A	N/A	N/A	N/A	0	2	N/A
	Actual							

*Department of Defense's Data Completeness and Reliability Statement—Fiscal Year 2019*

*Each Goal Owner has attested the performance results and narrative information included in this report is complete, accurate, and reliable; and that data validation and verification procedures are documented and available upon request.*

**FY 2019 PERFORMANCE GOAL OVERVIEW:**

The metrics identified in the R2F measure the Military Services' progress toward rebuilding warfighting readiness by tracking key readiness shortfall drivers such as personnel accessions and retention, training, equipment availability, maintenance shortfalls, etc. Through Fiscal Year 2019, the Department will continue to measure, assess, and understand readiness in order to make informed policy and programming choices to improve and retain readiness of our Military Services to support the objectives outlined in the National Defense Strategy.

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

The Department continued the periodic assessment of Service force elements with validation and refinement of Service R2F metrics during the second of two semi-annual reviews (fiscal year). In coordination with OSD Components, the Joint Staff, and the Services, the R2F were validated and updated where necessary through the ERMG venue and reported to the Deputy Secretary of Defense/Secretary of Defense and Congress.

**FY 2019 PERFORMANCE MEASURE OVERVIEW:**

The performance measures aim to capture the overall number of Force Elements (FE) assessed, which will in turn identify the number of Force Elements (FE) that have readiness shortfalls and will be included in the R2F with metrics of key drivers to the readiness degradation.

**FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

As stipulated, Force Readiness, in coordination with the other OSD Components, the Joint Staff and the Services, reviewed 71 force elements and identified 35 which require additional attention and are currently tracked in the R2F.

**IDENTIFY KNOWN RISKS:**

External factors may pose challenges to recovering readiness shortfalls identified by the R2F. These include: a lack of stable, predictable, and adequate funding, changes in operational tempo that increases demand of the Military Services, and real-world-actions of near-peer adversaries.

**MITIGATION EFFORTS:**

No mitigation efforts were required.

**NEXT STEPS:**

The next semi-annual review of the R2F will occur in December, 2019. The Department has adjusted its goals to align with the Direct Readiness Table (DRT) for FY 2020 and FY 2021.

**PERFORMANCE INFORMATION GAPS:**

None

**CHANGED PERFORMANCE GOALS / MEASURES:**

FY 2019 FE goals are aligned to the R2F. It is significant to note that ODASD (Force Readiness) adjusted the force element goals for FY 2020 and FY 2021 to align with the DRTs and to enable Dynamic Force Employment (DFE), which will enhance the implementation of the National Defense Strategy (NDS). DRTs represent the level of Service readiness required to enable the DFE concept. This goal amendment creates the impression that the Department reduced the number of FEs that it assesses, specifically for the Air Force and the Marine Corps. In FY 2019, the Department assessed 14 Air Force FEs and 6 Marine Corps FEs in accordance with the R2F. The Department will assess eight (8) Air Force FEs and four (4) Marine Corps FEs in accordance with the DRTs in FY 2020 and FY 2021. The apparent discrepancy for the six (6) Air Force FEs between FY 2019 and FY 2020 can be attributed to the fact that these FEs are now tracked under USTRANSCOM in the DRT; therefore there is no decrease in the number of FEs that the Department will assess in this regard. Department leadership re-assessed the Marine Corps FEs and identified that only four (4) are required for the DRT, resulting in the reduction of two (2) FEs for FY 2020. The Department also expanded the number of force elements by including USTRANSCOM, USCYBERCOM, and USSPACECOM for FY 2020 and FY 2021.



**FY 2019 Summary of Results**

<b>PG 1.1.2: By the end of FY 2019, reform Automated Defense Readiness Reporting to increase the functionality, integrity and utility (Defense Readiness Reporting System-</b>			<b>PG Leader: USD(P&amp;R)</b>					
<b>Performance Measures</b>		<b>Q1 2019</b>	<b>Q2 2019</b>	<b>Q3 2019</b>	<b>Q4 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Prior Year</b>
<b>PM 1.1.2.1: Identify DRRS-S input tool requirements and design to meet FY 2019 NDAA legislation</b>	Target	X		Readiness Reporting Reform Working Group in progress	Readiness Reporting Reform Working Group in progress	Readiness Reporting Reform Report to Congress complete	DoD Readiness Reporting Policy revision complete	NEW
	Actual	No	X					
<b>PM 1.1.2.2: Publish a DRRS-S consolidation plan</b>	Target		X	N/A	N/A	N/A	N/A	NEW
	Actual		X					
<b>PM 1.1.2.3: Begin Service data migration into DRRS-S</b>	Target		X	DRRS-Navy consolidation in progress	DRRS-Navy consolidate into DRRS-S X	DRRS-USMC and Army consolidate into DRRS-S	Complete	NEW
	Actual		X					
<b>PM 1.1.2.4: Initiate testing of DRRSS Service-specific functionality</b>	Target				X	DRRS-USMC and Army functionality tests complete	Continue to improve functionality	NEW
	Actual				X			
<b>PM 1.1.2.5: Publish a Directive-Type Memorandum on strategic readiness</b>	Target		X	N/A	N/A	N/A	N/A	NEW
	Actual		No					

*Department of Defense's Data Completeness and Reliability Statement—Fiscal Year 2019*

*Each Goal Owner has attested the performance results and narrative information included in this report is complete, accurate, and reliable; and that data validation and verification procedures are documented and available upon request*

**FY 2019 PERFORMANCE GOAL OVERVIEW:**

The DRRS-S performance goal supports business reform and impacts information used for decision-making on efforts to restore readiness and build lethality. The performance goal seeks to make tangible progress toward the consolidation of the Services' reporting systems with DRRS-S, leveraging modern technologies where appropriate to improve the value of DRRS-S information to decision makers.

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

Progress continues with the Military Services and contract consulting support, towards input tool requirements and design, and the integration of Service data. DRRS-Navy completed their transition to DRRS-S. Army and Marine Corps functionality transition requirements have been defined and DRRS-Army and DRRS-MC are in the process of transitioning to DRRS-S. The Readiness Reporting Reform (R3) Working Group completed their assessment of the readiness reporting enterprise and the results and plan of action and milestones are included in a report that is due to Congress on 1 February, 2020.

**FY 2019 PERFORMANCE MEASURE OVERVIEW:**

The re-scoping of DRRS consolidation and streamlining of data began in Q4FY 2018. As such, this effort, and its relationship with the OCMO reform team will ensure compliance with the FY 2019 NDAA. Similarly, this effort will incorporate private sector expertise in modern database management systems, application programming interface development, data science, and application development and design.

**FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

The effort to complete a Directive-Type Memorandum (DTM) was not achieved but is still in coordination with the OSD Components, the Joint Staff, and the Services. The DTM is unlikely to complete coordination before the end of Q1 in FY 2020.

**IDENTIFY KNOWN RISKS:**

There is a moderate risk to the timeliness of Army and Marine Corps DRRS-S consolidation based on resourcing. OSD (P&R) identified a requirement for increased information technology personnel and for subject matter assistance from each Military Service in order to keep the DRRS-S consolidation effort on timeline.

**MITIGATION EFFORTS:**

To address these needs, the Department will reprioritize within existing resources to address immediate funding requirements and adjust the Department's future budget requests as needed, when the costs of reformed reporting policies are realized.

**NEXT STEPS:**

The transition of the Services to DRRS-S will not be a developmental end-state; as the Department's plan will consolidate and streamline the various disparate reporting rules and Service nuances that were initially replicated in DRRS-S to facilitate an expedited transition. The Department will continue the DRRS-S consolidation effort throughout FY 2020, and will also begin reforming reporting policies and

processes. At this juncture, the DRRS-S system architecture will migrate to reflect the proposed solution for future readiness reporting. The Department will address these requirements as they arise through its existing Planning, Programming, Budgeting, and Execution process, specifically targeting the FY 2022 budget cycle.

**PERFORMANCE INFORMATION GAPS:**

None

**CHANGED PERFORMANCE GOALS / MEASURES:**

The Department Updated the goals with DRRS-S consolidation status and includes the plan of action and milestones from the readiness reporting reform report to Congress that outline the future steps in the readiness reporting reform effort.

**FY 2019 Summary of Results**

<b>PG 1.1.3: Improve Linkage Between Resources and Readiness</b>	<b>PG Leader: USD(P&amp;R)</b>
* Performance Goal 1.1.3 was discontinued per Interagency Export Control Reform Committee (ECRC)	

**FY 2019 Summary of Results**

PG 1.1.4: Improve Credentialing Opportunities			PG Leader: USD(P&R)					Prior Year Results
Performance Measures		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	
PM 1.1.4.1: Integrate DoD Credentialing Policy into Career Investment Portfolio and revise DoDI by the end of FY 2020	Target					X		NEW
	Actual							
PM 1.1.4.2: Launch Service Members Outcomes Portal in collaboration with the Office of Personnel Management	Target	X						NEW
	Actual			X				
PM 1.1.4.3: Populate Service members Outcomes portal with DoD-sponsored programs	Target			X				NEW
	Actual			X				
PM 1.1.4.4: Integrate the Department of Labor and Veterans Administration-sponsored programs into the Service Members Outcomes Portal	Target				X			NEW
	Actual				X			
PM 1.1.4.5: Begin the preparation to integrate non-Federal partnership programs into the Service Member Outcomes Portal to include industry, labor unions, NGOs and VSOs/MSOs	Target				X			NEW
	Actual					X		

*Department of Defense's Data Completeness and Reliability Statement—Fiscal Year 2019*

*Each Goal Owner has attested the performance results and narrative information included in this report is complete, accurate, and reliable; and that data validation and verification procedures are documented and available upon request*

**FY 2019 PERFORMANCE GOAL OVERVIEW:**

The Department will establish Credentialing and SkillBridge Programs to enable Service member Credentialing, Licensing, Apprenticeships, and capstone job training opportunities. This will include Military Occupation Code (MOC) to Civilian Occupation mapping, Public-Private Engagement, and Strategic Inter-Agency Partnership related to Workforce Development. External and internal engagements include, but not limited to: The White House, OPM, VA, DoL and Labor unions, the Department of Commerce, MSO/VSOs, DoD Components, Military Departments, OGC, LA and PA, TVPO.

## **FY 2019 PERFORMANCE PROGRESS UPDATE:**

The DASD (FE&T) offices fully recognize that long term investments in credentialing, licensing, apprenticeships, and capstone job training opportunities for our Service members, with agencies like Department of Energy (DoE), Department of Labor (DoL), and The White House, are critical to the personal and professional development of our Service members. To that end, we have recently coordinated with DoL for the future expansion USMAP opportunities for competency based work process schedule to both Army Reserve and Guard members and brought online USCG Credentialing via COOL, with a refresh expected across all Service COOL websites by October 2019. The DASD (FE&T) offices also recently completed the initial draft of the Voluntary Credentialing Programs policy and a revision of SkillBridge policy, both currently being informally coordinated with the Services and targeted for senior level policy signature in early 2020. The SkillBridge policy codifies the content rooted in the SkillBridge website that was relaunched in July 2019. Our offices are also currently working with Veteran Services Organizations/ Military Services Organizations and Unions to reduce barriers to credentialing outcomes and transparency.

## **FY 2019 PERFORMANCE MEASURE OVERVIEW:**

All performance measures for this goal are currently being driven towards establishing and improving Credentialing and SkillBridge Programs to enable Service member more opportunities for credentialing, licensing, apprenticeships, and capstone job training opportunities

## **FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

Despite the launch of the Service Members Outcomes Portal milestone being delayed due to scheduling of OPM/USALearning and IT certification requirements, the DASD (FE&T) offices completed and continue to support performance goals 1.1.4.2 and 1.1.4.3, through its strengthen partnerships with DHS, DoE, DoL, and the White House regarding additional EO 13845 American Worker efforts and open data and inter-operability initiatives. The offices of DASD (FE&T) integrated the DoL and Veterans Administration-sponsored programs into the Service Members Outcomes Portal. Delay of PM 1.1.4.5 occurred due to non-Federal partnership programs, to include industry, labor unions, NGOs and VSOs/MSOs needing more time and GC review.

## **IDENTIFY KNOWN RISKS:**

- IT reform and access have previously prevented our ability to update and deploy programs in a timely manner.
- Establishing contracting schedules and identifying funding for remaining balance of FY 2020 Q1 programs and new initiatives in FY 2020.

## **MITIGATION EFFORTS:**

Q2 milestone was delayed due to scheduling of OPM/USALearning and IT certification requirements.

## **NEXT STEPS:**

Weekly sync meeting with OPM and other stakeholders.

**FY 2019 Summary of Results**

<b>PG 1.1.5: Improve understanding of root causes of Class A mishaps and implications to readiness recovery.</b>			<b>PG Leader: USD(P&amp;R)</b>					
<b>Performance Measures</b>		<b>Q1 2019</b>	<b>Q2 2019</b>	<b>Q3 2019</b>	<b>Q4 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Prior Year Results</b>
<b>PM 1.1.5.1:</b> Establish four Defense Safety Oversight Council (DSOC) Task Forces: Leading Indicators, Mishap Classification, SOH Data Reform, and Lessons Learned Management	Target	X						
	Actual	X						
<b>PM 1.1.5.2:</b> Provide initial recommendations for Mishap Leading Indicators and Mishap Classifications	Target		X					
	Actual		X					
<b>PM 1.1.5.3:</b> Provide final recommendations for Mishap Leading Indicators and Mishap Classification Causality and Corrective Action Bins and definitions	Target					X		
	Actual							
<b>PM 1.1.5.4:</b> Provide initial recommendations from the Lessons Learned Management Task Force on sharing and communicating Lessons Learned across the DoD	Target			X				
	Actual			X				
<b>PM 1.1.5.5:</b> Provide final recommendations from the Lessons Learned Management Task Force on sharing and communicating Lessons Learned across the DoD	Target					X		
	Actual							

<b>PM 1.1.5.6:</b> Submit final mishap data standards and values for submission to the Business Enterprise Architecture, implementing leading indicators, mishap classification recommendations, and lessons learned management approach	Target					X		
	Actual							

*Department of Defense’s Data Completeness and Reliability Statement–Fiscal Year 2019*

*Each Goal Owner has attested the performance results and narrative information included in this report is complete, accurate, and reliable; and that data validation and verification procedures are documented and available upon request*

**FY 2019 PERFORMANCE GOAL OVERVIEW:**

The scope of performance goal 1.1.5 focuses on managing four DSOC Task Forces to advance how the Department collects, integrates, reports, shares, and analyzes mishap and safety-related data for use in mishap mitigation activities. By identifying and implementing leading indicators, improving the mishap classification system, sharing lessons learned, and standardizing mishap data and reducing data gaps, each of the Task Force deliverables will provide outcomes that can be implemented to assist leaders in making the most effective and efficient risk mitigation and resource decisions for mishap reduction.

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

P&R FSOH continued to lead Task Force meetings for the Leading Indicators, Mishap Classification, and Lessons Learned Management Task Forces on a regular, approximate bi-monthly schedule (since November, 2018).

The Leading Indicators Task Force is supported by the RAND National Defense Research Institute (NDRI). RAND continued Military Service data collection and review, and coordinated and conducted interviews with Service points of contact identified by the Task Force members. RAND conducted the service-level data analysis. RAND had previously shared initial recommendations to support leading indicators by improving data collection processes, i.e., more tailored drop-down boxes, as opposed to free text boxes, to ensure compliance with current reporting requirements, and providing the actual number of days from risk identification to hazard abatement to increase the predictive power of this and other metrics. In September 2019, RAND presented a preliminary briefing to the DSOC Steering Group, and is currently compiling and addressing Task Force feedback to improve the report with specific leading indicator recommendations based on industry research, as well as an explanation of any DoD implementation challenges. The Task Force is preparing a decision brief for the DSOC Integration Group in advance of the next DSOC meeting.

In late June, the DSOC approved the Mishap Classification Task Force recommended mishap severity cost threshold updates, which were in accordance with most recent consumer price index. FSOH prepared a package for signature by the ASD(R) providing guidance for revising the cost thresholds in advance of updates to DoD Instruction (DoDI) 6055.07, “Accident Investigation, Reporting, and Record Keeping,” June 6, 2011, Enclosure 8. The updated costs thresholds are effective October 1, 2019 for FY 2020 mishaps and beyond based on the following criteria:

Mishap Class	Mishap Injury/Fatality	FY 202019 and prior Mishap Cost	FY 202020 and future Mishap Cost
A	Fatality or Permanent Total Disability or	\$2.0M or >; or destroyed Aircraft	\$2.5M or >; or destroyed Aircraft
B	Partial Disability or 3 or more hospitalized in-patients	\$500K - \$2.0M	\$600K - \$2.5M
C	Lost Time Injury	\$50K - \$500K	\$60K - \$600K
D	Injury with No Lost Time	\$20K - \$50K	\$25K - \$60K

The package also included, at the request of the Military Departments, injury and fatality cost estimating procedures

The Mishap Classification Task Force recommended high-level “binning” of both mishap causality and corrective actions and prepared to request approval from the DSOC Integration Group before finalizing the detailed “binning” definitions. The Task Force also discussed initial requirements for a mishap readiness impact indicator with the Defense Readiness Reporting System (DRRS) program. The Lessons Learned Management Task Force is focused on developing recommendations for improved INTER-service information sharing. The Task Force identified the essential requirements to meet this objective, including, a distribution method, searchable repository, and the criteria/frequency for sharing. Each Service Lead presented a proposal to meet these elements. The consensus recommendations for the near term include leveraging the existing forums and processes for communication, such as the Joint Service Safety Council (JSSC), to discuss and collaborate on SOH lessons learned, best practices, and OSHA violation notifications. Each Service will continue to use their existing systems, and while the JSSC forum is being used, the Task Force will identify options for storing and sharing lessons learned in a common information management system. The Force Risk Reduction (FR2) may be used as an interim storage solution.

The Safety and Occupational Health (SOH) Data Reform Task Force is progressing with the support of OSD Cost Assessment and Program Evaluation (CAPE), who is assisting OUSD(P&R) with a review of the existing Service mishap data collection and reporting tools to share information for improving the accuracy, completeness, and timeliness of mishap reporting, with consideration for how mishaps fit into a comprehensive safety information management system. The CAPE POC reviewed the existing Force Risk Reduction (FR2) data warehouse and met with each of the Military Services to discuss their mishap collection and reporting systems and the draft set of COAs.

COA1: Status quo. Accept current error rate, late reports, and cost of manual processing; COA2: Modify Service processes and systems. Achieve accurate / consistent, complete, and timely data and reporting at DoD level;

COA3: Migrate to a single, improved incident management and reporting system.

COA3A: Identify and improve best of breed.

COA3B: Build new system, leverage cloud services where possible.

CAPE’s initial review resulted in the indication that a centralized tool would be the most cost effective solution and reduce duplication of effort. FSOH incorporated a centralized DoD-wide tool into a comprehensive SOH Issue Paper for the POM 2021 cycle. The next steps may include conducting an



analysis of alternatives, and coordinating with the Safety Information Management (SIM) Working Group to align standard data element and business rule requirements with existing systems.

### **IDENTIFY KNOWN RISKS:**

As noted in the Q1-Q2 progress update, due to delays in finalizing NDAs, RAND's work in support of the Leading Indicators Task Force was extended at no cost. RAND still met the FY 202019 Q2 target to provide initial recommendations based on industry review.

The Lessons Learned Management Task Force did provide initial recommendations in Q3, and then in Q4 provided a near term plan pending identification and implementation plan for a long term solution for storing and sharing lessons learned and best practices. The current Chair transitioned to a new Chair at the end of September, 2019.

CAPE provided an initial review for consideration of a centralized SOH information system to the SOH Data Reform Task Force. The indication was for the Department to move towards a consolidated system. FSOH incorporated a single DoD-wide system into an SOH Issue Paper for FY 202021.

While 137 standard SOH data elements have been identified, they cannot be submitted to the Business Enterprise Architecture as planned in Q4 FY 202019 as the definitions and business rules need to be completed, and the final results and recommendations from the Lessons Learned and Leading Indicator Task Forces need to be incorporated. This was a known risk for this performance measure, and the targeted completion will need to be pushed into FY 202020.

### **MITIGATION EFFORTS:**

For Leading Indicators, the initial performance measure to provide preliminary recommendations was met despite the delays in finalizing the Non-Disclosure Agreements with the Services.

For the Lessons Learned Management Task Force, a new FSOH Chair has been identified and will transition before the end of the FY 2020.

The Safety Data Reform Task Force continued to progress and provided results of their initial review. Concurrently the Safety Information Management (SIM) Working Group, led by FSOH, agreed on a baseline set of 137 standard safety data elements, and is collaborating to provide detailed definitions, lists of values, and business rules for safety events (mishaps, near misses, and hazards). The SIM WG was planning to submit the initial updated standards to the Business Enterprise Architecture in Q4, but must first complete the definitions, list of values, and business rules, and incorporate final recommendations from the Leading Indicator and Lessons Learned Task Forces. This performance measure will be accomplished in FY 202020. FSOH is also collaborating with the Defense Repository for Common Enterprise Data (DRCED), renamed AVANA, to explore its potential use for the FR2 tool and data display. Once AVANA has a System of Records Notification (SORN), FSOH will test FR2 business logic starting with military injury medical treatment and population data. These efforts all support the SOH Data Reform Task Force's objectives.

### **NEXT STEPS:**

Leading Indicators Task Force – Receive RAND's updated report based on FSOH and Service feedback (FY 202020 Q1). The updated report is expected to include potential leading indicators and challenges to

DoD implementation. Concurrently, the Task Force will inventory and assess potential leading indicators. The Task Force plans to have recommendations completed by the end of FY 2020 Q2.

Mishap Classification Task Force – Finalize detailed mishap causality and corrective action bin definitions and guidance for with examples for updating DoDI 6055.07 “Mishap Notification Investigation Reporting and Record Keeping”. Continue to coordinate with the DRRS program on requirements for a mishap readiness impact indicator.

Lessons Learned Task Force – Focus on identifying COAs for a long term solution, and also address the potential to standardize the use privileged information to ensure lessons learned can be shared across the Services with no inhibitions.

SOH Data Reform Task Force – Follow up on recommendation for centralized system in the FY 2021 SOH issue paper. Continue leading the SIM WG to finalize the standard safety data elements, list of values, and business rules, and incorporate data related recommendations from the Leading Indicators and Lessons Learned Task Forces, for submission to the Business Enterprise Architecture. Continue collaboration with ADVANA, as needed.

#### **PERFORMANCE INFORMATION GAPS:**

Performance goal measures were previously only included for FY 2019. This submission provides an update to include performance goal measures for FY 2020. Updated the numbering scheme since additional measures were added.

#### **CHANGED PERFORMANCE GOALS / MEASURES:**

No performance goals have been dropped, but this submission provides additional performance goal measures for FY 2020, which previously had not been included. Also, performance goal 1.1.5.3 was updated to add the word initial.

**FY 2019 Summary of Results**

PG 1.1.6: Increase Advanced Strategic Thinking Capability within the Officer Corp			PG Leader: USD(P&R)					
Performance Measures		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Prior Year Results
PM 1.1.6.1: Create and publish policy via a Directive-Type Memorandum establishing the Strategic Thinking Program	Target	X						
	Actual	X						
PM 1.1.6.2: Finalize student roster for first cohort	Target		X					
	Actual		X					
PM 1.1.6.3: Develop and approve curriculum for the program	Target			X				
	Actual			X				
PM 1.1.6.4: Implement the first inaugural Strategic Thinkers Program class at a local university	Target				X			
	Actual				X			

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**FY 2019 PERFORMANCE GOAL OVERVIEW:**

The Department established a “Strategic Thinkers” Program in collaboration with a local accredited University focusing on joint forces that use a mix of military theory, military history, political science, war gaming, and staff rides to develop and improve officers who can perform as strategic thinkers, theorists, and warfighters. The program will place contemporary military operations (including the current emphasis on hybrid warfare) in a historical, political, local dynamics, and strategic context through the analysis of military theory, political context, and historical military case studies and war games.

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

Standards for the annual budget, STP leadership roles, outline course content (classroom curricula, war gaming and staff ride), student assessments and travel terms were reviewed and approved by both JHU leadership and DASD(FE&T) at the annual STP Curriculum and Academic Planning meeting on June 30th, 2019. The development phase was completed in August, with no significant challenges identified. All 12 students for the first cohort reported to their respective assigned parent units in the National Capital Region, enrolled in classes and started the fall semester at the JHU (SAIS) campus. The FE&T team has begun the preparatory work required to start nominating and selecting officers for the 2<sup>nd</sup> cohort, set to begin class in August 2020.

**FY 2019 PERFORMANCE MEASURE OVERVIEW:**

All performance measures for this goal are being driven towards completion after all 12 students (from across 4 services) start the fall semester at Johns Hopkins University in August 2019. Initial cohort is expected to graduate May 2020, equipped with the advanced cognitive and analytical skills necessary to engage civilian and military leaders on the development and conduct of military strategy and operations in the broader context of national policy objectives.

**FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

Again, no significant challenges were identified during last quarter. Standards for the annual budget, STP leadership roles, outline course content (classroom curricula, wargaming and staff ride), student assessments and travel terms were reviewed and approved by both JHU leadership and DASD(FE&T) at the annual STP Curriculum and Academic Planning meeting on June 30th, 2019. The development phase was completed in August, with no significant challenges identified. All 12 students for the first cohort reported to their respective assigned parent units in the National Capital Region, enrolled in classes and started the fall semester at the JHU (SAIS) campus.

**IDENTIFY KNOWN RISKS:**

Currently the STP is funded for curriculum, war gaming and staff ride development in the base period (Sept 2018-July2019) and the first option year from August 2019 to July 2020. Funding was also been obligated for the first option year, coinciding with the start of the fall semester in August 2019 and running through July 2020. However, outside the first option period, a sustained funding source has yet to be identified despite the programs low cost.

**NEXT STEPS:**

All performance goals for 1.1.6 were achieved at desired timelines. The FE&T team has begun the preparatory work required to start nominating and selecting officers for the 2<sup>nd</sup> cohort, set to begin class in August 2020 and is working with each Service education office to ensure all graduates are assigned to a follow-on assignment(s) that utilize the special knowledge and skills gained through completion of the program.

## SO 1.2: Modernize Key Capabilities

SO Leader: OUSD(A&S)

### STRATEGIC OBJECTIVE OVERVIEW:

The technological superiority of the United States is being challenged by potential adversaries in ways not seen since the Cold War. For this reason, it is paramount that the Department provide our warfighters with dominant military capabilities. The quality of this force is dependent on our efforts and those in the industrial base to innovate, test, and field advanced capabilities against a broad spectrum of potential threats. We will assess and balance risk between recapitalization and innovation, in certain cases forgoing large-scale procurement of capabilities that provide incremental improvements in favor of developing leap-ahead technologies. This includes bolstering our focus on science and technology, advanced components, and early prototypes. With a renewed focus on productivity of in-house laboratories, external research efforts funded through contracts and grants, and the independent research and development by private industry, the Department is working to maximize warfighter capability and effectiveness while driving down costs through reform efforts. The Department is encouraging greater innovation and investments in industry with a science and technology budget request aligned with priorities and investments focused on the development and demonstration of technologies required to prepare DoD for an increasingly competitive global security environment.

### STRATEGIC OBJECTIVE PROGRESS UPDATE:

The NDS emphasizes rebuilding military readiness for a more lethal joint force. To that end, the Office of the Under Secretary of Defense for Acquisition and Sustainment (OUSD(A&S)) implemented a contract performance incentive to boost F-35 assembly flow and product quality. Moreover, to increase F-35 Mission Capability and Aircraft Availability Rates, OUSD(A&S) developed and executed a performance improvement plan to increase spare parts, accelerate organic depot repair activations, and aggressively implement reliability and maintainability improvements across the fleet. The F-35 enterprise's efforts continue to improve sustainment in the deployed environment while working to achieve the Department's goal of an 80% mission capability (MC) rate for operational tactical aircraft by the beginning of FY 2020.

The 2018 Nuclear Posture Review of the nuclear enterprise identified the broad diffusion within DoD of authority and responsibility for governance of the Nuclear Command, Control, and Communications (NC3) system and the need to reform governance of the overall NC3 system. Careful study and review culminated in the 2019 Deputy Secretary of Defense designation of the Commander, United States Strategic Command as the Enterprise Lead for the NC3 enterprise with authority and responsibility for operations, requirements, and systems engineering and integration functions; and the Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) as the NC3 Enterprise Capability Portfolio Manager with authority and responsibility for acquisition and resources.

**FY 2019 Summary of Results**

<b>PG 1.2.1: Significantly improve the F-35 Program execution</b>				<b>PG Leader: OUSD(A&amp;S)</b>				
<b>Performance Measures</b>		<b>Q1 2019</b>	<b>Q2 2019</b>	<b>Q3 2019</b>	<b>Q4 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Prior Year Results</b>
<b>PM 1.2.1.1:</b> Update and issue the F-35 Lifecycle Sustainment Plan and report progress on achieving Sustainment Affordability Targets in accordance with the Oct 2018 Acquisition Decision Memorandum	Target				X			NEW
	Actual				X			
<b>PM 1.2.1.2:</b> Demonstrate readiness for F-35 Full Rate Production decision	Target				X			NEW
	Actual						X	
<b>PM 1.2.1.3:</b> Complete F-35 Initial Operational Test & Evaluation	Target				X			
	Actual					X		
<b>PM 1.2.1.4:</b> Expand Global Sustainment Capabilities:  Stand-up Australia Maintenance, Repair, Overhaul and Upgrade (MRO&U) capability (FY 2019 Q2)  Stand-up Japan MRO&U capability (FY 2019 Q4)  Stand-up Fleet Readiness Center (FRC) East (FY 2019 Q4)	Target		X		X			
	Actual		X			X		

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## **FY 2019 PERFORMANCE GOAL OVERVIEW:**

The F-35 Lightning II is the premier multi-mission, next generation strike fighter that provides our warfighters unmatched, game-changing capabilities. The F-35 provides transformational capabilities that will fundamentally change the way our nation's military operates around the globe. The F-35 supports, aligns and plays a central role in DoD's National Defense Strategy calling for a more lethal force, strengthened global alliances and reformed business practices to enhance affordability. The Department is focused on driving cost down, quality up, and achieving timely capability deliveries.

## **FY 2019 PERFORMANCE GOAL PROGRESS UPDATE:**

2019 saw a re-focus on Defense Acquisition Executive oversight of F-35 program. To do this, OUSD(A&S) conducted regularly scheduled F-35 Executive Steering Group and F-35 Acquisition Small Group meetings to ensure senior levels of the Office of the Secretary of Defense, Joint Staff, U.S. Services and F-35 Joint Program Office remain aligned on F 35 requirements, resourcing, acquisition strategy, sustainment strategy, and program execution, and have a forum to strategically guide F-35 program decision making.

## **FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

An updated F-35 Lifecycle Sustainment Plan (LCSP) was published on 31 January 2019. The LCSP initially identified eight success elements that the Department must focus on to reduce operating and maintenance costs each year in order to meet Sustainment Affordability Targets, and to improve readiness to meet the Secretary of Defense's 80 percent Mission Capable rate directive. A ninth success element has subsequently been added to the plan, covering Software Modernization. A tenth success element, covering Propulsion sustainment issues, is planned to be included in the near future, and the LCSP Plan of Action and Milestones (POAM) team is currently considering a number of other potential additional success elements.

The F-35 Lightning II Program is realizing the previously reported major risk of F-35 Initial Operational Test & Evaluation (IOT&E) slipping beyond the Full Rate Production Decision (FRPD) threshold of Dec 2019. A Program Deviation Report (PDR) to notify the F-35 Service Acquisition Executive and the Defense Acquisition Executive, USD(A&S), of the projected schedule breach has been drafted and was in staffing at the end of 4QFY 2019. Based off of guidance provided by USD(A&S) at an F-35 execution oversight meeting, the new projected Objective and Threshold updates for the F-35 FRPD Milestone in an upcoming Acquisition Program Baseline update is estimated to be Sep 2020 (end of 4QFY 2020) and Mar 2021 (end of 2QFY 2021), respectively. The PDR is anticipated to be signed in 1QFY 2020. After that action, the F-35 Program will work with the acquisition executive chain and all stakeholders to start the process of re-baselining the program.

The F-35 Lightning II Joint Program Office (JPO) continues to actively prepare required documentation for a FRPD. Outstanding deliverables from external teams are monitored monthly and required assistance is identified through programmatic channels to governance structures such as the Executive Steering Group and Acquisition Small Group.

Updates to several acquisition documents (Regulatory and Statutory) required for support of a Production Decision are in work by the F-35 Joint Program Office and stakeholders. Some of the major documents

to be updated include: Systems Engineering Plan, Test and Evaluation Master Plan, Independent Cost Estimate, and Cost Analysis Requirements Document.

An Independent Technical Risk Assessment (ITRA) Team visited the F-35 Joint Program Office in late September 2019 to assess technical risks to the F-35 Program and readiness to support a FRPD. The ITRA will be presented to the F-35 Milestone Decision Authority as a consideration for making a FRPD on the F-35 Program.

The stand-up of the Fleet Readiness Center in the Western Pacific (FRC WESTPAC) provides US Navy and Marine F-35 B/C Regional Maintenance, Repair, Overhaul and Upgrade (MRO&U) capability for airframes and engines for the Asia Pacific Region. MRO&U capability at Marine Corps Air Station Iwakuni is now tracking for 2Q FY 2020 (Feb 2020). The original deferred activation was necessary to align with completion of local facility modifications and was coordinated with COMFRC. Commander, FRC exercised oversight of contract award and follow-on construction, averting further delays (Completed Oct 2019). Modifications will continue to be installed via a depot field team.

**NEXT STEPS:**

International Capabilities were delayed as a result of aligning United States and Allied Nation efforts. For example, the activation of the Australia Maintenance, Repair, Overhaul and Upgrade (MRO&U) capability was delayed until 1Q FY 2020 (Dec 2019) per agreement between F-35 JPO Product Support Manager (PSM) and Australia's Ministry of Defense (MoD). This better aligns Australian requirements for induction of fleet aircraft for modification. The initial depot capability date for the Japan's Air Vehicle MRO&U was deferred per request from Japan MoD until 3Q FY 2020 (Jun 2020) creating better alignment with Japanese fleet requirements for MRO&U capability.

Activity will be focused on planning to re-baseline the program along with continuing to focus on completion of required acquisition documents. This includes final delivery of the Cost Analysis Requirements Document to ensure that the Director, Cost Assessment and Program Evaluation (D,CAPE) can develop and deliver their Independent Government Estimate. The F-35 JPO will also continue updating the Systems Engineering Plan and Test and Evaluation Master Plan. In addition, the team will continue its focus in driving and monitoring the resources and execution of completing the Joint Simulation Environment to support completion of F-35 IOT&E.

**PERFORMANCE INFORMATION GAPS:**

None

**CHANGED PERFORMANCE GOALS / MEASURES:**

Not applicable



**FY 2019 Summary of Results**

<b>PG 1.2.2: Driving Nuclear Enterprise reforms to keep modernization of the nuclear deterrent on track</b>			<b>PG Leader: OUSD(A&amp;S)</b>					
<b>Performance Measures</b>		<b>Q1 2019</b>	<b>Q2 2019</b>	<b>Q3 2019</b>	<b>Q4 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Prior Year Results</b>
<b>PM 1.2.2.1:</b> Support STRATCOM in executing new Nuclear Command, Control and Communications (NC3) governance construct to improve NC3 modernization. Establish NC3 Enterprise Capability Portfolio Management office and achieve initial operating capability	Target			X				NEW
	Actual			X				
<b>PM 1.2.2.2:</b> Complete 2018 Nuclear Posture Review tasks	Target			X				NEW
	Actual			X				
<b>PM 1.2.2.3:</b> Identify opportunities to reduce risk and increase schedule margin in nuclear modernization programs	Target		X					NEW
	Actual		X					
<b>PM 1.2.2.4:</b> Support Air Force in staffing Ground-Based Strategic Deterrent (GBSD) requirements for JROC approval	Target			X				NEW
	Actual			X				
<b>PM 1.2.2.5:</b> Support Air Force B61-12 Life Extension Program tail kit and National Nuclear Security Administration warhead integration leading to tailkit production contract award	Target				X			NEW
	Actual				Partial	X		
<b>PM 1.2.2.6:</b> Support Air Force in upcoming Long Range Stand Off (LRSO) weapon design reviews	Target				X			NEW
	Actual				Partial	X		

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## **FY 2019 PERFORMANCE GOAL OVERVIEW:**

The Department will modernize the nuclear triad – including nuclear command, control, and communications (NC3) and supporting infrastructure. Modernization of the nuclear force includes developing options to counter competitors’ coercive strategies, predicated on the threatened use of nuclear or strategic non-nuclear attacks.

## **FY 2019 PERFORMANCE GOAL PROGRESS UPDATE:**

In FY 2019, the Department achieved several significant nuclear modernization milestones. First, in June, USD(A&S) held the Ground Based Strategic Deterrent (GBSD) Defense Acquisition Board to approve the Request for Proposal (RFP) release. Second, in July, on the advice of USD(A&S), the Deputy Secretary of Defense prioritized nuclear modernization programs’ access to testing facilities and resources. Third, OUSD(A&S) completed the annual sustainment review of the legacy nuclear systems.

For FY 2020, NC3 had one goal: achieve initial operational capability as the NC3 Capability Portfolio Manager (CPM) per the Commander US Strategic Command NC3 Governance Improvement Implementation Plan (I-Plan). And this goal was met on April 13, 2019 with the stand-up of the office.

## **FY 2019 PERFORMANCE MEASURES OVERVIEW:**

USD(A&S) executed the Commander US Strategic Command’s (USSTRATCOM) NC3 Governance Improvement Implementation Plan (I-Plan) tasks assigned to the NC3 Enterprise Capability Portfolio Manager (CPM) following the plan’s approval by the Secretary of Defense on October 3, 2018. The SECDEF established an Initial Operational Capability (IOC) six months after approval, which required the CPM to execute a series of 18 discrete tasks within that 6-month period. All tasks were achieved except the initial IOC manpower requirement task.

USD(A&S) was directed by SECDEF to publish a Directive Type Memorandum (DTM) within 90 days in collaboration with all NC3 stakeholders to codify the NC3 governance and management construct articulated in the I-Plan. USD(A&S) succeeded in achieving this performance goal by publishing said DTM on April 17, 2019.

The NC3 CPM, in collaboration with the NC3 Enterprise Center, conducted two NC3 Enterprise Reviews (NERs) as required by the Secretary of Defense’s memo of October 3, 2018. The NERs, co-chaired by the Deputy Secretary of Defense and Chairman of the Joint Chiefs of Staff, informed senior decision makers on the state of the NC3 enterprise and allowed resource decisions targeted to accelerate key program development efforts..

USD(A&S) supported the Air Force B61-12 Life Extension Program tail kit and National Nuclear Security Administration warhead integration, but Director, Operational Test and Evaluation (OT&E) has remaining questions due to the NNSA capacitor issue and has yet to concur with a Full Rate Production decision. We consider this performance measure partially met and will continue to work with both organizations in FY 2020 to resolve any outstanding issues.

USD(A&S) revised the Air Force Long Range Stand Off weapon program and status of designs. Design reviews with both Raytheon and Lockheed Martin are scheduled for October and November 2019.

**FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

Two of three FY 2019 performance measures completed successfully. DTM and Bi-annual NERs successfully completed. Manpower requirements analysis was not completed by IOC due to slower than expected analysis, but was completed in August 2019.

USD(A&S) continued to lead Departmental efforts focused on keeping nuclear modernization on schedule. Services are mitigating and addressing challenges, but the breadth and complexity of risk will required continued vigilance and coordination across DoD and with DoE. No unique reports were generated specifically for this performance measure, but many Service-generated products were reviewed and summarized for Department leaders.

**NEXT STEPS:**

Next steps include continued work with the NC3 Enterprise Center on specific tasks and capabilities required to achieve full operational capability within three years of IOC. Focus is on expanding CPM capacity to execute the 50 specific acquisition and resource tasks identified within the I-Plan. There exists an initiative to develop assessment tools and processes to objectively analyze highest priority programs within the NC3 portfolio and to make recommendations to senior leadership that will close capability gaps and speed modernization.

For the next performance targets, USD(A&S) will continue to leverage its unique DoD-wide perspective to bring efficiencies and common-sense approaches to nuclear modernization. More specifically, we will continue to identify and evaluate options for improving the efficacy and efficiency of DoD investments across the nuclear force capability portfolio, and, where appropriate, drive improvements in Service collaboration to deliver the most capability on the best achievable timelines.

**PERFORMANCE INFORMATION GAPS:**

Not applicable

**CHANGED PERFORMANCE GOALS / MEASURES:**

Not applicable

**FY 2019 Summary of Results**

PG 1.2.3: Resilient and agile logistics			PG Leader: OUSD(A&S)					
Performance Measures		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Prior Year Results
<b>PM 1.2.3.1:</b> Implement actions required to demonstrate progress on asset visibility by issuing an Asset Visibility Strategy	Target	X						NEW
	Actual	X						
<b>PM 1.2.3.2:</b> Implement actions required to demonstrate progress on materiel distribution by issuing a Materiel Distribution Improvement Plan	Target	X						NEW
	Actual	X						
<b>PM 1.2.3.3:</b> Develop and implement metrics that measure the accuracy of maintenance planning (schedule, bill of materials, replacement factors), while simultaneously measuring disruption costs created by lack of parts	Target					X		NEW
	Actual							
* Due to a contract extension for the Update Maintenance Work Packages and Bills of Material proof of concept, we expect the recommendations and the implementation plan in FY 2020.								

*Department of Defense's Data Completeness and Reliability Statement—Fiscal Year 2019*

*Each Goal Owner has attested the performance results and narrative information included in this report is complete, accurate, and reliable; and that data validation and verification procedures are documented and available upon request*

**FY 2019 PERFORMANCE GOAL OVERVIEW:**

Investments will prioritize prepositioned forward stocks and munitions, strategic mobility assets, partner and allied support, as well as non-commercially dependent distributed logistics and maintenance to ensure logistics sustainment while under persistent multi-domain attack.

### **FY 2019 PERFORMANCE PROGRESS UPDATE:**

A Cooperative Research and Development Agreement with industry to evaluate existing or emerging cellular/satellite technology and industry best practices to improve In-Transit Visibility (ITV) of Department of Defense (DoD) cargo with the Defense Transportation System was completed.

- Conducted a multi-day DoD stakeholder workshop to define business use cases and derive requirements for cellular/satellite transponders.
- Published update to DoDM 414.01, Volume 5, changing cargo-tagging requirements from specifying “active radio frequency identification” to the generic term, “cargo tracking device.”
- Issued request for information to industry to assess the availability of commercial-off-the-shelf-cellular/satellite products that meet DoD requirements.

### **FY 2019 PERFORMANCE MEASURE OVERVIEW:**

Once the proofs of concept are completed for the Update Maintenance Work Packages and Bills of Material, at the end of FY 2020, we expect to determine if this initiative will be implemented. If there is merit in the implementation we will finalize the recommendations.

### **FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

Because of a contract extension for the Update Maintenance Work Packages and Bills of Material proof of concept, the development and implementation of metrics that measure the accuracy of maintenance planning (schedule, bill of materials, replacement factors), while simultaneously measuring disruption costs created by lack of parts was delayed and is anticipated to be accomplished by 1Q FY 2020.

### **NEXT STEPS:**

Review the completed proofs of concepts for Update Maintenance Work Packages and Bills of Material and determine if there is merit in the implementation. Based on this review and if there is merit in the implementation we will finalize the recommendations, implementation plan, and develop the appropriate performance metrics.

### **PERFORMANCE INFORMATION GAPS:**

None

### **CHANGED PERFORMANCE GOALS / MEASURES:**

Not applicable

## **SO 1.3: Enhance information technology and cybersecurity defense capabilities**

**SO Leaders:** Principal Deputy, Department of Defense Chief Information Officer (DoD CIO)

### **STRATEGIC OBJECTIVE OVERVIEW:**

The DoD CIO is committed to facilitating accomplishment of the Department's priorities of building a more lethal Joint Force, strengthening alliances, and reform, through digital modernization. Vision: deliver an information dominant domain to defeat our Nations' adversaries. The following performance goals (PG) support the DoD CIO's digital modernization focus areas of cybersecurity; cloud; command, control, and communications; and artificial intelligence:

- PG 1.3.1: Implement First Four Cyber Priorities
- PG 1.3.2: Implement Joint Regional Security Stack (JRSS) Capabilities
- PG 1.3.3: Implement Cyber-Supply Chain Risk Management Activities
- PG 1.3.4: Accelerate the Delivery & Adoption of Artificial Intelligence Throughout DoD
- PG 1.3.5: Award of Joint Enterprise Defense Infrastructure (JEDI) Cloud Contract
- PG 1.3.6: Roll Out of Account Tracking and Automation Tool (AT-AT) Provisioning Tool
- PG 1.3.7: Joint Enterprise Defense Infrastructure (JEDI) Environments Open for Business
- PG 1.3.8: Modernize Tactical Radio Communications (Waveforms, Radios, Crypto)
- PG 1.3.9: Assured Electromagnetic Spectrum (EMS) Access, Use, & Maneuver
- PG 1.3.10: Modernize and Protect Positioning, Navigation, and Timing (PNT) Delivery
- PG 1.3.11: Improve Senior Leadership Communications Resiliency
- PG 3.1.8: IT Reform

### **STRATEGIC OBJECTIVE PROGRESS UPDATE:**

The DoD CIO is making progress in achieving this strategic objective through steadfast implementation of four priorities: cybersecurity; cloud computing; command, control, and communications modernization; and artificial intelligence.

**Cybersecurity:** The Department continues to make progress strengthening the Department's cybersecurity risk posture through implementation of the First Four Cyber Initiatives, Supply Chain Risk Management (SCRM), and the Joint Regional Security Stack (JRSS).

- The First Four Cyber Initiatives includes the following: Comply-to-Connect; Identity, Credential, and Access Management; Secure Application Development; and Cyber Workforce.
- The SCRM activities focus on the identification of susceptibilities, vulnerabilities and threats throughout DoD's supply chain and the development of mitigation strategies to combat those threats.

- The JRSS effort improves the ability to defend the DoD Information Network and to resolve gaps in mid-point security for Internet Protocol (IP)-based traffic on the Non-classified IP Router Network and Secret IP Router Network.

Cloud Computing: The Deputy Secretary (DepSecDef) established the enterprise cloud initiative to competitively acquire the Joint Enterprise Defense Infrastructure (JEDI) Cloud. The Request for Proposal was released in July 2018 and the acquisition action is currently in the process of source selection. The JEDI effort also includes the roll out of an Account Tracking and Automation Provisioning Tool (AT-AT). When open for business, the JEDI Cloud will allow the Department to take advantage of economies of scale, ensure superiority through data aggregation and analysis, and lay the foundational technology for artificial intelligence and machine learning.

Command, Control, and Communications (C3) Modernization: The Department's C3 capabilities have been enhanced through progress made in Modernizing Tactical Radio Communications; Assuring Electromagnetic Spectrum (EMS) Access, Use, & Maneuver; Modernizing and Protecting Positioning, Navigation, and Timing (PNT) Information; and Improving Senior Leadership Communications Resiliency.

Artificial Intelligence (AI): The Joint Artificial Intelligence Center's (JAIC) effort is accelerating DoD's adoption and integration of AI to achieve mission impact at scale. In support of the 2018 National Defense Strategy, the primary objective for FY 2019 was to continue building the organization, to include the Joint Common Foundation, while delivering initial AI-enabled capabilities to the field and growing and sustaining an AI Center of Excellence for the Department.

Specific progress updates for each DoD CIO performance goal under this strategic objective are provided in the Q4 FY 2019 DoD Chief Management Officer quarterly progress update templates.

**STRATEGIC OBJECTIVE NEXT STEPS:**

The DoD CIO will continue efforts to successfully achieve this strategic objective and related performance goals. These efforts will be guided by the [DoD Modernization Strategy](#), July 2019, which serves as the DoD Information Resource Management Strategic Plan, FY 2019-2023.

**FY 2019 Summary of Results**

PG 1.3.1: Implement First Four Cyber Priorities				PG Leader: DoD CIO				
Performance Measure		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Prior Year Results
PM 1.3.1.1: C2C: Achieve 100% endpoint visibility for NIPR information networks	Target	Measured Annually			*	*	*	NEW
	Actual				*			
PM 1.3.1.2: ICAM: Deploy initial ICAM shared services	Target			*	*	*		NEW
	Actual			*	*			
PM 1.3.1.3: DevSecOps: Develop a Secure Application Development capability for the DoD and demonstrate with two early adopters	Target	Measured Annually			FOUO			NEW
	Actual				FOUO			
PM 1.3.1.4: Implement Cyber Excepted Service (CES) and Improve Workforce	Target	FOUO	FOUO	FOUO	FOUO	FOUO	FOUO	FOUO
	Actual	FOUO	FOUO	FOUO	FOUO	FOUO	FOUO	
* Targets and Actuals are classified.								

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## **FY 2019 PERFORMANCE GOAL OVERVIEW:**

The performance goal will reduce cybersecurity risk throughout the DoD enterprise by implementing the First Four cyber initiatives: Comply-to-Connect (C2C); Identity, Credential, and Access Management (ICAM); Secure Application Development (DevSecOps); and Cyber Workforce. The DoD Chief Information Officer (CIO) and Service CIOs identified the First Four as priorities. The First Four are aligned to the Cyber Landscape under the DoD Cyber Strategy implementation Lines of Effort.

- Comply-to-Connect is a network security initiative enforcing endpoint security standards prior to and post connection. C2C ensures endpoints meet proper security suitability standards as a condition of network connection, automates the remediation of vulnerabilities, and reports the status of the network in real-time.
- ICAM will provide a federated, enterprise capability to allow a single user record or device to be portable throughout the Department, whether in garrison or at the tactical edge, to securely access all authorized resources based on mission need, and know who and what is on the network.
- DevSecOps will develop a software application standard toolkit to provide developers integrated tools, services, and standards that enable users and partners to develop, deploy, and operate applications in a secure, flexible, and interoperable fashion – application security is “baked-in” at the start.
- Cyber Workforce will mature the enterprise approach to recruit, develop, and retain the requisite cyber talent to enhance the effectiveness and lethality force to successfully execute the Department’s defensive and offensive mission.

## **FY 2019 PERFORMANCE PROGRESS UPDATE:**

Details are classified.

## **FY 2019 PERFORMANCE MEASURE OVERVIEW:**

Details are classified.

## **FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

Details are classified.

## **NEXT STEPS:**

Details are classified.

## **PERFORMANCE INFORMATION GAPS:**

Details are classified.

## **CHANGED PERFORMANCE GOALS AND INDICATORS:**

Details are classified.

**FY 2019 Summary of Results**

<p><b>PG 1.3.2:</b> Implement Joint Regional Security Stack (JRSS) capabilities. The JRSS capabilities include modernizing the Department’s information transport capabilities through installation of high throughput Multiprotocol Label Switching (MPLS) routers and fiber optic links; enhanced network security stacks; management of the enhanced network stacks; and a comprehensive analytics capability that synchronizes defensive cyber operations across the DoD Information Network (DoDIN). The JRSS effort is driving dramatic changes to IT networking and security across the DoDIN. It collapses disparate security solutions and complex duplicative networking connections into a dynamic, flexible, and upgradeable future DoD IT environment.</p>		<p><b>PG Leader:</b> DoD CIO</p>						
		<p><b>Performance Measure</b></p>		<p><b>Q1 2019</b></p>	<p><b>Q2 2019</b></p>	<p><b>Q3 2019</b></p>	<p><b>Q4 2019</b></p>	<p><b>FY 2020</b></p>
<p><b>PM 1.3.2.1:</b> Cumulative percentage of NIPRNet/SIPRNet JRSS installed with operational traffic</p>	<p>Target</p>	<p>60% / 0%</p>	<p>60% / 16%</p>	<p>60% / 16%</p>	<p>75% / 30%</p>	<p>85% / 16%</p>	<p>90% / 60%</p>	<p>FY 2018: 65% / 0%</p>
	<p>Actual</p>	<p>65% / 0%</p>	<p>65% / 0%</p>	<p>65% / 0%</p>	<p>65% / 0%</p>			
<p><b>PM 1.3.2.2:</b> Cumulative percentage of locations whose network communications are behind JRSS on NIPRNet and SIPRNet</p>	<p>Target</p>	<p>39% / 0%</p>	<p>41% / 5%</p>	<p>43% / 15%</p>	<p>45% / 25%</p>	<p>59% / 2%</p>	<p>70% / 15%</p>	<p>FY 2018: 40% / 0%</p>
	<p>Actual</p>	<p>40% / 0%</p>	<p>41% / 0%</p>	<p>47% / 0%</p>	<p>49% / 0%</p>			
<p>Note: First number reflects NIPR JRSS/Second Number reflects SIPR JRSS</p>								

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**FY 2019 PERFORMANCE GOAL OVERVIEW:**

The JRSS effort is a high priority initiative under the Department’s Joint Information Environment (JIE) capability framework. It addresses the need to secure, operate and defend the cyber warfighting domain. JRSS capabilities include modernizing the Department’s information transport capabilities through installation of high throughput Multiprotocol Label Switching (MPLS) routers and fiber optic links; enhanced network security stacks based on Commercial-Off-the-Shelf (COTS) products; management of the enhanced network stacks; and an analytics capability that synchronizes defensive cyber operations throughout the DoD Information Network (DoDIN). JRSS capabilities improve the ability to defend the DoDIN and resolve gaps in mid-point security for Internet Protocol (IP)-based traffic on the Non-classified IP Router Network (NIPRNet) and Secret IP Router Network (SIPRNet). JRSS implementation is driving

dramatic changes to Information Technology (IT) networking and security throughout the DoDIN by collapsing disparate security solutions and complex duplicative networking connections into a dynamic, flexible, and upgradeable future DoD IT environment.

#### **FY 2019 PERFORMANCE PROGRESS UPDATE:**

NIPRNet. The Department met 4th quarter FY 2019 performance targets for migrating Component sites to JRSS, with 166 of 336 planned sites behind JRSS as their primary network security solution on NIPRNet protecting over 1 million users. The Department did not fully meet FY 2019 performance targets for installing and transitioning JRSS to operations on NIPRNet due to delays in transitioning two stacks installed in Southwest Asia (SWA) to operational control of the DISA Global Operations Command (DGOC). The JRSS Portfolio Management Officer (PMO) is working to meet DGOC acceptance criteria and projects to transition those two stacks to operations in FY 2020. A total of 13 of 20 planned JRSS-NIPR stacks are currently installed with operational traffic.

The JRSS PMO completed actions directed by the JIE Executive Committee (EXCOM) and JRSS Senior Advisory Group (SAG) to reduce operational and performance risk and improve migration planning and execution processes with increased emphasis on site readiness to better position the Department to achieve established goals. The Department conducted an Operational Assessment (OA) of JRSS on NIPRNet 22 July thru 2 August 2019 to validate performance improvements. The JRSS PMO will use the results from the OA to inform further improvements to JRSS. Migration to JRSS on NIPRNet remains complicated due to the magnitude of all DoD Components migrating to a common physical infrastructure, varying complexities of legacy network security solutions that JRSS will replace, external dependencies on actions by the Military Services to upgrade base-level management systems, and site-specific technical and operational issues. To address these challenges, the JRSS PMO established the JRSS Implementation Planning Board (IPB) as the principle collaborative body to coordinate, integrate and synchronize all acquisition, migration, and implementation actions that affect the overall JRSS schedule. Additionally, the JRSS PMO implemented a five-phased approach beginning in August 2019 for managing and implementing migrations. This approach provides a deliberative process to orient, assess, and conduct detailed planning prior to executing migration of a site to JRSS. The approach includes a closeout phase with post-migration surveys and customer acceptance. Each phase has specific timelines for conducting migrations actions. These changes will improve the level of confidence in the pace of migration to JRSS.

SIPRNet. The Department decided to delay transition of JRSS to operations on SIPRNet until FY 2020, and delay migrating Component sites until conditions are set. The JRSS SAG and JIE EXCOM conducted governance reviews of SIPRNet JRSS in May and June 2019, and directed actions to address known issues. Those actions include efforts to satisfy DGOC acceptance criteria prior to transitioning SIPR JRSS to operations, activities to achieve an Authority to Operate (ATO) for passing operational traffic from the designated Authorizing Official, and efforts to address Component operational readiness concerns. On 27 September 2019, the JRSS PMO provided an updated approach and plan of action to operationalize SIPR JRSS based on recommendations from the operations and testing communities. The way ahead involves a four-phased approach that begins with actions to validate and test security configurations before transitioning SIPR JRSS to operations, followed by a limited migration of four sites and four bases in the Southwest and Southeast CONUS regions for a 150-day trial period beginning in 2nd Quarter, FY 2020. This deliberate approach will allow the Department to assess warfighters operational and system readiness

through formal test events and implement subsequent fix actions, if required, prior to enterprise implementation. Assuming a successful trial period and test events, the Department anticipates that SIPR-JRSS can meet future performance targets beginning in FY 2021.

The JRSS governance structure is the primary mechanism to assess performance in meeting Department goals for JRSS. This includes recurring senior executive-level reviews by the JRSS SAG and JIE EXCOM to track progress and prioritize resolution of issues. The JRSS SAG approved changes to the JRSS governance structure in June 2019 to improve integration of programmatic and operational aspects of JRSS, including the creation of a Configuration Management Board (CMB) that is tri-chaired by the JRSS PMO, Joint Force Headquarters-DoDIN, and DGOC. The governance structure includes the JRSS Implementation Planning Board that coordinates and deconflicts migration schedules for the Defense Information Systems Network (DISN) Subscription Service (DSS) sites, and a JRSS Operations Board (JOB) to address and mitigate operational issues and validate changes to the deployed JRSS baseline. The Department conducts senior executive-level deep dives on specific issues through the JRSS SAG when required.

#### **FY 2019 PERFORMANCE MEASURE OVERVIEW:**

PM 1.3.2.1: This performance measure assesses progress on regional delivery, installation and configuration of JRSS capabilities by the Defense Information Systems Agency (DISA) JRSS PMO at 20 sites for NIPRNet and 25 sites for SIPRNet, and subsequent transition of JRSS to DGOC for operations; including operational traffic traversing the stack. Key initiatives internal to DISA that support goal accomplishment include optical network upgrades and build-out of the MPLS mesh across the DoDIN.

PM 1.3.2.2: This performance measure assesses progress on actual migration of network security contexts by Joint Migration Teams (JMT) and Service Migration Teams (SMT) from legacy solutions to JRSS as an enterprise service at 336 DSS sites. External initiatives that support the goal include Component-level efforts to upgrade network and management system capabilities at bases, camps, posts and stations that will migrate to JRSS. On-going efforts by U.S. Cyber Command and Joint Force Headquarters DoDIN to establish and mature operational policies and processes related to JRSS similarly support the Department's goal for JRSS.

#### **FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

##### PM 1.3.2.1:

NIPRNet. The Department did not meet 4th quarter FY 2019 performance measure targets due to delays in transitioning two stacks installed in the Southwest Asia (SWA) region to operational control of DGOC. The JRSS PMO is working to address remaining issues identified by DGOC and projects to complete transition of the SWA stacks to operations by 2nd Quarter FY 2020. A total of 13 of 20 planned NIPR JRSS are installed with operational traffic and transitioned to DGOC for operation and maintenance as an enterprise service.

SIPRNet. The Department did not meet the performance measure targets for JRSS on SIPRNet. Although 19 of 25 planned JRSS SIPRNet stacks are installed, none have transitioned to operations due to delays in meeting acceptance criteria established by DGOC. The JRSS SAG and JIE EXCOM conducted

governance reviews of SIPRNet JRSS and directed actions to address known issues affecting transition and migration to SIPR JRSS.

Additional detail provided in the PG 1.3.2 Quarterly Performance Progress Update section above.

PM 1.3.2.2:

NIPRNet. The Department met 4th quarter FY 2019 performance measure targets for JRSS on NIPRNet. 166 out of 336 planned major DoD bases, posts, camps and stations have migrated to JRSS as their primary network security solution on NIPRNet.

SIPRNet. The Department did not meet the performance measure targets for migrating to JRSS on SIPRNet due to a decision to delay those transitions pending outcomes of the trial period and associated test events scheduled to begin no earlier than 2nd Quarter FY 2020.

Additional detail provided in the PG 1.3.2 Quarterly Performance Progress Update section above.

**IDENTIFY KNOWN RISKS:**

PM 1.3.2.1: The primary risks to achieving the Department's goal for JRSS include system stability, migration site preparedness, and user proficiency issues that may affect the pace of migration and extend the timeline for achieving the desired end-state for JRSS. Specific risks are identified through lessons learned during site migrations, operator feedback from the DoD Components, and formal test and evaluation events conducted by the Joint Interoperability Test Command (JITC). Risk mitigation is controlled through proactive and frequent engagements with all stakeholders through appropriate working groups and boards identified in the JRSS governance framework under direction of the JIE EXCOM. Technical issues may be submitted through a Trouble Ticket process established for JRSS and addressed by DGOC as the enterprise service provider. Technical issues that require an engineering change are submitted through Requests for Change (RFCs) for operational validation through the JRSS Operations Board, subsequent vetting by the JRSS PMO and approval for implementation by the JRSS CMB. The JRSS Operations Board, under direction of Joint Force Headquarters-DoDIN is the primary forum to address operational issues. JRSS Test Incident and Problem Reports (TIPRs) identified by JITC are similarly tracked for resolution through the JRSS Test and Evaluation Working Integrated Product Team (WIPT). The JRSS PMO provides status of risk and issues affecting JRSS to the JRSS SAG and JIE EXCOM, with actions tracked through resolution.

PM 1.3.2.2: Same as Known Risks for Performance Measure 1.3.2.1.

**MITIGATION EFFORTS:**

PM 1.3.2.1: The JIE EXCOM conducted a strategic review in May 2018 and directed implementation of five lines of effort to mitigate issues affecting the pace of migration and to improve post-migration operational performance. The JRSS PMO and Joint Force Headquarters DoDIN completed all critical tasks and out-briefed their results to the JIE EXCOM in February 2019. The Department conducted an Operational Assessment in July 2019 to assess the efficacy of completed actions, and plans to conduct follow on assessments as solutions to issues identified during the strategic review are fully implemented. The overall intent of these mitigation actions is to increase confidence in system performance and the pace of migration to JRSS on NIPRNet.

The JRSS SAG and JIE EXCOM conducted governance reviews of JRSS implementation on SIPRNet in May 2019, and directed actions to address known issues affecting transition and migration to JRSS on SIPRNet. Those reviews included discussion of ‘get-well’ plans for JRSS on SIPRNet. The JRSS PMO presented an updated way ahead to operational JRSS on SIPRNet to the JRSS SAG on 27 September 2019. The JRSS SAG endorsed the recommended four-phase approach with initial emphasis on Phase 1 efforts to complete all actions required to enable a limited deployment of JRSS on SIPR. The JRSS SAG will review the status of Phase 1 in December 2019 and make a decision to transition to Phase 2 if conditions are met.

PM 1.3.2.2: Same as Mitigation Efforts for Performance Measure 1.3.2.1.

**NEXT STEPS:**

PM 1.3.2.1: The primary focus during 1<sup>st</sup> Quarter FY 2020 includes efforts to transition the two NIPR JRSS in SWA to operational control by DGOC, and continuing the migration of designated Component bases, posts, camps and stations to JRSS on NIPRNet. The 1<sup>st</sup> Quarter FY 2020 focus for JRSS on SIPRNet includes completion of Phase 1 efforts in order to set the conditions for a limited deployment and trial period beginning no earlier than 2<sup>nd</sup> Quarter, FY 2020.

PM 1.3.2.2: Same as Next Steps for Performance Measure 1.3.2.1.

**PERFORMANCE INFORMATION GAPS:**

The Department has sufficient information required to assess the performance measures related to this performance goal.

**CHANGED PERFORMANCE GOALS / MEASURES:**

There were no specific changes to this performance goal since publication of the Annual Performance Plan. There were changes, however, to the annual performance targets for FY 2020 and beyond. Specifically, the Department adjusted performance targets for JRSS on SIPRNet based on the decision to delay implementation until conditions are met. Similarly, the Department adjusted performance targets for JRSS on NIPRNet based on lessons learned during prior year efforts. These adjustments reflect realistic targets that are achievable within available resources.

**FY 2019 Summary of Results**

PG 1.3.3: Implement Cyber-Supply Chain Risk Management Activities		PG Leader: DoD CIO						
Performance Measure		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Prior Year Results
PM 1.3.3.1: Improve Supplier Threat Assessment collection and analyses	Target		25%	25%	33%	50%	60%	NEW
	Actual		FOUO	FOUO	FOUO			
PM 1.3.3.2: Implement methods to mitigate risk: Enhanced Mitigation Procedures Improved hardware/ software assurance testing	Target		25%	25%	33%	50%	60%	NEW
	Actual		FOUO	FOUO	FOUO			
PM 1.3.3.3: Enhancing processes for approved products/ vendors' lists	Target		25%	25%	33%	50%	60%	NEW
	Actual		FOUO	FOUO	FOUO			

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**FY 2019 PERFORMANCE GOAL OVERVIEW:**

The Department of Defense is increasingly dependent on commercial Information and Communications Technology (ICT) products and services to build capability and execute DoD missions. In consequence, these products and services represent a supply chain attack surface for an adversary to surveil, deny, disrupt, or otherwise degrade parent systems. Supply Chain Risk Management (SCRM) refers to identification of susceptibilities, vulnerabilities and threats throughout DoD's supply chain and development of mitigation strategies to combat those threats - whether presented by the supplier, or the supplied product, its subcomponents, or the supply chain itself.

SCRM is specifically identified as a priority action in the National Cyber Strategy and aligned to the DoD Cyber Strategy implementation Lines of Effort. Much of the cyber-enabled technology used by the Department is designed, developed, and sustained through contractual relationships with non-DoD entities. Efforts to modernize key capabilities and leverage industry innovation increases the dependence and need to assure DoD products and services through SCRM in all phases of the lifecycle. The above metrics represent one of DoD's efforts to see and manage risk with regard to SCRM.

## **FY 2019 PERFORMANCE PROGRESS UPDATE:**

Cyber-Supply Chain Risk Management (C-SCRM) activities have progressed throughout the last quarter with significant ongoing efforts in developing procedures and exercising authorities to prohibit procurement from vendors posing an unacceptable level of risk. DCIO (CS) and USD(A&S) senior leaders are meeting monthly with the SCRM Threat Analysis Center (TAC) to better understand and devise actions to address Department priorities including proposed process changes anticipated to improve responsiveness by reducing the time to produce reports and “bundling” similar threat assessment requests. Continuing interaction with Scoping and Mitigations Working Group (SMWG) with bi-weekly TAC reports. Conducting ongoing market analysis of commercial SCRM tools that may enhance department’s capability. Ongoing Trusted Systems and Networks (TSN) Round to share information in the SCRM community regarding collection and analysis and set for October 2019 meeting. Efforts related to the analysis of approved products list to enhance processes and procedures to increase effectiveness were adversely impacted by significant turnover of personnel. We expect to build on FY 2019 progress and results to meet the upcoming FY 2020 objectives. Establishment of bi-weekly C-SCRM Working Group with DoD CIO and USD (A&S) as co-leads. This working group is a cross department, O6/GS-15 level, coordination meant to align DoD and federal government C-SCRM efforts, including the Federal Acquisition Security Council (FASC) and 41 USC 4713 authorities.

## **FY 2019 PERFORMANCE MEASURE OVERVIEW:**

PM 1.3.3.1: Supplier threat assessment is necessary to inform the acquisition community and facilitate the DoD’s efforts to address foreign ownership, control and influence (FOCI) concerns in the supply chain. Threat assessments are produced by the Defense Intelligence Agency (DIA) Supply Chain Risk Management (SCRM) Threat Analysis Center (TAC) mainly at the request of acquisition programs, which are developing risk assessments of the suppliers for their critical components. The TAC also produces assessments at the request of the Scoping and Mitigations Working Group (SMWG), which assesses threat information, identifies vulnerabilities and potential impacts of DoD operational usage, and devises appropriate mitigation plans and recommendations based on potential risks. DoD also is involved in the SCRM Scorecard effort to produce relevant and measurable SCRM metrics and has established a SCRM Working Group in order to buy down risk.

PM 1.3.3.2: DoD CIO, USD(A&S), and USCYBERCOM lead the Supply Chain Risk Management (SCRM) Scoping and Mitigations Working Group (SMWG). This activity is the key component to the institutionalization of enhanced procedures for SCRM as detailed in the DepSecDef memo dated March 13, 2018. The working group assesses threat information, identifies vulnerabilities and potential impacts of DoD operational usage, and devises appropriate mitigation plans and recommendations. The SMWG is the focal point for the Department’s activities related to exercising statutory authorities to prohibit procurement from certain companies. These authorities include 10 USC Section 2339a, FY 2019 NDAA Section 889, and ultimately 41 USC Section 4713 (under the Federal Acquisitions Security Council).

PM 1.3.3.3: Performance objective is to enhance DoD’s current Approved Products List (APL) and ensure consistency and efficacy across the Department for its use in purchasing hardware and software. The APL will ensure products have been evaluated from a SCRM perspective to reduce the risk of the Department purchasing hardware or software from vendors associated with known high threat cyber actors. Key



internal activities include assessment of individual Component's APLs; updating policy to strengthen requirements to use the APL in purchase decisions; and implementing procedures to help streamline any inefficiencies. External efforts include working with Interagency groups on APL methodologies employed across the federal government and the Intelligence Community.

#### **FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

PM 1.3.3.1: The SCRM TAC continues to produce threat assessments for critical national security systems in response to acquisition program and SMWG requests. These reports are used to assess risk and develop mitigations at the program and network levels DoD CIO is working with the SCRM TAC to redesign processes to improve responsiveness to threat assessment requirements and has secured \$20 million in FY 2020 funding that will be allocated to increase staff and tools to support the threat assessment process. The TAC is now meeting monthly with DCIO (CS) and USD(A&S) senior leaders to better understand and devise actions to address Department priorities. The TAC also participates in the SMWG meetings and quarterly TSN Round Table meetings to share information with the appropriate communities.

PM 1.3.3.2: The SMWG is working to finalize a roles and responsibilities memo to define and codify key procedures. The SMWG and additional weekly meetings for senior leaders from DCIO(CS), USD(R&E), USD(A&S), Defense Pricing and Contracts (DPC), and OGC provide forums for sharing information and developing guidance for exercising statutory authorities.

DoD CIO, USD(A&S), and USCYBERCOM lead the Supply Chain Risk Management (SCRM) Scoping and Mitigations Working Group (SMWG). Activities included completing another case to prohibit procurement from a vendor under 10 USC Section 2339a. Activities included preparing for future prohibition decisions under 10 USC Section 2339a. In addition, the SMWG has continued revisions to the enhanced procedures for exercising statutory authorities. The SMWG is formalizing its processes and ensuring appropriate organizations are engaged.

PM 1.3.3.3: Conduct mission analysis for adding SCRM to the Department's existing APL process. Evaluating NASA's use of commercial SCRM tools to support SCRM APL. Update unified capabilities policy to enhance processes and procedures to increase effectiveness. Expect to continue efforts that demonstrate progress and results in meeting objectives.

#### **MITIGATION EFFORTS:**

PM 1.3.3.3: New personnel have been assigned and are reinvigorating efforts to enhance the effectiveness and use of Approved Products Lists.

#### **NEXT STEPS:**

PM 1.3.3.1: The SCRM TAC began implementing revised processes during the 4th quarter for continuance into FY 2020. The TAC will continue to implement process changes into FY 2020 as it receives additional funding that will allow for increased staffing and acquiring new commercial due diligence tools.

PM 1.3.3.2: The revised SMWG process was implemented by 4<sup>th</sup> quarter with the expectation to continue into FY 2020. Concurrently, the SMWG will begin processing additional 10 USC 2339a cases.

PM 1.3.3.3: Will coordinate with Components to assess their approved products list throughout Q4 and FY 2020. DoDI 5200.44 update is ongoing and by FY 2020, it should streamline ICT SCRM policies and

procedures. Incorporate ICT SCRM into the System Survivability KPP. Expect to update this policy document to include language to strengthen requirements to use the approved products list by FY 2020.

FY 2020 will see multiple efforts, including updating guidance and policy to require SCRM assessments of vendors, an approved products list, and continuous monitoring.

**PERFORMANCE INFORMATION GAPS:**

All performance information is current and available.

**CHANGED PERFORMANCE GOALS / MEASURES:**

No changes and no significant changes are forecasted.

## FY 2019 Summary of Results

PG 1.3.4: Accelerate the Delivery & Adoption of Artificial Intelligence Throughout DoD to Achieve Mission Impact at Scale				PG Leader: Director, Joint Artificial Intelligence Center				
Performance Measure		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Prior Year Results
PM 1.3.4.1: Joint Artificial Intelligence Center (JAIC) Full Operational Capability	Target	25%	40%	60%	80%	100%	100%	NEW
	Actual	25%	40%	60%	80%			
PM 1.3.4.2: Predictive Maintenance National Mission Initiative (PMx NMI)	Target	0%	10%	20%	33%	66%	100%	NEW
	Actual	5%	10%	20%	33%			
PM 1.3.4.3: Humanitarian Assistance / Disaster Relief National Mission Initiative (HA/DR NMI)	Target	0%	10%	20%	33%	66%	100%	NEW
	Actual	5%	10%	18%	33%			
PM 1.3.4.4: Cyber Sensing National Mission Initiative (Cyber NMI)	Target	0%	5%	10%	15%	55%	100%	NEW
	Actual	2%	5%	10%	15%			
PM 1.3.4.5: Joint Common Foundation (JCF)	Target	0%	10%	20%	33%	66%	100%	NEW
	Actual	0%	10%	20%	33%			

*Department of Defense's Data Completeness and Reliability Statement—Fiscal Year 2019*

*Each Goal Owner has attested the performance results and narrative information included in this report is complete, accurate, and reliable; and that data validation and verification procedures are documented and available upon request*

### FY 2019 PERFORMANCE GOAL OVERVIEW:

The primary mission of the Joint Artificial Intelligence Center (JAIC) is to accelerate the delivery of artificial intelligence-enabled capabilities, scaling the impact of artificial intelligence (AI) throughout the DoD, and synchronizing DoD AI activities to expand Joint Force advantage. The 2018 National Defense Strategy (NDS) foresees that ongoing advances in artificial intelligence (AI) “will change society and, ultimately, the character of war.” To preserve and expand our military advantage and enable business reform, we must pursue AI applications with boldness and alacrity, while ensuring strong commitment to military ethics and AI safety. A new approach is required to increase the speed and agility with which DoD delivers AI-enabled capabilities and adapts our way of fighting. Achieving this goal requires close coordination and synchronization among DoD Components, interagency partners, and foreign allies.

## **FY 2019 PERFORMANCE PROGRESS UPDATE:**

The JAIC met all of its Q4 goals related to the standup of the organization, the launch of National Mission Initiatives (NMI), and the development of the Joint Common Foundation (JCF, formerly known as the JAIC Common Foundation). JAIC efforts have been and will continue to be focused on achieving JAIC full operational capability – in terms of people, funding, and infrastructure – to support delivering AI-enabled capabilities across the Department at speed and at scale. JAIC’s capability delivery centers on two primary categories – NMIs and Component Mission Initiatives (CMI). NMIs apply broadly to multiple Services, Combatant Commands, or Components, while CMIs are generally considered unique to a specific Service or Component. The JAIC launched two mission initiatives during Q1: Predictive Maintenance (PMx) and Humanitarian Assistance/Disaster Relief (HA/DR). Two additional mission initiatives were scoped and subsequently launched in Q2, ahead of schedule: Cyber Sensing (Cyber) and Intelligent Business Automation (IBA). In Q4, JAIC continued refining and analyzing planned and new proposed FY 2020 mission initiatives, respectively. Additionally, the Infrastructure team developed requirements, built an interim infrastructure for the Q1 mission initiatives, and further refined the JCF proof of concept. The long delay in receiving the bulk of FY 2019 funding limited the ability to accelerate mission projects, hire people, and build out JAIC’s newly-leased space in the National Capitol Region (NCR). There were additional challenges associated with losing personnel originally detailed to the JAIC as their six month assignments expired, while also having to solicit additional detailed personnel from the Services and Components to be assigned to the JAIC for one year (resulting from the lack of approved permanent government civilian and military billets until the start of FY 2020). Lack of expertise in AI/machine learning, product development and delivery, and program management furthered limited the JAIC’s ability to progress towards full operational capability. Despite personnel shortfalls and budget and infrastructure limitations, during Q4 the JAIC continued building out leased spaces; made progress on delivering AI capabilities across three separate NMIs; increased the number of permanently assigned personnel and permanent workforce; obligated all FY 2019 funds; refined FY 2020 budget plans; addressed FY 2021-2025 finances; and developed partnerships with AI stakeholders across DoD and intelligence community, the government, and international partners and allies.

## **FY 2019 PERFORMANCE MEASURE OVERVIEW:**

PM 1.3.4.1: To achieve full operational capability, JAIC must achieve: 90% of government positions filled with permanent staff; POM line in budget; permanent workspace for all employees and contractors; and IT infrastructure in place to support entire organization. Additionally, fully operational implies that the JAIC is capable of employing and scaling AI-enabled technologies across the Department, with commensurate JCF architecture developed and sustained. The internal initiatives in place to make this happen are the Administrative and Logistics team (managing facilities, IT requirements, acquisition of contractors, and hiring of new employees), the Plans team (managing the budget and programming, handling reporting and strategic engagement, and conducting analysis for CMIs and future NMIs), the Capability Delivery teams (developing, implementing, and scaling AI across the Department), the Strategic Engagement and Policy team (developing governance structures, influencing foreign partners, communicating the message of DoD AI and the JAIC both across the Federal government and to the public) and the JCF (developing the infrastructure required to support the Capability Delivery teams and collecting/developing resources for use by organizations external to the JAIC). The external initiatives that

support making the JAIC fully operational include partnering components, research laboratories, academia and industry, and the Defense Innovation Board.

PM 1.3.4.2: The PMx NMI is focused on increasing MH-60 aircraft availability and lowering the cost of engine maintenance, specifically this entails developing the ability to understand, predict and mitigate key mechanical issues; increase the availability of key combat systems; and reduce operating costs. This NMI is conducted in sprints/prototypes: Sprint 0 (zero), the SOCOM model was deployed in March 2019 and focused on predicting engine “glass-over” and low-power start up events and updating maintenance mitigation protocols. Sprint 1, the Army model, focuses on predicting components that are operating outside of normal parameters and integrating these predictions into maintenance user interfaces and practices.

PM 1.3.4.3: HA/DR NMI focuses on increasing Defense Support to Civilian Agencies operational effectiveness to reduce risk and save lives. This NMI is conducted in 3 phases/prototypes. Prototype 1 focuses on wildfire fire-line detection from full motion video. Prototype 2 focuses on assessing infrastructure damage during floods. Prototype 3 focuses on detecting object from Wide Area Motion Imagery.

PM 1.3.4.4: This NMI focuses on delivering AI to improve enterprise scale sense-making for cyberspace operations. This NMI is conducted in three phases. Phase 1 focuses on malware/event detection of advanced cyber threats in real time. Phase 2 focuses on detecting adversarial use of compromised accounts. Phase 3 identified novel threat activity.

PM 1.3.4.5: The JAIC Infrastructure Office will build the “Joint Common Foundation” (JCF) to accelerate the development and delivery of AI/ML capabilities to the field. The JCF will help jumpstart and scale NMIs and use the latest state of the art AI/ML tools and approaches. It will provide a secure, assessed, and authorized development environment to develop and demonstrate AI/ML for NMIs; support access to a common set of tools, technologies, processes, and expertise hosted on a cloud-based development environment (JEDI) where the latest state of the art AI/ML, COTS/GOTS, and customized capabilities can be applied to NMI data; enable integrated approaches that foster agility, rapid AI/ML proof of concept development, and validation of the value proposition; and enable design for integration with operational systems and the tactical edge from the outset.

#### **FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

PM 1.3.4.1: The JAIC met all progress goals for Q4. The JAIC wrote and classified 40 permanent military and civilian position descriptions, and subsequently advertised to fill those billets through several job different announcement mechanisms and recruiting efforts. The JAIC continued hiring initial permanent personnel, while simultaneously growing the contractor workforce and on-boarding rotational detailed personnel. The JAIC started the formal FY 2021 budget planning and programming process, continued strategic engagements with international partners and allies on AI strategy, and initiated design for an AI governance and budget structure. The JAIC supported the National Security Commission on AI, participated in the White House Office of Science and Technology Policy (OSTP)-led AI Select Committee to support implementing the President’s AI Executive Order, and highlighted recent initiatives at the White House Summit on Artificial Intelligence in Government. The JAIC formally joined and is helping to advance DoD operational equities in White House-led and international standards working groups, to

include partnering with the General Services Administration (GSA) on their AI Centers of Excellence Initiative. It published AI industry relations guidance and built an AI market-map derived from over 100 industry engagements. It continued its international engagements, presenting the DoD AI strategy to a United Nations working group and, in partnership with the Army and Navy, sent technical teams to Israel and Singapore as part of its capability delivery activities. JAIC also continued implementing its approach to governance, working closely with OUSD(R&E) to implement Section 238 of the FY 2019 National Defense Authorization Act (NDAA).

PM 1.3.4.2: The Predictive Maintenance NMI launched during Q1 with a dedicated team located at Carnegie Mellon University (CMU), in partnership with the Army and USSOCOM. The team received FY 2018 funding and immediately started analyzing and documenting end user requirements, documenting the current operational process and technical environment, developing a project plan, identifying operational partners and potential transition sponsors, analyzing data and developing and deploying the SOCOM model. JAIC's deployed model predicts engine health issues. SOCOM is in the process of integrating the model into the 160th Special Operations Aviation Regiment business intelligence infrastructure. Once integrated, the deployed model will be able to ingest new data and provide maintainers and unit commanders with better decision making on MH-60 aircraft availability. Latest development period (Sprint 2 in Q4) is currently conducting a literature review to establish state-of-the-art internal and external research initiatives. The next step after completing the review, CMU will work with the Army, Navy, and Air Force data to determine positive examples of detrition of engine health using this new subset of data.

PM 1.3.4.3: The HA/DR NMI was launched during Q1 with a dedicated team led by the Air Force. The team received FY 2018 funding and immediately started analyzing and documenting end user requirements, including the current diagnostic and communication tools in use by local fire and flood emergency management organizations. The HA/DR team developed a project plan and worked with their operational partners at the National Guard, Colorado Fire Protection, and California Department of Forestry and Fire Protection to identify data sources, and conduct data ingestion and curation processes. HA/DR's current focus is the accurate identification of both fire and flood-lines. The first prediction models were delivered to the JAIC in Q3.

In Q4, the HA/DR Mission Initiative was able to overcome late receipt of funds, difficulties in data collection and readiness, and challenges with obtaining an authority to operate at the testing location and accelerated product delivery in Q4. In support of Hurricane Dorian response efforts, the JAIC deployed a liaison from the HADR mission initiative team to the South Carolina National Guard Joint Operations Center (JOC). The JAIC, with Project Maven, delivered AI-enabled imagery products to the JOC and National Guard Unclassified Processing Analysis and Dissemination (UPAD) sites. These AI-generated overlays analyzed NOAA aircraft and commercial overhead imagery to map flooding, road obstructions, and building damage in support of operational response planning. While Dorian's path resulted in minimum flooding and damage in South and North Carolina, this short-notice support provided real-world end-user experience with the JAIC's current AI tools while allowing the HADR team to garner lessons for future HADR response efforts. The JAIC remains on track to deliver a Minimum Viable Product for AI-enabled still imagery analysis in early October 2019.

PM 1.3.4.4: The JAIC partnered with CYBERCOM and Cybersecurity Service Providers to analyze potential problem sets that could become the focus of the Cyberspace NMI. The Cyberspace NMI team was formally launched during Q2 with FY 2018 funding. They have determined the scope of work for the NMI and are identifying potential vendors and operational partners as they develop their project plan and begin data collection and processing.

The JAIC Cyberspace NMI team completed the project plan, followed by identifying, accessing, and testing relevant data sources. The NMI team started developing a framework and organizational agreements for collecting, curating, storing, and sharing cyber data.

PM 1.3.4.5: The JAIC infrastructure team focused its Q3/Q4 efforts toward standing up a provisional environment; resourcing processes for accreditation; expanding awareness of the JCF to the broader AI community of interest across all branches of the DoD; scoping a data strategy; and defining a deployment strategy with requirements definition in order to execute the enterprise mission in FY 2020 with a sound acquisition and operational plan. A significant step toward these goals has been standing up the Hanscom Mil Cloud (HmC) provisional environment where the JCF has created work spaces for the first NMI and CMI customers. The JCF also hosted a DoD AI Developer's community event in order to facilitate collaboration and expose potential users to the resources and capabilities that will be available to them once the JCF is fully operational.

#### **IDENTIFY KNOWN RISKS:**

PM 1.3.4.1: The biggest risks to the JAIC achieving FOC are the potential loss of funding or delay in receiving funds for FY 2020 (especially as a result of a Continuing Resolution), and the inability to hire people with the requisite AI and product delivery skills critical for capability delivery. Additional risks include additional space requirement to support the growing workforce necessary to accomplish six mission initiatives, build the JCF, govern and execute a growing budget, and meet FY 2019 NDAA Section 238 requirements.

PM 1.3.4.2: The team identifies and assesses PMx adoption risk by measuring a variety of performance measures of the system itself. This testing framework is still under development for PMx.

PM 1.3.4.3: The team identifies and assesses HA/DR adoption risk by measuring a variety of performance measures of the system itself. This testing framework is still being designed for HA/DR.

PM 1.3.4.4: Cyber will be creating a test and assessment plan to identify technologies that are poorly fit for DoD user groups and missions.

PM 1.3.4.5: Meeting accreditation requirements in order to deploy AI applications is posing a major risk to the mission. The process of hardening software in order to meet the standards is time consuming and may not generate enough tools to meet the development requirements of NMIs/CMIs. Sourcing risk for a Prime Systems Integrator remains a concern since the acquisition process is protracted such that it may be difficult to gather sufficient satisfactory responses from industry in a timely manner. The JCF team confronts additional challenges in hiring: specifically in identifying persons with appropriate skills sets for procurement, oversight, management, data engineering, scaling, and securing of a comprehensive environment dev sec ops platform for AI and ML deployment acceleration.

## **MITIGATION EFFORTS:**

PM 1.3.4.1: As the JAIC seeks to fill permanent billets, it will analyze any gaps in the government talent pool and make determinations about what is needed to mitigate this risk. The JAIC Chief of Staff has been working to project workforce requirements for FY 2021-2025 and has been working to find a new adequate and secure space to house the projected workforce requirements in FY 2020.

PM 1.3.4.2: PMx must be able to accurately determine engine health to predict when and if engine degradation will impact operational readiness. To mitigate possible risks, PMx is setting up a testing framework to evaluate the accuracy of the model's prediction in comparison with confirmed engine start failures. Unreliable or absent aircraft sensor data may inhibit model accuracy. At which time, pursuit of supplemental data through virtual sensing or identified near-fail events requires model refinement.

PM 1.3.4.3: HA/DR is adopting a rapid prototyping strategy to mitigate risks of inaccurate fire-line detection. In addition, we plan to contract with more than one vendor for fire-line / flood-line detection to mitigate failures of a single vendor.

PM 1.3.4.4: Cyber will also be testing baseline algorithms that are currently commercially available that do not utilize AI for detection of cyber-attacks and misused accounts. The performance of the AI-enabled cyber threat detectors will be compared with baselines. In addition, as not to duplicate research efforts on cyber across the DoD / IC, DoD plans to work with partners to test their models and algorithms on our Cyber test platform.

## **NEXT STEPS:**

PM 1.3.4.1: The JAIC's current efforts are focused on identifying and hiring the best qualified people to fill the 75 permanent civilian and military billets; in-processing remaining detailed personnel; continuing to improve the JAIC's NCR offices; implementing the FY 2020 Spend Plan; finalizing FY 2021 Issue Paper budget planning and programming; continuing strategic engagements with international partners on AI strategy and the ethical use of AI; designing and implementing a business intelligence and market research strategy; fulfilling FY 2019 NDAA Section 238 tasks by developing an AI governance structure and building DoD AI communities of interest.

PM 1.3.4.2: The PMx team will focus on scaling the SOCOM model, ontology development, and data management while also initially fielding updated H-60 engine health models to the Army, Navy, and Air Force's test units in FY 2020.

PM 1.3.4.3: The HA/DR team will continue to focus on developing, deploying, and testing a prototype for fire-line/flood line detection and data management.

PM 1.3.4.4: The Cyberspace NMI will update their project plan with FY 2021 deliverables and obtain leadership approval on their way ahead. They will also strive to put contractual agreements with vendors in place.

PM 1.3.4.5: JAIC will set to release a sources sought announcement for a Prime Systems Integrator in order to drive the acquisition strategy forward. We will send out a monthly Tech Bulletin to communicate and facilitate interactions within the DoD AI community of practice that may expedite development and



adoption. We are working with standards groups to drive conversations that will lead to greater interoperability of AI Systems and AI Data.

**FY 2019 Summary of Results**

PG 1.3.5: Award of Joint Enterprise Defense Infrastructure (JEDI) Cloud Contract			PG Leader: Program Manager, DoD Cloud Computing Program Office					
Performance Measure		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Prior Year Results
PM 1.3.5.1: JEDI Cloud Contract Award	Target	Measured Annually			X	100%	100%	NEW
	Actual				0%			

*Department of Defense’s Data Completeness and Reliability Statement–Fiscal Year 2019*

*Each Goal Owner has attested the performance results and narrative information included in this report is complete, accurate, and reliable; and that data validation and verification procedures are documented and available upon request*

**FY 2019 PERFORMANCE GOAL OVERVIEW:**

The DepSecDef established an enterprise cloud initiative to competitively acquire the Joint Enterprise Defense Infrastructure (JEDI) Cloud. The Request for Proposal (RFP) was released on July 26, 2018 with bids received on October 12, 2018. The acquisition action is currently in the process of source selection. The scheduled award date is Q1 FY 2020.

JEDI Cloud is a pathfinder, General Purpose enterprise-wide cloud. JEDI will allow DoD to take advantage of economies of scale, ensure superiority through data aggregation and analysis, and lay the foundational technology for artificial intelligence and machine learning.

Goal has been achieved once a contract is awarded; goal not achieved unless contract awarded. There is no partial success. The contract will be awarded on time or it will not.

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

The JEDI Source Selection is progressing. The Competitive Range was successfully set on April 10, 2019. Source selections of this magnitude are complicated. The JEDI Source Selection has had the added complexities of an investigation and protest litigation activities. This has impacted the JEDI award date, as it would any Source Selection of this size and complexity. The contract is likely to be awarded in Q1 FY 2020.

**FY 2019 PERFORMANCE MEASURE OVERVIEW:**

Goal has been achieved once a contract is awarded; goal not achieved unless contract awarded. There is no partial success.

**FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

The JEDI Source Selection is progressing. The Competitive Range was successfully set on April 10, 2019. The contract is likely to be awarded in Q1 FY 2020.

\* JEDI contract award has slipped from Q3 FY 2019 to Q4 FY 2019.

**IDENTIFY KNOWN RISKS:**

The JEDI Source Selection has been protested in the Court of Federal Claims. The contract cannot be awarded until the protest is resolved. Companies will have additional opportunities to protest the JEDI Source Selection with the Government Accountability Office and the Court of Federal Claims, at Award. Each subsequent protest has the risk of further delaying the contract start date.

**MITIGATION EFFORTS:**

The Department of Justice, on behalf of the Department of Defense, is currently working through an investigation and protest litigation activities. Both the Department of Defense and the Department of Justice will work to expediently resolve subsequent protests as they are filed.

**NEXT STEPS:**

The next steps in the process to award the JEDI contract are to conclude the evaluations and select the vendor for award. Simultaneously, the Department of Justice will work to resolve the protest at the Court of Federal Claims. Both the Department of Defense and the Department of Justice will work to expediently resolve subsequent protests as they are filed. The contract is likely to be awarded in Q1 FY 2020.

**FY 2019 Summary of Results**

PG 1.3.6: Roll Out of Account Tracking and Automation Tool (AT-AT) Provisioning Tool			PG Leader: Program Manager, DoD Cloud Computing Program Office					
Performance Measure		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Prior Year Results
PM 1.3.6.1: Roll Out of AT-AT	Target			75%	75%	100%	100%	NEW
	Actual			75%	75%			

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**FY 2019 PERFORMANCE GOAL OVERVIEW:**

The DepSecDef established an enterprise cloud initiative to competitively acquire the Joint Enterprise Defense Infrastructure (JEDI) Cloud. The Request for Proposal (RFP) was released on July 26, 2018 with bids received on October 12, 2018. The acquisition action is currently in the process of source selection. The contract is likely to be awarded in Q1 FY 2020.

JEDI Cloud is a pathfinder, General Purpose enterprise-wide cloud. JEDI will allow DoD to take advantage of economies of scale, ensure superiority through data aggregation and analysis, and lay the foundational technology for artificial intelligence and machine learning.

This performance parameter addresses the development and launch of the Account Tracking and Automation Tool (AT-AT) self-service automated provisioning tool that will access the compute and storage capabilities of the JEDI Cloud. Said tool is a user-management resource for task order management that will create user account and provision resources within the JEDI cloud.

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

The development of AT-AT is progressing. The vendor delivered the minimally viable product (MVP), Pre-Cloud Service Provider (CSP) integration in June 2019. The delivery of an operational MVP and the full delivery is dependent on JEDI contract award in order to complete CSP integration. The JEDI Source Selection is progressing. Source selections of this magnitude are complicated. The JEDI Source Selection has had the added complexities of an investigation and protest litigation activities. This has impacted the JEDI award date, as it would any Source Selection of this size and complexity. The contract is likely to be awarded in Q1 FY 2020. The earliest an operational version of AT-AT will be delivered is 30 days post contract award.

**FY 2019 PERFORMANCE MEASURE OVERVIEW:**

The development of AT-AT reached 75% complete with the delivery of the MVP in June 2019. While awaiting JEDI contract award, the AT-AT vendor is now focused on CSP-mitigation risk reduction activities and development of features that are above-and-beyond MVP. Once the JEDI contract is

awarded and approval is given to proceed forward, the AT-AT vendor will with work with the CSP vendor to complete the CSP integration within 30 days. The completion of the CSP-integration will coincide with the successful achievement of this Performance Parameter.

**FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

The Defense Digital Service, in cooperation with the Cloud Computing Program Office, has completed much of the AT-AT development. In addition, the team has provided demonstrations to the AT-AT user community and to the DoD CIO. The development of AT-AT reached 75% complete with the delivery of the MVP in June 2019. While awaiting JEDI contract award, the AT-AT vendor is now focused on CSP-mitigation risk reduction activities and development of features that were above-and-beyond MVP. Once the JEDI contract is awarded and approval is given to proceed forward, the AT-AT vendor will with work with the CSP vendor to complete the CSP integration within 30 days. The completion of the CSP-integration will coincide with the successful achievement of this Performance Parameter. JEDI contract award was in Q1 FY 2020.

**IDENTIFY KNOWN RISKS:**

The completion of the AT-AT is dependent on CSP integration, which is dependent on JEDI contract award. The JEDI Source Selection has been protested in the Court of Federal Claims. The contract cannot be awarded until the protest is resolved. Companies will have additional opportunities to protest the JEDI Source Selection with the Government Accountability Office and the Court of Federal Claims, at the points of Competitive Range Determination and Award. Each subsequent protest has the risk of further delaying the contract award date.

**MITIGATION EFFORTS:**

The Department of Justice, on behalf of the Department of Defense, is currently working through an investigation and protest litigation activities. Both the Department of Defense and the Department of Justice will work to expediently resolve subsequent protests as they are filed.

**NEXT STEPS:**

The development of AT-AT reached 75% complete with the delivery of the MVP in June 2019. The JEDI Source Selection is progressing. The Competitive Range was successfully set on April 10, 2019. The contract is likely to be awarded in Q1 FY 2020. The next steps in the process to award the JEDI contract are to conclude the evaluations and select the vendor for award. Simultaneously, the Department of Justice will work to resolve the protest at the Court of Federal Claims. Both the Department of Defense and the Department of Justice will work to expediently resolve subsequent protests as they are filed.

While awaiting JEDI contract award, the AT-AT vendor is now focused on CSP-mitigation risk reduction activities and development of features that were above-and-beyond MVP. Once the JEDI contract is awarded and approval is given to proceed forward, the AT-AT vendor will with work with the CSP vendor to complete the CSP integration within 30 days. The completion of the CSP-integration will coincide with the successful achievement of this Performance Parameter. JEDI contract award has slipped from Q3 FY 2019 to Q4 FY 2019.

**FY 2019 Summary of Results**

PG 1.3.7: Joint Enterprise Defense Infrastructure (JEDI) Environments Open for Business		PG Leader: Program Manager, DoD Cloud Computing Program Office						
Performance Measure		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Prior Year Results
PM 1.3.7.1: JEDI Cloud Open for Business	Target					X		NEW
	Actual							

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**FY 2019 PERFORMANCE GOAL OVERVIEW:**

The DepSecDef established an enterprise cloud initiative to competitively acquire the Joint Enterprise Defense Infrastructure (JEDI) Cloud. The Request for Proposal (RFP) was released on July 26, 2018 with bids received on October 12, 2018. The acquisition action is currently in the process of source selection. The contract was awarded in Oct 2019.

JEDI Cloud is a pathfinder, General Purpose enterprise-wide cloud. JEDI will allow DoD to take advantage of economies of scale, ensure superiority through data aggregation and analysis, and lay the foundational technology for artificial intelligence and machine learning.

This performance parameter addresses the success criteria associated with when services on JEDI Cloud at all classification levels are available for users to order.

Within 270 days of the conclusion of the post-award kickoff, the vendor will make any remaining unimplemented services available for accreditation. At that point, DoD CIO plans to assess and accredit those remaining services within 30 days to enable all JEDI Cloud environments to be open for business and ready for users to utilize the capabilities of JEDI cloud. If, the JEDI contract award date of Q1 FY 2020 holds, all JEDI Cloud environments plan to be open for business and ready for users by the end of FY 2020.

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

The success of this performance parameter is dependent on the award of the JEDI contract. The JEDI Source Selection is progressing. The Competitive Range was successfully set on April 10, 2019. The contract is likely to be awarded in Q1 FY 2020. The next steps in the process to award the JEDI contract are to conclude the evaluations and select the vendor for award. Simultaneously, the Department of Justice will work to resolve the protest at the Court of Federal Claims. Both the Department of Defense and the Department of Justice will work to expediently resolve subsequent protests as they are filed. The JEDI Source Selection has had the added complexities of an investigation and protest litigation activities. This has impacted the JEDI award date, as it would any Source Selection of this size and complexity.

**FY 2019 PERFORMANCE MEASURE OVERVIEW:**

The achievement of this performance measure is dependent on the JEDI Contract Award. The Competitive Range was successfully set on April 10, 2019. The contract was awarded in Q1 FY 2020.

**IDENTIFY KNOWN RISKS:**

The JEDI Source Selection has been protested in the Court of Federal Claims as 1 Nov 14, 2019. The contract cannot be awarded until the protest is resolved. Companies will have additional opportunities to protest the JEDI Source Selection with the Government Accountability Office and the Court of Federal Claims, at the points of Competitive Range Determination and Award. Each subsequent protest has the risk of further delaying the contract award date.

**MITIGATION EFFORTS:**

The Department of Justice, on behalf of the Department of Defense, is currently working through an investigation and protest litigation activities. Both the Department of Defense and the Department of Justice will work to expediently resolve subsequent protests as they are filed.

**NEXT STEPS:**

The achievement of this performance measure is dependent on the JEDI Contract Award. The JEDI Source Selection is progressing. The Department of Justice will work to resolve the protest at the Court of Federal Claims. Both the Department of Defense and the Department of Justice will work to expediently resolve subsequent protests as they are filed. Within 270 days of the conclusion of the post-award kickoff, the vendor will make any remaining unimplemented services available for accreditation. At that point, DoD CIO plans to assess and accredit those remaining services within 30 days to enable all JEDI Cloud environments to be open for business and ready for users to utilize the capabilities of JEDI cloud. If the JEDI contract award date of Q1 FY 2020 holds, all JEDI Cloud environments plan to be open for business and ready for users by the end of FY 2020.

## FY 2019 Summary of Results

PG 1.3.8: Modernize Tactical Radio Communications (Waveforms, Radios, Crypto)				PG Leader: Department of Defense Chief Information Officer (DoD CIO)				
Performance Measure		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Prior Year Results
<b>PM 1.3.8.1: COMSEC Modernization Radio (CMR)</b> <b>* Tact Radio</b> <b>** L-16 Terminals</b>	Target	Measured Annually			* 20%	* 40%	* 60%	FY 2018: 5%
	Actual				** 30%			
<b>PM 1.3.8.2: Accelerate Mobile User Objective System (MUOS) Terminal Procurement</b>	Target	15%	20%	25%	30%	50%	70%	NEW
	Actual	3%	9.2%	9.2%	9.2%			

*Department of Defense's Data Completeness and Reliability Statement—Fiscal Year 2019*

*Each Goal Owner has attested the performance results and narrative information included in this report is complete, accurate, and reliable; and that data validation and verification procedures are documented and available upon request*

### FY 2019 PERFORMANCE GOAL OVERVIEW:

This performance goal focuses on Service and United States Special Operations Command (USSOCOM) cryptographic modernization efforts for 2 MHz to 2 GHz tactical radios required to provide warfighters with secure communications capabilities critical to command and control of joint forces in contested environments and leverages the National Security Agency (NSA) Communications Security (COMSEC) Modernization Initiative (CMI) requirement to drive Communications Security (COMSEC) modernization investments. By achieving tactical radio COMSEC modernization, this performance goal supports the National Defense Strategy by increasing warfighter lethality through accelerated investment and greater emphasis in flexible, modular, innovative, and survivable Command, Control, Communications, and Computers (C4) capabilities at the tactical edge.

### FY 2019 PERFORMANCE PROGRESS UPDATE:

The DoD CIO compiled and analyzed Service modernization data as received during the current Radio and Communications Security Modernization Plan (RCMP) version 5 data call. The numeric values stated in this report were derived from the initial Service data submissions. DoD CIO completed Action Officer and GO/FO level staffing of the Command, Control, and Communications (C3) Leadership Board (C3LB) charter. Once finalized in Q1 FY 2020, the C3LB, a senior-level governance body charged with oversight of C3 for the Department, will guide the Department in the development, delivery, coordination, and implementation of modernized tactical communications capabilities that support Department objectives and priorities. In response to the Deputy Secretary of Defense's memorandum for Joint Tactical Networks and Datalink Modernization, DoD CIO is staffing a consolidated Department response regarding the execution of tactical communications waveform Lead Service responsibilities. These new responsibilities will help accelerate and synchronize the fielding of modernized tactical networking solutions across the

Joint Force. During the past quarter, the Radio and Communications Strategy Working Group (RCSWG) met to assess the Department's progress in transitioning from HAVE QUICK II to SATURN, ongoing SINCGARS and Link-16 modernization efforts, and vendor HF modernization roadmap. Finally, the DoD CIO drafted a Department-level C3 strategy, outlining the strategic goals and lines of effort required to deliver modernized C3 networks and systems to the joint warfighter. The strategy is currently undergoing internal DoD CIO review.

**FY 2019 PERFORMANCE MEASURE OVERVIEW:**

PM 1.3.8.1: This performance measure focuses on Service and United States Special Operations Command (USSOCOM) cryptographic modernization efforts for 2 MHz to 2 GHz tactical radios required to provide warfighters with secure communications capabilities critical to command and control of joint forces in contested environments and leverages the National Security Agency (NSA) Communications Security (COMSEC) Modernization Initiative (CMI) requirement to drive Communications Security (COMSEC) modernization investments. The performance measure reflects the number of 2 Mhz-2 Ghz radio terminals that have completed, or do not require COMSEC modernization as a percentage of the current radio inventory.

PM 1.3.8.2: This performance measure focuses on Service deployment of Wideband Code Division Multiple Access (WCDMA) tactical radios required to field an operational Mobile User Objective System (MUOS) capability. MUOS is a Department of Defense (DoD) satellite communications system developed to provide secure worldwide Ultra High Frequency (UHF) Satellite Communications (SATCOM). Each Service procures and fields the UHF radios providing the user interface and enabling MUOS communications. This performance measure tracks the number of WCDMA terminals the Services procure and field to enable the transition of legacy networks to WCDMA networks and fielding of a MUOS operational capability.

**FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

PM 1.3.8.1: DoD CIO initiated the Service level data call request to support RCMP version 5, which is a measure of Service modernization progress over the next fiscal year. DoD CIO is continuing to collect and refine the Service data submissions. Overall, Service tactical radio procurement has been limited to small Low Rate Initial Production quantities as the Services continue tactical radio acquisition competition. Over the next FY the Services, predominantly Army, will conduct operational testing to inform a planned full rate production decision in FY 2021.

PM 1.3.8.2: The WCDMA terminal fielding in Q4 2019 represents 9.2% of the approximate total of 34,000 terminals to be fielded by FY32. The 9.2% represents Marine Corps, Navy and some Army Manpack terminals deployed to support tests and non-combat operational use as part of the Early Combatant Command phase. Further procurement of WCDMA-capable terminals is expected in FY 2020 and beyond after the successful completion of Follow-on Test and Evaluation, whose report is anticipated in November 2019, and the results of the FY 2021 Issue Paper's recommendation for accelerated fielding.



## **IDENTIFY KNOWN RISKS:**

PM 1.3.8.1: If the Services do not modernize their tactical communications capabilities by the targeted modernization dates, the Department's ability to effectively communicate in contested operational environments will be at risk.

PM 1.3.8.2: DoD CIO remains focused on WCDMA terminal fielding to enable an efficient transition of legacy networks to WCDMA capability. However, the transition is at risk as Services have been slow to adopt and field terminals due to delays prevalent in the MUOS system and with no real requirement for terminal fielding based on Combatant Command (CCMD) requirements. In addition, the terminal numbers presented in the President's Budget 2020 data call and used to inform the performance measure are a preliminary set and are expected to increase in subsequent data calls and hence, the fielding percentage and eventual measurement progress is at risk of decreasing. The fielding percentage is expected to stabilize once the Services are presented with the final requirements for WCDMA terminals following a network transition analysis by the CCMDs.

## **MITIGATION EFFORTS:**

PM 1.3.8.1: DoD CIO works to manage resource risk by informing Service budget inputs through the annual DoD CIO Capability Planning Guidance.

PM 1.3.8.2: The DoD CIO is a vocal proponent and key advocate to identify WCDMA terminal requirements based on CCMD requirements. Efforts are underway to initiate a way forward towards determining a network transition plan and recommendations from the OPSDEPS TANK requesting the Services accelerate their WCDMA terminal fielding as outlined in the FY 2021 Issue Paper.

## **NEXT STEPS:**

PM 1.3.8.1: DoD CIO will gather Service tactical radio communication modernization data during the next performance quarter and publish RCMP v5. Once published, RCMP v5 will identify any performance goal shortfalls and provide the newly created C3LB with the information required to mitigate risks via inputs to the DoD CIO Capability Planning Guidance.

PM 1.3.8.2: The DoD CIO, together with the Joint Staff, U.S. Strategic Command, US Space Command, and United States Navy will deliver a FY 2021 Issue Paper to the Office of Cost Assessment and Program Evaluation (CAPE) recommending terminal fielding acceleration based on the Service fielding plans provided to CAPE. Accelerated fielding is projected to result in Full Operational Capability (FOC) of MUOS by 2028 as defined in the Joint Space Communications Layer Initial Capabilities Document (JSCL ICD).

## **PERFORMANCE INFORMATION GAPS:**

PM 1.3.8.1: DoD CIO initiated the Service level data call request to support RCMP version 5, which is a measure of Service modernization progress over the next fiscal year. DoD CIO is continuing to collect and refine the Service data submissions.

PM 1.3.8.2: All Services provided WCDMA-capable terminal fielding data to CAPE via the DoD CIO. DoD CIO is working with the Services to validate responses. The Air Force data was incomplete as of 1 August and DoD CIO is working with the Air Force to capture the missing data.

**FY 2019 Summary of Results**

<b>PG 1.3.9: Assured Electromagnetic Spectrum (EMS) Access, Use, &amp; Maneuver</b>		<b>PG Leader: DoD CIO C3 (SP&amp;P)</b>						
<b>Performance Measure</b>		<b>Q1 2019</b>	<b>Q2 2019</b>	<b>Q3 2019</b>	<b>Q4 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Prior Year Results</b>
<b>PM 1.3.9.1: Joint electromagnetic spectrum information analysis and fusion (JEMSIAF)</b>	Target	0%	33%	75%	100%	X	X	NEW
	Actual	30%	50%	100%	100%			
<b>PM 1.3.9.2: Joint spectrum Data Repository (JSDR)</b>	Target	0	33%	67%	100%	X	X	NEW
	Actual	30%	50%	67%	100%			
<b>PM 1.3.9.3: Electromagnetic Battle Management (EMBM)</b>	Target	0%	33%	75%	100%	X	X	NEW
	Actual	30%	50%	80%	100%			
<b>PM 1.3.9.4: Spectrum Efficient National Surveillance Radar (SENSR) Feasibility Study Phase 2 Pipeline Plan to Technical Panel</b>	Target	5%	50%	100%	N/A			NEW
	Actual	10%	50%	90%	95%			
<b>PM 1.3.9.5: 3450-3550 MHz Feasibility Study Pipeline Plan to Technical Panel</b>	Target	25%	50%	75%	100%	N/A	N/A	NEW
	Actual	50%	85%	85%	100%			
<b>PM 1.3.9.6: SENSR and Non-SENSR Feasibility Studies</b>	Target	35% (SENSR) 0% (non)	50% (SENSR) 5% (non)	55% (SENSR) 15% (non)	65% (SENSR) 35% (non)	80% (SENSR) 65% (non)	100% (both)	NEW
	Actual	35% / 0%	50% / 0%	50% / 0%	60% / 5%			
<b>PM 1.3.9.7: Completion of AWS-3 transition activities</b>	Target	30%	35%	50%	50%	70%	75%	NEW
	Actual	30%	35%	50%	50%			

<b>PM 1.3.9.8: 1675-1680 MHz Feasibility Study</b>	Target	5%	10%	35%	50%	100%		NEW
	Actual	5%	20%	35%	50%			

*Department of Defense’s Data Completeness and Reliability Statement–Fiscal Year 2019*

*Each Goal Owner has attested the performance results and narrative information included in this report is complete, accurate, and reliable; and that data validation and verification procedures are documented and available upon request*

**FY 2019 PERFORMANCE GOAL OVERVIEW:**

Evolve the DoD to an Agile Electromagnetic Spectrum (EMS) Enterprise.

Develop a resilient, survivable, secure, distributable, tailorable, and sustainable tactical/operational EMS enterprise capable of operating within a contested, congested, and operationally limited EMS environment, while ensuring DoD spectrum access requirements are adequately protected domestically in order to achieve EMS superiority over our adversaries.

Lack of Joint EMS joint functional Capability is hindering DoD’s ability to successfully execute in contested and congested environments. 5G offers a unique opportunity to leverage emerging technology, in this trade space, offering inherent communication protection features and advanced network capability/capacity for spectrum dependent systems. Also, the Services are configuring electromagnetic battle management (EMBM) to enable C2 of the EMS at deployed locations, but require a joint solution, database support and an architecture capable of servicing networks required by fielded units. Due to increased demands for spectrum to support commercial users (e.g., broadband), spectrum bands currently used by DoD are being examined for reallocation to non-federal usage, putting DoD equities and missions at risk.

This performance goal aligns with DoD CIO objectives to establish C2 superiority, integrate Joint Information Environment (JIE) sharing, integrate artificial intelligence (AI) and cloud into all elements of EMS Enterprise (EMSE), and aligns with DoD CIO objective to modernize and consolidate DoD networks and data centers.

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

Overall, the Assured Electromagnetic Spectrum (EMS) Access, Use, & Maneuver performance goals related to Electromagnetic Battle Management are on track for this quarter. Success has been enabled through the execution of teamwork and exercising governance to leverage a broad range of capabilities and personnel from across the Department. The Advanced Wireless Services (AWS-3) transition and 1675-1680 MHz feasibility study are proceeding on schedule. However, risk is building across several projects that are dependent on organizations from outside of the Department. The 3450 - 3550 MHz Spectrum Pipeline Plan (SPP) is on hold and awaiting the completion of the Department of Commerce's (DOC) feasibility study mandated by the Mobile Now Act. The lack of funding leaves technical offices with insufficient resources to complete the detailed analysis necessary to optimize the band for 5G. Additionally, the 1300-1350 MHz efforts are also being delayed due to factors outside of the Department's control. The Technical Panel has directed the Spectrum Efficient National Surveillance Radar (SENSR) Joint Program Office to extend Phase 1 efforts, so the Phase 2 plan must be adjusted to account for the change the realignment of tasks between the two phases. Additionally, the non-sensr program was delayed.

In accordance with 47 CFR 928, before Spectrum Relocation Funds can be released for Pipeline Plan activities, 1) the Plan must be approved by the Technical Panel, 2) the Director of OMB must submit the approved plan to Congress, and 3) 60 days must elapse after the plan has been submitted. The Technical Panel approved the DoD non-SENSR Pipeline Plan in October 2018, the Director of OMB submitted the plan to Congress in March of 2019, and DoD submitted its apportionment request on May 7, 2019, after the 60 day congressional grace period. The non-sensr effort finally initiated in September 2019.

Additional, significant activities, which will affect our EMS access, use and maneuver not measured within the Performance Goal, have resulted from the Presidential Memorandum on Developing a Sustainable Spectrum Strategy for America's Future and new Departmental priorities. These activities include the development and submission of a Future Spectrum Requirements report, Current Usage Analysis, the review and coordination of the National Spectrum Strategy, and activities to support the Department's use of 5G.

#### **FY 2019 PERFORMANCE MEASURE OVERVIEW:**

PM 1.3.9.1: JEMSIAF will provide fused finished intelligence products with service-generated products to construct an analytic document that will inform Joint EMS Operations Centers and component EMSO operators. The information will include:

- Technical and operational characteristic of EMS-dependent Systems
- Threat to operations in the EMS over a specified region
- Planning considerations for achieving EMS superiority
- Impact to operations across all domains if the EMS superiority is not achieved

A JEMSIAF activity provides information services previously unavailable to improve the ability of DoD to execute EMSO as described in the Joint Concept for EMSO, fill multiple EMBM CBA Gaps, meet the direction of several Joint Requirements Oversight Council Memorandum (JROCM) 007-18 directed activities, and support tasks described in the EMSO Operational Employment Guide (OEG) by providing a centralized effort that support operations. JEMSIAF implementation is to shift the risk away from tactical and operational units for aspects of operations that are sufficiently common to consolidate as reach-back support. This is based upon the knowledge that although EMS physics, threats, and to some degree employment are globally identical or similar, each tactical/operational warfighter is still somehow completely and separately responsible for making sense of his/her EMS context, while bearing the responsibility for deciding and fighting at the speed of their adversary and the environmental demands. To counter this systemic inefficiency, JEMSIAF will create and grow an enduring, universally accessible, broadly informed, and operationally grounded DoD capability to address current and future critical shortfalls in warfighting EMS information fusion and analysis. Centralizing this information fusion and analysis function reduces execution risk and provides for efficiency of effort as common functions (e.g. accessing data from multiple sources; ensuring the data is current, accurate and complete as an authoritative source; maintaining technical and analytic expertise; maintaining M&S tools; etc.) can be leveraged by each Combatant Command and Joint Task Force.

To meet the performance measure, JEMSIAF funding was required in the FY 2020-2024 budget process. A budget execution plan put in place that enables execution of the funding on receipt of the budget in the

new fiscal year. As the budget execution plan is an analysis cell for EMS information analysis and fusion, the contracts require a secure classified facility.

PM 1.3.9.2: The performance measure overview requires an effective process and support structure for blue system data incorporated by the analysts and derived from records built and maintained from information from numerous sources. These sources include industry publications, equipment nomenclature cards, Joint Spectrum Center (JSC) reports, technical manuals, electronic media/transfer, JF-12 documents, DD Forms 61, external engineering reports, electronic intelligence notations, SIPRNet searches, and International Telecommunications Union (ITU) notifications. These records are comprised of the JSC Equipment, Tactical, and Space (JETS) database, which are maintained by the Defense Spectrum Organization (DSO). Currently, engineering staff with experience in communications, radar, datalinks, and related Sensor Data Services (SDS) manually maintain JETS records. The JETS database requires significant improvement to meet operational accuracy requirements. The historical pattern of activity from 1992 through 2014 demonstrated an annual record creation/update rate of 550 per year. With an average number of man-hours per record of 40, this historical trend would total 22,000 hours of effort per year, or 12x FTE (assuming the 1,880 hour annual model).

The performance metric for this year is the establishment of an office that will provide accurate operational data. To meet the performance measure, funding was required in the FY 2020-2024 budget process. A budget execution plan is developed and in place for the execution of the funding; we have completed all the activities within our control and are ready to receive the money. We are under CR and funding has not been received; an approved budget for the year is required. The budget execution plan requires funding, contracts, personnel skills identification and networks that provide data to an analysis cell for EMS information analysis and fusion.

PM 1.3.9.3: Assess expanding the Army's Electronic Warfare Planning and Management Tool (EWPMT) to meet Joint Electromagnetic Battle Management requirements. Completed all associated reports on time. Simultaneous lead an effort to conduct an evaluation of alternatives (EoA) to the Electromagnetic Battle Management (EMBM) Initial Capability Document (ICD).

PM 1.3.9.4: To achieve completion, DoD (along with the other Federal partners in the SENSr Program) must submit a Pipeline Plan to the Technical Panel for SENSr Feasibility Study Phase 2.

PM 1.3.9.5: To achieve completion, DoD must submit a Pipeline Plan to the Technical Panel for a feasibility study of 3450-3550 MHz.

PM 1.3.9.6: Completion entails a recommendation on the feasibility of reallocating the 1300-1350 MHz band for commercial broadband and paths for each of the impacted DoD equities (e.g., relocation to another band, remaining and sharing with commercial broadband).

PM 1.3.9.7: Completion is defined as the deletion of all frequency assignments affected by the AWS-3 auction without mission impact to DoD.

PM 1.3.9.8: Completion of this effort is defined by providing a recommendation on the feasibility of reallocating the 1675-1680 MHz band.

## **FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

PM 1.3.9.1: The Program Objective Memorandum (POM) FY 2020 team worked through the Electronic Warfare Executive Committee to get to the Cost Assessment and Program Execution program review. The Program Decision Memorandum for the FY 2020 Budget Request on December 7, 2018 defined the agreed funding for JEMSIAF. In coordination with United States Strategic Command (USSTRATCOM), the Defense Information Systems Agency's (DISA) Defense Spectrum Organizations (DSO) and the Joint Electronic Warfare Center (JEWEC) secure, classified information facilities were located at Lackland AFB, San Antonio, Texas. Current activities are arranging contractual agreements, so there will be no delay in getting personnel in place as soon as the funding is available with the new budget year. The program is prepared to execute funding upon receipt of an approved FY 2020 budget.

PM 1.3.9.2: The Program Objective Memorandum FY 2020 team worked through the Electronic Warfare Executive Committee to get to the Cost Assessment and Program Execution program review. The Program Decision Memorandum for the FY 2020 Budget Request on December 7, 2018 defined agreed funding for own force data for the FY 2020-2022 budget years. In coordination with USSTRATCOM, DSO, and the JEWEC, secure classified information facilities were located at the Joint Spectrum Center, Annapolis, Maryland. Current activities are arranging contractual agreements, so there will be no delay in getting personnel in place as soon as funding is available with the new budget year. Additionally, \$12M for RDT&E was provided to develop automation data analysis, standards and networks that will distribute information from the appropriate cloud services. The program is prepared to execute funding upon receipt of an approved FY 2020 budget.

PM 1.3.9.3: The evaluation of quarterly performance measures are against an analysis plan developed by the Army's program office for Electronic Warfare Planning and Management Tool (EWPMT) and by DISA's DSO for the EMBM ICD. The EWPMT task has completed the initial requirements, publication and concept of operations guide reviews and further assessed the development of Joint EMS Operations Cells. The next step is to conduct an EWPMT and Joint EMBM "table top" analysis.

The EMBM ICD EoA is complete and has been used to inform the FY 2021-2022 Program Objective Memorandum (POM) process. The program is now awaiting final approval through the POM process.

PM 1.3.9.4: DoD, including DoD CIO and the affected Military Departments (MILDEPs), have been actively engaging with the SENSR JPO and the Technical Panel to determine the scope and required activities necessary for SENSR Phase 2. This includes participating in the SENSR Spectrum Valuation assessment, directed by the Technical Panel, to estimate the projected revenue from the final auction. DoD CIO has provided the JPO with expertise on the statutory requirements and limitations of the Spectrum Relocation Fund to appropriately scope the Phase 2 efforts. Additionally, the Technical Panel has requested a realignment of tasks between Phase 1 and Phase 2, resulting in a delay in submission to accommodate the change. The Technical Panel now expects the Phase 1 work to continue through April 2020.

PM 1.3.9.5: DoD has continued to meet with the Technical Panel to receive feedback on the draft 3450-3550 MHz Pipeline Plan. NTIA, through the Technical Panel, has indicated they believe DoD should not conduct any study activities until they complete their congressionally mandated Feasibility Assessment of the 3.1 – 3.55 GHz band. The assessment is nearing completion and should be done by the end of October

2019. DoD concurred that the Feasibility Assessment should be completed first and will resubmit a spectrum pipeline plan as soon as the Feasibility Assessment and a newly tasked 3.55 – 3.65 GHz Transition Plan is complete.

PM 1.3.9.6: DoD has been actively engaged in the SENSr Phase 1 completion efforts, which are primarily focused on the development and approval of the Phase 2 Pipeline Plan at this time. The Technical Panel expects Phase 1 work to continue through April 2020.

Non-SENSr efforts were significantly late due to a delay in receipt of funding. OMB finally apportioned the necessary funds on June 20, 2019 and funds were received by DoD in August. The initial tasker for this project was distributed, initiating the effort.

PM 1.3.9.7: No systems were slated to transition during this quarter. Continued negotiations with the Society of Broadcast Engineers and the National Association of Broadcasters to gain access to the 2025-2110 MHz band to facilitate the transition of the impacted tactical radio relay, tactical targeting network technology, and small-unmanned aerial systems. Continued to work with the winning licensees to facilitate early access to the 1755-1780 MHz band during the transition period. Continued to work with the affected DoD stakeholders and the primary winning bidders in the 1695-1710 MHz band to develop and document an expedited coordination procedure for indefinite sharing.

PM 1.3.9.8: Held bi-weekly meetings with NOAA to discuss issues for specific DoD sites to determine if there are any changes to NOAA's analysis to adequately protect DoD equities. DoD also continued providing receiver characteristics to NOAA to facilitate their analysis. DoD has continued hosting NOAA for site surveys at impacted sites. This project will continue through 2020 and is proposed to be dropped from further tracking through this venue.

#### **IDENTIFY KNOWN RISKS:**

PM 1.3.9.1: Pre-funding activities as laid out in the activity are complete. Receipt of funding is dependent on the Presidential budget submission and Congressional approval of the budget. If the activity is not funded, the Department will assume risk defined by degraded operational performance and an inability to plan for Joint Electromagnetic Spectrum Operations (JEMSO).

PM 1.3.9.2: Pre-funding activities as laid out in the activity are complete. Receipt of funding is dependent on the Presidential budget submission and Congressional approval of the budget. If the activity is not funded, the Department will assume risk defined by degraded operational performance and an inability to plan for Joint Electromagnetic Spectrum Operations (JEMSO).

PM 1.3.9.3: There are currently no risks identified to the plan of action. All activities are complete.

PM 1.3.9.4: The two biggest risks to the SENSr Feasibility Study Phase 2 Pipeline Plan are changing direction from FAA and the Technical Panel. FAA is the lead federal agency on the SENSr effort, so DoD must align with their guidance and timelines. Additionally, the Technical Panel, who has the final approval decision authority, has requested changes to original SENSr Phase 2 plan and extended Phase 1.

PM 1.3.9.5: NTIA, through the Technical Panel, has been providing conflicting and inconsistent guidance on what will and will not be considered appropriate for inclusion in the Pipeline Plan.

PM 1.3.9.6: The SENSR effort is a joint program led by FAA, so DoD does not have full control over timelines, activities, and decisions. Additionally, other federal stakeholders have been attempting to add new requirements outside those allowed under the Spectrum Relocation Fund (SRF) rules, complicating the decision-making.

Extensive delays have reduced DoD's timeline to complete the activities nearly in half. The second risk is that the Technical Panel may opt not to approve Phase 2, potentially resulting in DoD not being funded to complete all identified study activities.

PM 1.3.9.7: Late receipt of annual disbursements of SRF pose the biggest risk to maintaining transition activities and timelines.

PM 1.3.9.8: NOAA is the lead federal agency for this analysis, so DoD does not have complete control over timelines and decisions. There is no actualized risk in this effort and DoD has had excellent cooperation from NOAA.

#### **MITIGATION EFFORTS:**

PM 1.3.9.1: The performance goal is ahead of schedule and there are no apparent risk to inhibit achieving the fiscal year objective. The risk will be in receipt of budget in a timely manner to initiate execution of funding in the beginning for FY 2020. Initial risk to this project was mitigated with receipt of \$750K from USD (A&S) in order to initiate the contract necessary to provide bridging funds between fiscal years and prepare contractors to bring on approximately 56 FTE's. The project is awaiting an approved DoD budget. There is no mitigation strategy for the budget issue.

PM 1.3.9.2: Currently, the activity has achieved all performance gates. A mitigation strategy is not required. The project is awaiting an approved DoD budget. There is no mitigation strategy for the budget issue.

PM 1.3.9.4: DoD CIO is actively engaging with FAA and the Technical Panel to maintain situational awareness to any changing requirements.

PM 1.3.9.5: DoD CIO leadership has continued to engage with NTIA leadership to obtain clarity on the guidance. The activity has slid one quarter due to NTIA delays in finishing its feasibility study, and while efforts to shift to a transition plan on an adjacent band is in progress. DoD efforts are on time for completion with NTIA efforts and cannot complete before then.

PM 1.3.9.6: DoD is an active participant in the SENSR JPO to maintain situational awareness and help steer the project to completion. DoD CIO is continuing to work with OUSD (Comptroller) to rapidly distribute the necessary funding and has already prepared all necessary project kick-off materials.

PM 1.3.9.7: Begin planning for future SRF disbursements earlier to minimize the potential for funding delays.

PM 1.3.9.8: None. DoD CIO regularly engages with NOAA to maintain situational awareness and ensure the project remains on schedule.



## **NEXT STEPS:**

PM 1.3.9.1: The next steps include the development of a concept of operations, development of model objects and product templates, which will reduce FY 2020 execution risk.

PM 1.3.9.2: The next steps include:

- Requirements decomposition and prioritization from the EMBM ICD for situational awareness requirements.
- Completion of Performance Work Statements and other requirement for contract solicitation.
- Establish a permanent Data Working Group to evolve capabilities.
- Establish JWICS instance for data distribution.

PM 1.3.9.3: Next steps for EWPMT analysis: None

Next Steps for EMBM EoA: Complete

This information will flow into the FY 2020 actions that will be determined once the Program Budget Review for FY 2021-2025 is complete.

PM 1.3.9.4: DoD CIO will continue to work with the SENSr JPO and the Technical Panel to finalize the Phase 2 Pipeline Plan for submission.

PM 1.3.9.5: Continue to meet with NTIA to establish an appropriate scope and timeline for the 3450-3550 MHz Pipeline Plan and adjust the draft accordingly so a revised cost estimate can be completed, if necessary. There are no issues with this activity at this time.

PM 1.3.9.6: Continue to engage in SENSr Phase 2 Pipeline Plan development activities. Continue non-SENSr project.

PM 1.3.9.7: Continue negotiations and Memorandum of Understanding revisions to gain access to the 2025-2110 MHz band. Continue planning for FY 2020 SRF disbursements. Monitor transition activities to determine if everything is progressing according to plan in both bands.

PM 1.3.9.8: DoD will continue to work with NOAA to finalize the technical characteristics required for the co-habitability analysis. DoD will also continue to host NOAA for site surveys. This activity will be dropped from further tracking, the schedule and metrics are controlled by the Department of Defense.

**FY 2019 Summary of Results**

PG 1.3.10: Modernize and Protect PNT Delivery				PG Leader: DoD CIO, C3				
Performance Measure		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Prior Year Results
PM 1.3.10.1: PNT Oversight Annual Report to Congress	Target	Draft Text	Finalize Budget	Staff/Deliver Report	N/A	Staff/Deliver Report	Staff/Deliver Report	NEW
	Actual	Met	Met	Met				
PM 1.3.10.2: MGUE platform integration and installation)	Target	N/A	N/A	PNT EMB Review	PNT Council Review	3 Lead Platforms Complete	TBD	NEW
	Actual			Met	Deferred to Q1 2020			
PM 1.3.10.3: Defense Regional Clock (DRC) Installation	Target			80%		91%	100%	2018 (63%)
	Actual			83%	85%			

*Department of Defense’s Data Completeness and Reliability Statement—Fiscal Year 2019*

*Each Goal Owner has attested the performance results and narrative information included in this report is complete, accurate, and reliable; and that data validation and verification procedures are documented and available upon request*

**FY 2019 PERFORMANCE GOAL OVERVIEW:**

The provision of positioning, navigation, and timing (PNT) information has been a significant force multiplier for the Joint Force and key allies for many years. The Global Positioning System (GPS) has been the principal means for providing PNT. As a consequence, GPS has come under adversary duress. In order to maintain the advantages from GPS-based PNT, DoD is modernizing GPS, hardening the system, and developing complements that maintain PNT superiority, when and where, required.

The GPS enterprise consists of three segments: space, control, and user equipment. All three segments have formal Acquisition Program Baselines (APBs) with metrics for cost, schedule, and performance. The latter are traceable to operational requirements developed and validated via the Joint Staff Joint Capabilities Integration and Development System (JCIDS) process. All of these metrics are tracked, including via the DoD PNT Oversight Council co-chaired by USD (A&S) and the VCJCS. The Council produces an annual Report to Congress in addition to budgetary artifacts and other materials reflecting the status of progress in modernizing/hardening GPS. Additionally, USD(R&E) maintains a PNT Science and Technology (S&T) Roadmap that tracks the progress and investments in complementary PNT technology. The elements germane to tracking and accomplishing these goals are elaborated below.

## **FY 2019 PERFORMANCE PROGRESS UPDATE:**

A Strategy for the DoD PNT Enterprise was coordinated among the DoD Components and signed by the DoD CIO in November 2018. The Strategy defines a DoD PNT Enterprise comprised of diverse PNT capabilities, integrated into PNT-enabled applications in virtually all DoD systems. These capabilities will deliver PNT/Navigation Warfare (NAVWAR) effects for the DoD and the Joint Force. The PNT Enterprise is managed by a formally established Governance structure consisting of a DoD PNT Enterprise Oversight Council and Executive Management Board (EMB), supported by several Working Groups. A SECRET version of the Strategy was included in the current Annual Report to Congress that was recently delivered to the congressional defense committees. In response to a FOIA request, a publically releasable version of the Strategy was issued in September 2019.

The PNT Enterprise Governance structure is described in DoD Directive 4650.05 (PNT), and its policies and processes in DoD Instruction 4650.06 (PNT Management). Policies for implementation of PNT and execution of NAVWAR are provided in DoD Instruction 4650.08 (PNT and NAVWAR). The most recent update to DoDI 4650.08 was signed by the DoD CIO in December 2018, and an administrative update to DoDD 4650.05, incorporating recent organizational changes in OSD, was signed by the acting Deputy Secretary in January 2019. An update to DoDI 4650.06 was drafted and staffed among the Components. During the 4th quarter, the Issuance was further updated to incorporate the stand-up of USSPACECOM (as directed by GC during Legal Sufficiency Review) and is currently in limited formal re-coordination. All of the DoDD 4650.05 Issuances will be updated during FY 2020 to incorporate USSPACECOM responsibilities.

In December 2018 and August 2019, the Air Force launched the first and second GPS III satellites, the newest generation of satellites to join the GPS constellation. The GPS constellation continues to provide signal services in full compliance with the applicable GPS Performance Standards. The Air Force is also continuing development of the next generation GPS Control Segment (OCX), and maintaining continuity of operations for all GPS satellites through maintenance and upgrade of the legacy Operational Control Segment (OCS). The Air Force is continuing development and operational validation of Military GPS User Equipment (MGUE) Increments planned to be fielded by the Services. In July 2019, the Air Force disestablished the GPS Directorate at SMC, which had formally been the focal point for Joint GPS user equipment program implementation. A briefing to the EMB addressing the changes in the GPS program is planned by the Air Force during the 1st quarter FY 2020. At present, the Services are individually planning and programming for procurement and fielding of MGUE. Additionally, the Services are continuing their efforts to develop and operationalize open-system integration approaches for PNT sources to complement GPS. All these activities are overseen by the DoD PNT Enterprise Oversight Council structure.

## **FY 2019 PERFORMANCE MEASURE OVERVIEW:**

PM 1.3.10.1: Performance measure is based upon annual preparation and staffing of a report based upon prior fiscal year Oversight Council and EMB activities and including final President's Budget numbers for DoD PNT program activities in the next fiscal year when they become available. Recurring process starts early in Q1 with drafting of text regarding Council and EMB meetings. Text is sent through initial Working Group staffing awaiting completion of President's Budget during Q2. Following receipt of

President's Budget items related to the PNT Enterprise, the Annual Report is staffed for final review and approval by the Oversight Council co-chairs for subsequent delivery to Congress during Q3.

PM 1.3.10.2: This performance measure will evolve to gauge progress in fielding the next generation of GPS user equipment. Near term progress will focus on completing key EMB/Council reviews, as well completion of Service lead platform integration (Marines – JLTV (Q2FY 2020), Navy – DDG (Q3FY 2020), Air Force - B-2 (Q4FY 2020), and Army – Stryker (Q1FY 2021)). This is dependent on the Air Force completing development on Military GPS user equipment (MGUE) form factors for the Services or their prime contractors to acquire and integrate into new and existing systems. In addition, Public Law 111-383, Section 913 states “none of the funds authorized to be appropriated or otherwise made available by this Act or any other Act for the Department of Defense may be obligated or expended to purchase user equipment for the Global Positioning System during fiscal years after fiscal year 2017, unless the equipment is capable of receiving the military code (commonly known as the “M-Code”) from the Global Positioning System.” This Public Law includes provisions for USD(A&S) approved waivers if M-Code capable receivers are not available. Any Service waiver application for a program must include a plan to integrate M-Code when it becomes available.

PM 1.3.10.3: DoD CIO is leading the Critical Time Dissemination (CTD) project, providing direct oversight to the U.S. Navy and DISA in the deployment of Defense Regional Clocks (DRCs) as a survivable, enduring, alternate PNT timing source for critical missions and critical mission systems. Forty-six (46) DRCs were approved by the PNT Oversight Council for fielding in direct support to six of nine Combatant Commands (CCMDs).

#### **FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

PM 1.3.10.1: The PNT Oversight Council Annual Report was delivered to Congress in June 2019.

PM 1.3.10.2: MGUE availability and top-level Service fielding plans were reviewed by the EMB during Q3 (April 2019). MGUE Increment 1 is in the final stages of development and operational testing by the Air Force, though delays have been encountered, which affect Service procurement planning decisions. Increment 1 development includes the Ground Based – GPS Receiver Application Module (GB-GRAM) and the Aviation/Maritime (GRAM S/M) standardized form factors, but many applications do not use as standardized form factors. The GB-GRAM met its Technical Requirements Verification (TRV) Acquisition Program Baseline (APB) milestone threshold on March 30, 2019, becoming the first M-Code form factor to be available for the services to acquire for integration and installation in systems. The GRAM S/M APB threshold date for the GRAM S/M is October 2019. Modernized Embedded GPS Inertial Navigation System (INS) (EGI) with M-Code capabilities used in many aircraft platforms depends on the availability of an Increment 1 Application GRAM S/M or Application Specific Integrated Circuits (ASICs) that have completed development. The Air Force has begun developing MGUE Increment 2 to meet reduced size, weight, and power requirements for munitions and handheld applications and form factors, but Increment 2 development is not expected to complete before FY24. USD(A&S) has approved limited duration M-Code waivers for services to continue acquiring systems with legacy P(Y) code military receivers until M-Code capable equipment is available. The planned PNT Oversight Council Review meeting was not held in Q4 FY 2019 due to co-chair scheduling conflicts; however, the meeting was completed on October 16, 2019.

PM 1.3.10.3: Installation was completed to operationalize one additional DRC this quarter. Completed installation of 41 DRCs during FY 2019 with one additional DRC installed last quarter.

**IDENTIFY KNOWN RISKS:**

PM 1.3.10.1: Timely delivery of the report is impacted by delays during the review process. Availability of budget data, which is a required report enclosure, is the pacing item for submittal of the draft product for final review and signature.

PM 1.3.10.2: MGUE availability and service fielding plans are subject to review by both the PNT EMB and the Oversight Council. A current risk being addressed by the Council is the continued availability of Trusted Foundry services to the Global Foundries to fabricate the MGUE ASICs. This risk is not unique to the MGUE program; however, MGUE is the largest single user of the Trusted Foundry. The Air Force is re-spinning Increment 1 ASICs in conjunction with the Increment 2 development to 14 nanometer (nm) node, as the Increment 1 trusted foundry nodes at Global Foundries will enter end of life between FY 2021 and FY23; however, replacement 14nm devices will not be available until sometime after FY24. There is still no assurance that Global Foundries will provide International Traffic in Arms Regulations (ITAR) compliant trusted foundry services at the 14nm node required for Increment 2 and the re-spun Increment 1. Due to the imminent closure of trusted foundry production capabilities, the Services, under EMB/Council direction, projected their Increment 1 ASIC needs to inform a bulk buy decision during the current program review cycle. Risk remains the same despite not meeting Q4 targets.

PM 1.3.10.3: The PNT Oversight Council in FY 2016 authorized the deployment of 46 timing suites; however, funding was not provided to complete the procurement and installation of all 46 DRC's. Currently, five timing suites are unfunded, which places the PNT Oversight Council approved completion timeline during FY22 at risk. Additionally, the tech refresh and sustainment for all 46 timing suites is currently underfunded. This lack of funding will impact the DRC's tech refresh plan to deliver a hold-over timing capability and integration of the Two-Way Satellite Time Transfer (TWSTT) modem.

**MITIGATION EFFORTS:**

PM 1.3.10.1: A draft of the report is reviewed by the PNT Working Group to identify and resolve potential content issues before coordinating at higher levels.

PM 1.3.10.2: DoD CIO also maintains a PNT data repository roadmap to track Service MGUE fielding plans. The ASIC Trusted Foundry risk requires careful monitoring due to the likelihood of an upcoming ASIC manufacturing gap. An additional complication is that the ASIC manufacturing gap also impacts the ability to continue acquiring legacy Selective Availability Anti-Spoofing Module (M-Code) ASICs. An ASIC manufacturing gap could be mitigated by ASIC bulk buys. As an outcome of the April EMB, SecDef was briefed on the trusted foundry concern, direction was provided to USD(A&S), to develop and submit an issue paper in support of an MGUE ASIC bulk buy.

PM 1.3.10.3: The Services and CCMDs are fully engaged in the budgeting process to deliver DRC capabilities IAW the PNT Oversight Council's direction and the DoD CIO's FY 2020 Capabilities Planning Guidance (CPG) language. Currently, U.S. Navy and DISA are exploring POM solutions to fund their assigned portions of the DRC tech refresh and sustainment project.

**NEXT STEPS:**

PM 1.3.10.1: Prepare to draft the next annual report starting in Q1 2020.

PM 1.3.10.2: Complete Oversight Council review of Service plans for an ASIC bulk buy and for MGUE integration and progress on lead platform development testing.

PM 1.3.10.3: Advocate for POM21 funding to help ensure DRC's tech refresh and lifecycle sustainment costs are fully covered. Submit an unfunded requirements request for \$15M to complete the procurement and installation of the final five DRCs. Additional details regarding the timing suites can be provided at a higher classification level.

**FY 2019 Summary of Results**

PG 1.3.11: Improve Senior Leadership Communications Resiliency.		PG Leader: DoD CIO, C3						
Performance Measure		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Prior Year Results
PM 1.3.11.1: Assess 5 critical senior leadership communications nodes yearly	Target	Measured Annually			5	5	5	NEW
	Actual				4			
PM 1.3.11.2: Develop 5 Plan Of Action and Milestones (POAMs) to resolve each location’s findings	Target	Measured Annually			5	5	5	NEW
	Actual				4			
PM 1.3.11.3: Annual report that captures DTRA assessments	Target	Measured Annually			1	1	1	NEW
	Actual				1			

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*Each Goal Owner has attested the performance results and narrative information included in this report is complete, accurate, and reliable; and that data validation and verification procedures are documented and available upon request*

**FY 2019 PERFORMANCE GOAL OVERVIEW:**

Improve Senior Leadership Communications by ensuring those critical DoD systems, facilities, platforms, and nodes provide assured, reliable, and resilient communications.

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

DTRA completed four of five scheduled Balanced Survivability Assessments (BSA) for FY 2019. DTRA was unable to conduct a planned assessment due to an organizational delay in approving the new BSA Team manpower support contract. That contract has now been awarded; we expect no further issues and DTRA accomplished its final FY 2019 assessment on schedule.

**FY 2019 PERFORMANCE MEASURE OVERVIEW:**

PM 1.3.11.1: Under the authority of the Council on Oversight of the National Leadership Command, Control, and Communications System (CONLC3S), DoD CIO provides oversight to DTRA’s NLCC BSA teams. These independent teams assess the resiliency, cyber-security, endurance, and survivability of critical senior leadership nodes operated by USAF, USN, USA, DISA, and Combatant Commanders. The assessment utilizes a systems approach to survivability, yielding recommendations that facility owners can use to make prudent investment decisions in light of what they consider to be the most critical systems and most worrisome threats.

PM 1.3.11.2: Units that were evaluated in an NLCC Assessment are tasked with developing and executing a Plan of Action and Milestones (POA&M) to mitigate critical issues. It takes DTRA 60 days to write the final report and the OPR of the site assessed is given 90 days to develop the POA&M. DoD CIO, as the CONLC3S Secretariat, tracks the POA&M status and provides BSA updates to the CONLC3S members.

PM 1.3.11.3: The annual assessment report captures the FY assessments and provides context for trends and cross-cutting issues.

#### **FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

PM 1.3.11.1: DTRA completed four of the five scheduled Balanced Survivability Assessments (BSA) for FY 2019. DTRA was unable to conduct one planned assessment due to an organizational delay in approving the new BSA Team manpower support contract. That contract has now been awarded; we expect no further issues and DTRA accomplished its final FY 2019 assessment on schedule.

PM 1.3.11.2: Three POA&Ms have been developed by the location's mission owner and reviewed by DoD CIO. The final POA&M is currently being staffed for action. There are no significant challenges.

PM 1.3.11.3: Individual facility, platform, and system assessments for FY 2019 are complete and the report is in progress.

#### **IDENTIFY KNOWN RISKS:**

PM 1.3.11.1: DTRA was unable to conduct a planned assessment due to an organizational delay in approving the new BSA Team manpower support contract. That contract has now been awarded; we expect no further issues and DTRA will accomplish its final FY 2019 assessment on schedule. The CONLC3S (NLCC Council) was made aware of the missed assessment and provided no negative feedback.

PM 1.3.11.2: There are no known risks.

PM 1.3.11.3: There are no known risks.

#### **NEXT STEPS:**

PM 1.3.11.1: DTRA's FY 2020 assessment plan is underway with two BSA's planned in Q1 FY 2020.

PM 1.3.11.2: One additional POA&M will be completed in Q1 FY 2020 from the last Q4 FY 2019 assessment.

PM 1.3.11.3: Annual report to be provided in early FY 2020, summarizing all of the FY 2019 BSAs.



**SO 1.4: Ensure the best intelligence, counterintelligence, and security support to DoD Operations**

**SO Leader: OUSD(I)**

**PG 1.4.1:** Provide Advantages in Competitive and Contested environments

**PG Leader:** Director for Defense Intelligence (Intelligence Strategy, Programs & Resources)

See Classified Appendix

**PG 1.4.2:** Leverage Commercial Technologies and Innovation Solutions

**PG Leader:** Director for Defense Intelligence (Warfighter Support)

See Classified Appendix

**PG 1.4.3:** Elevate Defense Security

**PG Leader:** Director for Defense Intelligence (Intelligence and Security)

See Classified Appendix

**PG 1.4.4:** Deepen Alliances and Foreign Partnerships

**PG Leader:** Director for Defense Intelligence (Warfighter Support)

See Classified Appendix

**PG 1.4.5:** Increase Enterprise Integration

**PG Leader:** Director for Defense Intelligence (Intelligence Strategy, Programs & Resources)

See Classified Appendix

## **SO 1.5: Implement initiatives to recruit and retain the best Total Force to bolster capabilities and readiness.**

**SO Leader: USD(P&R)**

### **STRATEGIC OBJECTIVE OVERVIEW:**

As combat capability of the Services is a direct outcome of the quality of our Service members, the Department of Defense (DoD) is implementing a fundamental change in Service member personal and professional development opportunities. In order to attract and retain the Nation's top talent, DoD has embarked on integrating voluntary education opportunities, credentialing/licensure attainment, and the Department's apprenticeship program so that skills attained during a Service member's lifecycle will not only benefit the time on active duty, but will also better prepare Service members for their eventual transition to the civilian workforce. The Department recognizes that investing in the personal development of our Service members is of inordinate value in attracting and retaining talented individuals.

The preservation of personnel and strategic assets throughout our joint force is essential to building warfighting capacity and increasing lethality. Serious accidents resulting in fatalities, injuries and/or equipment loss degrade the readiness and lethality of the force. From Fiscal Year (FY) 2007 to FY 2016, the most severe accidents (Class 'A' Mishaps) declined by approximately 50 percent; however, this trend reversed in FY 2017. FY 2017 was a difficult year, with a total of 369 Class 'A' events resulting in 294 DoD fatalities, an increase of 18 percent and 23 percent, respectively over FY 2016. To prevent further loss of life and assets, the office of the Under Secretary of Defense Personnel and Readiness (P&R) initiated an effort to improve the understanding of the root cause of Class 'A' mishaps through a Safety and Readiness Action Plan. The resulting dual-signed Assistant Secretary of Defense (ASD) (Readiness (R)) and ASD (Acquisition & Sustainment (A&S)) Safety and Readiness Action Plan was signed on November 16, 2017, and currently, it is being executed to determine overarching mishap drivers. This review will identify gaps and recommend actions to prevent loss of personnel, equipment, and combat systems that degrade war fighter readiness.

In addition, the objective is to ensure the Total Force mix of military, federal civilian, and contracted support provides the best talent and capabilities at the right cost for each set of requirements. Set favorable conditions and provide framework for DoD components such that the Total Force mix of military, federal civilian, and contracted support provides the best talent and capabilities at the right cost for each set of requirements, including:

Delineation of missions, tasks, and functions necessary to deliver capabilities, achieve mission, and sustain force readiness;

Assessment of Total Force (military and civilian manpower, contracted services) distribution; and

- Identification of opportunities for optimizing manpower mix (e.g. in-sourcing contracted services, military-to civilian conversions, Active/Reserve balance)

**STRATEGIC OBJECTIVE PROGRESS UPDATE:**

Actions have been taken to provide policy guidance to the Components that supports the effective documentation of the actual Total Force requirements.

**STRATEGIC OBJECTIVE NEXT STEPS:**

Next steps include following up on the Services statements in the narratives as appropriate and identifying any short falls or concerns.

**FY 2019 Summary of Results**

<b>PG 1.5.1:</b> Ensure the Total Force mix of military, federal civilian, and contracted support provides the best talent and capabilities at the right cost for each set of requirements			<b>PG Leader:</b> Director, Total Force Manpower & Resources Services (TFM&RS), OASD(M&RA), OUSD(P&R)					
Performance Measures		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Prior Year Results
<b>PM 1.5.1.1:</b> Secretaries of the MilDeps and the DoD Chief Management Officer submit annual reports, in accordance with 10 USC 129(c), to Congress, beginning February 1, 2019 delineating workforce rationalization efforts	Target		X			X	X	Completed
	Actual		X					

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**FY 2019 PERFORMANCE GOAL OVERVIEW:**

As the Department seeks to maximize lethality, improve and sustain readiness, grow the force, and increase capability and capacity, we must improve the overall management of our Total Force of active and reserve military, federal (appropriated and non-appropriated) civilians, and contracted services. That means we must have the right manpower and human capital resources in the right places, at the right time, at the right levels, and with the right skills to provide for the nation’s defense, while simultaneously being good stewards of taxpayer dollars. The National Defense Strategy recognizes that “[a] modern, agile, information-advantaged Department also requires a motivated, diverse, and highly skilled civilian workforce, sufficiently sized and appropriately resourced. DoD civilians are an essential enabler of our mission capabilities and operational readiness. The Department must undertake a sustained effort to build an appropriate, cost-informed civilian workforce that best serves mission requirements, while freeing up uniformed personnel for military essential needs and scarce resources for recapitalization, modernization, and readiness.”

DoD’s workforce rationalization efforts, in lieu of long-term civilian workforce reductions recognize the uniquely complex nature of the Department’s missions and Total Force. It is not enough to have a sufficient number of uniformed personnel—they must be complemented by a well-reasoned, balanced, and

appropriately sized cadre of federal civilians and contracted support. This means aligning our uniformed personnel to only military essential requirements, maintaining sufficient levels of federal civilians to perform critical enabling and readiness functions, and providing for the most cost-effective and economical solution for all other work. Moreover, workforce rationalization recognizes that DoD is unlike other Federal departments and agencies--our civilian workforce is in the business of protecting the American way of life. Although it may be appropriate for other federal agencies to reduce their civilian workforce, For DoD, right sizing necessitates targeted growth to both restore readiness and increase the lethality, capability, and capacity of our military force.

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

Progress for FY 2019 is complete. There are no significant challenges other than the Services following through on their plans. There are no internal/external line of business governance review forums on reporting or discussing targeted progress and the frequency of these forum discussion in this business area's performance.

**FY 2019 PERFORMANCE MEASURE OVERVIEW:**

The scope of the performance measure was to set favorable conditions and provide framework for DoD components such that the Total Force mix of military, federal civilian, and contracted support provides the best talent and capabilities at the right cost for each set of requirements, including:

- Delineation of missions, tasks, and functions necessary to deliver capabilities, achieve mission, and sustain force readiness;
- Assessment of Total Force (military and civilian manpower, contracted services) distribution
- Identification of opportunities for optimizing manpower mix (e.g., in-sourcing contracted services, military-to civilian conversions, Active/Reserve

**FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

This objective was met by the recent submission of the Defense Manpower Requirements Report (DMRR). In the DMRR, each of the Service's report on their workforce rationalization efforts. It also contains the Service narratives that satisfy Title 10, Section 129 reporting requirements. Lacking the right number and distribution of personnel with the right skills impedes the DoD mission.

**FY 2019 Summary of Results**

<b>PG 1.5.2: Improve recruitment and retention of the civilian workforce</b>		<b>PG Leader: OUSD, P&amp;R (DASD(CPP))</b>						
<b>Performance Measures</b>		<b>Q1 2019</b>	<b>Q2 2019</b>	<b>Q3 2019</b>	<b>Q4 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Prior Year Results</b>
<b>PM 1.5.2.1: Civilian Time to Hire:</b> Number of days for all civilian hiring actions (Internal and External)	Target	85 days	85 days	85 days	85 days	< 94 days	< FY 2020 average	100 days
	Actual	100	100	91	87			
<b>PM 1.5.2.2: By June 30, 2019,</b> establish quality measures for manager/customer satisfaction with hiring process	Target	Develop quality survey	Notify Components of requirement	Implement survey; establish 6-month baseline	Continue baseline			
	Actual	Quality survey completed (CHCO Management Hiring Process Satisfaction Survey	Issued DoD policy on use of Hiring Process Satisfaction Survey March 22, 2019	Met Implemented survey; established 6-month baseline	Continue baseline			
<b>PM 1.5.2.3: By October 1, 2019,</b> implement customer satisfaction tracking program	Target		Completed	Tracking Ongoing	X			
	Actual							
<b>PM 1.5.2.4: By October 1, 2019,</b> conduct quarterly performance reviews of Components' hiring efficiency (time to hire) and effectiveness (manager satisfaction/ applicant quality).	Target		Completed	Reviews Ongoing	X			
	Actual							

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## **FY 2019 PERFORMANCE GOAL OVERVIEW:**

The role of the civilian workforce is critical to DoD mission accomplishment. Through their continuity, unique skills and competencies, and dedicated commitment to the mission, the civilian employees free the military to concentrate on and execute its operational role in “fighting and winning our Nation’s wars.” Civilians bring to the fight specific capabilities that the military does not have, but that are necessary to win. From depots to ship yards to child care centers, whether operating shoulder-to-shoulder with the military, or executing missions in inherently governmental roles that free military assets for military essential functions, our civilians deliver on time and on target.

DoD commitment to recruiting, developing, and retaining top civilian talent is essential to supporting and sustaining the lethality and readiness of the All-Volunteer Force. Hiring practices for the civilian workforce are under constant scrutiny and frequently reported as untimely and unresponsive to need. Improving civilian hiring practices is important to recruiting the high performers DoD needs to fight and win and to address complex and evolving requirements. The National Defense Authorization Act for FY 2017 identified several critical workforce capabilities, including cyber, intelligence, security, and financial management. To support present day and long-term requirements, the DoD must ensure that gaps in skills and competencies are addressed in these areas, and that appropriate hiring authorities are in place. Maintaining and enhancing skills through training and education, holding employees accountable for their performance, and developing our leaders and managers for today and tomorrow also are essential tasks.

## **FY 2019 PERFORMANCE PROGRESS UPDATE:**

In FY 2019, all Components reported milestone accomplishments related to goals and targets within their Hiring Improvement Initiative (HII) Action Plans. DASD (CPP)/Defense Civilian Personnel Advisory Service, through collaborative engagement with Components, continued to monitor the HII Action Plans throughout FY 2019. All Components reported completion of identified milestones, along with anecdotal evidence of progress. For FY 2020, Components will modify plans to establish measurable goals and targets that will allow Components to provide both quantitative and qualitative progress updates.

Collaborating with Components, DoD will continue to monitor Component-level HII Action Plans to target improvement of both time and quality of civilian hiring by identifying best practices, constraints, and challenges with the goal of recommending changes to enhance the DoD’s ability to acquire talent. This strategy directly supports the DoD Agency Strategic Plan (ASP) Priority Goal 1.5.2 (Improve Recruitment and Retention of the Civilian Workforce).

## **FY 2019 PERFORMANCE MEASURE OVERVIEW:**

Accomplishment of hiring improvement goals will continue to be monitored/managed through the DoD HCOP. A standard TTH goal of 85 days was established for FY 2019, with the understanding that outliers (occupations/locations with unique hiring challenges) need to be identified. By the end of FY 2019, Enterprise-wide metrics focusing on quality in the hiring process will be established with the intent to begin tracking quality in FY 2020.

## **FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

Overall, FY 2019 time to hire (TTH) days decreased 5 percent from FY 202018 (99 days to 94). Specifically, however, TTH days steadily declined during FY 2019 and ended at 87 days in the fourth

quarter, only two days (2.35 percent) above the 85-day target. Increased Direct Hire Authority usage and PPP streamlining initiatives supported the improvement.

**NEXT STEPS:**

The FY 2020 TTH target is to continue the trend in decreasing quarterly TTH, with the annual rate established at  $\leq 94$  days, which is the FY 202019 average TTH. The Chief Human Capital Officers (CHCO) Hiring Customer Satisfaction Survey target will be 75 percent. Internally, CPP and DCPAS will continue to work with Component HR Executives and their Action Officers to refresh and monitor Component HII Action Plans. The Chief Human Capital Officers Management Hiring Process Satisfaction Surveys will be leveraged to better assess functionality and performance of DoD HR reform initiatives. Externally, DoD will continue to collaborate with federal agencies to develop 21st Century management concepts for federal civilian workforce (in coordination with OMB/OPM President’s Management Agenda Cross-Agency Priority (CAP) Goal efforts and external experts and think tanks.

**CHANGED PERFORMANCE GOALS / MEASURES:**

Since the initial publication of the initial APP, two performance measures have been successfully met and are no longer included in this update. Those met include “PM 1.5.2.1: By March 31, 2018, require Components to submit action plans, including appropriate targets and goals (both general and for specified priority occupations), to improve time and quality of hiring” and “PM 1.5.2.2: Starting April 1, 2018, oversee Components’ execution of their plans, including milestones and measures (quarterly progress/performance reviews).” Remaining performance measures are captured in this update.

## FY 2019 Summary of Results

PG 1.5.3: Enhance recruitment and sustainment of the All-Volunteer Force (AVF)				PG Leader: Chief of Staff, OUSD(P&R)				
Performance Measures		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Prior Year Results
PM 1.5.3.1: *By the end of FY 2021, increase percent of youth who say they have considered military service by two points to 60%.	Target	Annual Measure			58.5%	59%	60%	Ongoing Measure
	Actual							
PM 1.5.3.2: *By the end of FY 2021, increase enlisted annual accession percentages from non-top 10 states by one-half point to 72.4%.	Target	N/A	N/A	N/A	72%	72.2%	72.4%	Ongoing Measure
	Actual	Annual Measure 72.05%			72.05%			
PM 1.5.3.3: *By the end of FY 2021, increase influencers who have seen a JAMRS ad by five points to 10%.	Target	N/A	N/A	N/A	6%	8%	10%	Ongoing Measure
	Actual	39.97%			39.97%			
* Results are contingent on receiving projected funding for JAMRS marketing efforts.								

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### FY 2019 PERFORMANCE GOAL OVERVIEW:

The recruiting environment is becoming increasingly difficult for recruiters. The improving economy (low unemployment), limited pool of eligible youth (29 percent of 17-24 year olds), and a clear disconnect in the perceptions of a large part of our society regarding what it means to serve in the military pose significant challenges. The Services must consistently provide sufficient resources (recruiters, incentives, and marketing) to ensure they are able to sustain the AVF.

### FY 2019 PERFORMANCE PROGRESS UPDATE:

Q4 results will not be available until January 2020.

### FY 2019 PERFORMANCE MEASURE OVERVIEW:

All three measures indicate an effective joint marketing effort conducted by the Services and JAMRS. Obtaining targets helps to reduce the military–civilian divide and softens the recruit market and their influencers making them more receptive to the prospects of a young person joining/serving in the military.



**FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

Q4 results will not be available until January 2020.

**IDENTIFY KNOWN RISKS:**

A return to reduced resources for JAMRS would result in a loss in gains achieved to date.

**NEXT STEPS:**

Have already met or exceeded next target. Plans are to continue with current efforts provided sufficient resources are provided.

## FY 2019 Summary of Results

DoD Performance Goal PG 1.5.4: Ensure implementation of organizational initiatives to promote diversity and inclusion			PG Leader: OFR, OUSD(P&R)					Prior Year Results
Performance Measure		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Prior Year Results
PM 1.5.4.1: Assessment of Military Services implementation of DoDI 1020.03 Report.	Target				X			Completed
	Actual				X			

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### FY 2019 PERFORMANCE GOAL OVERVIEW:

It is the Department's policy to provide an environment that is safe, inclusive, and free of harassment and unlawful discrimination. Furthermore, the Department believes that we gain a strategic advantage through the diversity of our Total Force and by creating a culture of inclusion where individuals are drawn to serve, are valued, and actively contribute to overall mission success.

Leadership commitment and accountability are at the cornerstone of those policies and provide a DoD-wide sustainment framework and a renewed ability for senior leaders to champion diversity and inclusion program priorities through objective assessment processes and strategic communication messaging. The Department's equal opportunity, diversity, and inclusion policies and programs are designed to promote an environment free from personal, social, or institutional barriers that prevent Service members from rising to the highest level of responsibility. The genesis of these policies and programs are set in law, executive order, and Department or government-wide regulations.

### FY 2019 PERFORMANCE PROGRESS UPDATE:

N/A

### FY 2019 PERFORMANCE MEASURE OVERVIEW:

On February 8, 2018, the Department issued a comprehensive harassment policy for the Armed Forces, which strengthens the Department's commitment and accountability by establishing a Department-wide oversight framework. The policy bolsters prevention and response efforts, enhances oversight, and provides additional protections and requirements to better protect our Service members. In lieu of separate DoD policy memorandums addressing hazing, bullying, and harassment, including sexual harassment and harassment conducted via electronic communications, the Department published DoDI 1020.03. The policy sends a clear message that the Department will not tolerate any kind of harassment by any Service member.

To ensure appropriate oversight of DoDI 1020.03 implementation, the Department developed an action plan, including a method for rapid dissemination of the new policy, as well as continued policy oversight and governance. Upon publication of DoDI 1020.03, the Under Secretary of Defense for Personnel and Readiness (USD (P&R)) issued a memorandum, "Implementation of Department of Defense Instruction 1020.03, 'Harassment Prevention and Response in the Armed Forces,'" to all DoD senior leadership, directing implementation of the DoDI, as well as resolution of outstanding policy issues.

The USD (P&R) memorandum required each Military Department Secretary to provide a plan within 60 days to implement DoDI 1020.03 through the Director, Office for Diversity, Equity, and Inclusion (ODEI), who operates under the purview of the Executive Director, Force Resiliency. As directed by the memorandum, each implementation plan was to consist of, at a minimum, the actions and milestones to incorporate applicable requirements into Service-specific implementing instructions, and an appropriate office of primary responsibility or individual point of contact. All Military Services met the 60-day requirement to submit a plan for implementation of DoDI 1020.03.

The Report on the Oversight Plan Implementation of Department of Defense Instruction 1020.03 "Harassment Prevention and Response in the Armed Forces" provides an assessment of the Military Departments' implementation plans.

**FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

The performance measure is completed. The report was transmitted to Congress on July 1, 2019.

**NEXT STEPS (for the next performance quarter):**

None. Performance Measure is completed.

## **SO 1.6: Ensure the U.S. technological advantage**

**SO Leader: OUSD (R&E)**

### **STRATEGIC OBJECTIVE OVERVIEW:**

The Under Secretary of Defense for Research and Engineering (USD(R&E)), the Department's Chief Technology Officer, is committed to fostering technological dominance across the Department of Defense and ensuring the advantage of the American warfighter. The overall goal is to focus the Department's technology development in key modernization areas with Road to Dominance strategies.

### **STRATEGIC OBJECTIVE PROGRESS UPDATE:**

The USD(R&E) has identified several key modernization areas that are: Artificial Intelligence and Machine Learning; Autonomy; Biotechnology; Defense Industrial Base Cyber Security; Directed Energy; Fully Networked Command, Control and Communications (FNC3); Hypersonics; Microelectronics; Quantum Science; Space; and 5G. High level descriptions for each of these areas can be found at: <https://www.cto.mil/modernization-priorities>.

The USD(R&E) has recruited technology leads to help set the technical direction for the Department in their area of expertise and ensure the transition of technologies into operational use. Activities to energize modernization efforts have been made in earnest, and the Road to Dominance is emerging as an actionable path forward to gain and maintain superiority in those key areas by working across the Department to buy down technology-associated risks through sound technological risk assessments.

## FY 2019 Summary of Results

PG 1.6.1: Focus the Department's technology development in key modernization areas			PG Leader: OUSD(R&E)					
Performance Measures		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Prior Year Results
PM 1.6.1.1: Recruit technology leads in the OUSD(R&E) for the key priority areas, and establish a cross-cutting forum with key stakeholders to address the strategies	Target		X					
	Actual		X					
PM 1.6.1.2: Develop the Road to Dominance strategies for the key priority areas	Target		X					
	Actual		X					
PM 1.6.1.3: Leverage strategic partnerships to ensure the Department's investments are appropriately focused on the modernization priorities and address issues during the FY 2021 Program and Budget Review, as needed, to address remaining	Target				X			Achieved desired level of performance
	Actual				X			
PM 1.6.1.4: Mature R&E Organization; finalize transitions from heritage AT&L manpower and processes	Target					X		
	Actual							

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### FY 2019 PERFORMANCE GOAL OVERVIEW:

The OUSD(R&E) has been structured to support these initiatives, with Technical and Assistant Directors leading the Department-wide strategy for development and implementation of key modernization priority areas in: Artificial Intelligence and Machine Learning; Autonomy; Biotechnology; Defense Industrial Base Cyber Security; Directed Energy; Fully Networked Command, Control and Communications (FNC3); Hypersonics; Microelectronics; Quantum Science; Space; and 5G. These Directors have been part of the planning, budgeting, and execution activities such that they are supporting the Department's efforts to ensure that the investments are appropriately focused.

## **FY 2019 PERFORMANCE PROGRESS UPDATE:**

During FY 2019, the OUSD(R&E) Technical and Assistant Directors responsibilities included:

- Establishing a DoD-wide, mission-focused roadmap to chart the path to deliver the technical capabilities needed by our warfighters;
- Assessing the range of activities in their technical area, including what is occurring in DoD, other executive branch agencies, the commercial world, academia, and other countries;
- Leading independent technical analyses; and
- Conducting engagement and outreach across the community.

In its first year, the OUSD(R&E) has made great strides in advancing the U.S. technological advantage through recommendations and implementation of changes to steer the Department's focus and investments where needed. The OUSD(R&E) continues to be actively engaged in the current research and development efforts as well as development of the FY 2021 budget.

## **FY 2019 PERFORMANCE MEASURE OVERVIEW:**

The OUSD(R&E) role in the Department's internal Program and Budget Review is to advocate for those necessary investments that will ensure continued U.S. technological dominance. Communication and collaboration are key to achieving a well-balanced FY 2021 President's Budget request.

## **FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

The OUSD(R&E) staff are actively engaged in the development of the FY 2021 President's Budget request which continues through 2nd quarter FY 2020.

## **SO 1.7: Evolve Innovative Operational Concepts**

**SO Leader: OUSD (A&S)**

### **STRATEGIC OBJECTIVE OVERVIEW:**

The OUSD (A&S) is responsible to provide warfighters involved in conflict or preparing for imminent contingency operations with urgent and rapidly fielded capabilities; executing guidance of Warfighter Senior Integration Group (W-SIG) operations across the Department of Defense (DoD). The Joint Rapid Acquisition Cell (JRAC) provides rapid and agile response to Combatant Command validated Joint Urgent Operational Need (JUON)/Joint Emergent Operational Need (JEON) submissions and provides warfighters with technologies and capabilities needed to defeat opposing forces and prevent loss of life or critical mission failure of U.S. and coalition warfighters.

The strategic objective is to ultimately be able to rapidly develop and deploy capabilities to Combatant Commanders in response to validated urgent operational needs.

### **STRATEGIC OBJECTIVE PROGRESS UPDATE:**

The JRAC's primary FY 2019 strategic objective of rapidly providing warfighters technologies and capabilities needed to defeat opposing forces and prevent loss of life or critical mission failure of U.S. and coalition warfighters remained the same.

### **STRATEGIC OBJECTIVE NEXT STEPS:**

Continue to oversee delivery of technologies and capabilities by solution sponsors to warfighters.

## FY 2019 Summary of Results

PG 1.7.1: Continue to be responsive to the Combatant Commanders in response to validated urgent operational needs		PG Leader: OUSD(A&S)						
Performance Measures		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Prior Year Results
PM 1.7.1.1: Develop and deploy integrated Counter – Unmanned Aircraft System (C-UAS) command and control systems to the U.S. Central Command (USCENTCOM) area of responsibility (AOR) which link multiple sensors, provide target quality data, and clear fires to enable kinetic kills	Target		X					
	Actual		X					
PM 1.7.1.2: Deploy capabilities to the USCENTCOM AOR that can counter and defeat our adversary’s use of Group 3 unmanned aerial systems	Target			X				
	Actual			X				
PM 1.7.1.3: Deploy material solutions which mitigate the effect of observed electromagnetic interference in the USCENTCOM AOR	Target			X				
	Actual			X				

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### FY 2019 PERFORMANCE GOAL OVERVIEW:

Lead and facilitate agile and rapid responses to combatant command urgent operational needs, and to recognize, respond to, and mitigate the risk of operational surprise associated with ongoing or anticipated near-term contingency operations.

### FY 2019 PERFORMANCE PROGRESS UPDATE:

In FY 2019, the Joint Rapid Acquisition Cell (JRAC) showed noteworthy progress in leading efforts to fill 25 JUONs, 14 JEONs, and 9 Warfighter Senior Integration Group (W-SIG) special interest items for 7 Combatant Commanders supporting the warfighter. In addition, JRAC oversaw the obligation of \$1.7B in JUONs/JEONs. JRAC was also critical in four Rapid Acquisition Authority (RAA’s) approvals which allowed for budget reprogramming that totaled \$154.8M.



**FY 2019 PERFORMANCE MEASURE OVERVIEW:**

The Deputy Secretary of Defense serves as the chair of the Warfighter Senior Integration Group (W-SIG) and designates the Vice Chairman of the Joint Chiefs of Staff as co-chair; however, these respective responsibilities have been delegated to the Under Secretary of Defense (USD) for Acquisition and Sustainment and the Director of Operations, Joint Staff. W-SIG actions inherently span boundaries and lines of authority to focus on the requirement and solution selection, funding, expeditious execution, and rapid delivery of capabilities. Currently, two W-SIG meetings occur each month—one to focus on operations in Afghanistan, and one to focus on Counter-Islamic State in Iraq and Syria operations.

The Joint Urgent Operational Need (JUON)/Joint Emergent Operational Need (JEON) process is the Department of Defense's means to urgently address identified capability gaps. The process starts when a statement of need is prepared by a Combatant Commander and submitted to the Joint Staff for validation. Once the JUON/JEON is validated Joint Rapid Acquisition Cell (JRAC) assigns it to a solution sponsor, typically one of the Services. The solution sponsor is responsible for developing and implementing a solution to the problem; JRAC will work with the solution sponsor and USD(Comptroller) to ensure full funding of the solution. After delivery of the solution is completed, the solution sponsor must submit a disposition decision for the solution. The solution can then be: transitioned into a program of record if the need is likely to continue for the long term; sustained for current operations if the need is likely to continue, but is specific to the scenario that generated it; or terminated if the need has been fully met and is unlikely to rise again.

**NEXT STEPS:**

JRAC will continue to work with services and agencies to meet Combatant Commander Urgent Operational Needs, mitigating the risk of operational surprise associated with ongoing or anticipated near-term contingency operations.

**PERFORMANCE INFORMATION GAPS:**

None identified.

**CHANGED PERFORMANCE GOALS / MEASURES:**

None identified.

STRATEGIC GOAL 2

Strengthen Our Alliances & Attract New Partners



## STRATEGIC GOAL 2

### Strengthen Our Alliances & Attract New Partners

**Strategic Objective (SO) 2.1:** Reform the Security Cooperation Enterprise

**SO Leader:** OUSD(P)

#### **STRATEGIC OBJECTIVE OVERVIEW:**

The Department understands its role in and contribution to our national security. We are part of an interagency team working with the State Department and other stakeholders to build international cooperation through bilateral, regional, and broader relationships toward mutually beneficial strategic and operational outcomes. The Department's contribution to strengthening alliances and partnerships consists of a wide range of programs and activities designed to improve security and foster interoperability and preparedness, both in terms of capability and capacity. These programs include foreign military sales, foreign military funding, exercises and training events, military-to-military exchanges, and partnering to develop key technological capabilities. We will ensure that these programs and activities are calibrated and coordinated so that the Department fully and appropriately contributes to the achievement of our broader national security objectives. This effort includes assessing and reforming our security cooperation organizations and structures, our workforce, and our processes.

#### **STRATEGIC OBJECTIVE PROGRESS UPDATE:**

DSCA has made significant progress on reforming the SC enterprise, including by supporting the issuance of the President's new Conventional Arms Transfer policy, which will better align policy with our national and economic security interests, strengthen our partnerships to support national security objectives, and enhance the competitiveness of U.S. products. DSCA has also helped reform the SC enterprise by enabling more transparent and effective planning, budgeting, and program management; facilitating strategy-based security cooperation planning; better identifying capability solutions that advance U.S. interests; developing and promulgating balanced export statutes, regulations, and policies; and laying the groundwork for a fully trained, certified, and resourced security cooperation workforce.

#### **STRATEGIC OBJECTIVE NEXT STEPS:**

DSCA continues to implement SC Reform and to support the implementation of the President's Conventional Arms Transfer policy. Next steps for FY 2019 include continued support to program-level assessments at the Geographic Combatant Commands (GCCs), an Institutional Capacity Building white paper, and workforce development guidance

## FY 2019 Summary of Results

PG 2.1.1: Develop a certified DoD Security Cooperation workforce with the training, experience and resources necessary to meet mission requirements				PG Leader: DSCA				
Performance Measure		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Prior Year Results
PM 2.1.1.1: Identify the size and composition of the workforce	Target		100%	100%	100%	100%	100%	94%
	Actual	90%	96%	94%	94%			
PM 2.1.1.2: Establish regulations and guidance to create a trained, certified, and resourced workforce	Target	25%	25%	25%	50%	65%	80%	40%
	Actual	25%	25%	30%	40%			
PM 2.1.1.3: Personnel with required SC skills and experience are assigned to DoD SC workforce positions	Target	5%	10%	15%	20%	30%	40%	27%
	Actual	10%	15%	17%	27%			
* Updated PG 2.1.1 performance measures. As time progresses, DSCA made advanced progress in some areas and less progress in others								

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### **FY 2019 PERFORMANCE GOAL OVERVIEW:**

For FY 2019, DSCA continues to develop the Security Cooperation Workforce Development Program – as required by the FY 2017 National Defense Authorization Act (NDAA) – and prepare for phased implementation of the program in FY 2020. There are three main efforts associated with this: Identifying and understanding the DoD SC Workforce (SCW); Developing guidance to support implementation of an SCW Certification Program; and ensuring that SCW personnel have the proper skills and experience for their assignments.

### **FY 2019 PERFORMANCE PROGRESS UPDATE:**

Progress has met or exceeded targets, with one technical exception. The workforce identification effort is complete, and we have come as close to our target as is statistically possible given an annual SCW turnover rate of 13%. We met the target for establishing guidance by completing DoD-wide coordination of SCW Certification Program Implementation Guidelines – which will be signed in early FY 2020 following completion of the national labor union consultation process. In addition, we identified training and experience requirements for SCW positions, and continue to make training available for SCW members even as we transition to a new curriculum for the Certification Program. We exceeded our

target for SCW members who meet or exceed the training requirements for the SCW positions they are assigned to.

**FY 2019 PERFORMANCE MEASURE #1 OVERVIEW:**

The “Security Cooperation Workforce” did not exist as a formal entity prior to FY 2017 National Defense Act establishing the statutory requirement for a defined workforce at 10 USC 384. Therefore, an essential task in the process of developing the workforce is first to identify the workforce. Workforce identification was conducted via a DoD-wide data call, which established a baseline, and continues as DoD components create positions or change the responsibilities associated with a position.

**FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

Status: Components submitted workforce data to DSCA; Currently over 20,000 positions/billets have been self-identified by DoD Components based on guidance provided by DSCA. DSCA has analyzed this data for insights on the SC workforce and training statistics. Data will continue to fluctuate due to personnel changes and regular job turnover, which is why data accuracy is not, and will never be, at 100%.

**IDENTIFY KNOWN RISKS:**

The data is not 100% complete due to personnel changes and regular job turnover. In addition, it will take time for DoD organizations that have not traditionally seen their work as “Security Cooperation” to begin to participate in the SC Workforce Development effort, including workforce identification.

**MITIGATION EFFORTS:**

DSCA periodically issues scorecards to each component identifying the completeness of their data and next steps to take if the data needs improvement. DSCA also provides regular senior-level communication to components in the form of workforce “score cards.”

**NEXT STEPS:**

DSCA will continue to issue scorecards to component GO/FO/SES-level leadership and to correct data as new information is received from the DoD Components

**CHANGED PERFORMANCE GOALS / MEASURES:**

This effort is complete and has been eliminated as a performance measure for FY 2020 and beyond.

**FY 2019 PERFORMANCE MEASURE #2 OVERVIEW:**

Establish guidance to create an appropriately trained, experienced and certified workforce.

The Security Cooperation Workforce Development Program cannot be successfully implemented until DoD components and individual members of the workforce understand their roles and responsibilities and program requirements. There was a statutory requirement to issue guidance (which was met) and a continuing need for guidance as major elements of the program are developed and then implemented.

**FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

Status: For Q4, the Certification Program Implementation Guidelines were fully coordinated with the DoD Components.

**IDENTIFY KNOWN RISKS:**

The Air Force (DUSAF/IA) non-concurred on the Guidelines on the grounds that the Certification Program is an unfunded mandate.

**MITIGATION EFFORTS:**

PD for WDD is working with SAF/IA to address this issue.

**NEXT STEPS:**

DSCA will issue guidelines for the certification program (Q1 of FY 2020).

**FY 2019 PERFORMANCE MEASURE #3 OVERVIEW:**

Personnel with required SC training, experience and certification are assigned to DoD SC workforce positions

The overarching purpose of the Security Cooperation Workforce Development Program is to address shortfalls in workforce training and experience. Members of the SC workforce are certified once they have the SC-related training and experience necessary to carry out their assigned SC responsibilities. This is most important for personnel assigned, or preparing for assignments to, Key SC positions.

**FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

Status: SC Workforce members have begun taking regular and test versions of the Certification Program courses from DSCU, for which they are receiving completion credit.

**IDENTIFY KNOWN RISKS:**

As DoD components continue to self-identify positions as being part of the SC workforce the number of identified positions may increase. We anticipate this to occur at least through the end of FY 2021. That may, in turn, decrease the completion percentage. In addition, training and certification requirements, by position, have been recommended by DSCA but will not be fully validated by the DoD Components until late Q2 of FY 2020. That may also cause the percent positions filled by qualified personnel to decrease.

Note: This is not a risk to the success of the program – it is actually a positive step – but it is a risk to meeting the performance goals.

**MITIGATION EFFORTS:**

Need to continue to validate training and certification requirements, by position. This will require regular communication with DoD Component leaders.

**NEXT STEPS:**

SC Workforce members will continue to take courses from DSCU. DSCA will continue to help DoD Components identify and track SC Workforce members and to determine their appropriate AoC and certification level.

**PERFORMANCE INFORMATION GAPS:** None identified at this time.

**CHANGED PERFORMANCE GOALS / MEASURES:**

DSCA added one additional performance indicator for FY 2019:

- Issue implementation guidance for the SC Workforce Certification Program
  - Status: currently 15% complete

**FY 2019 Summary of Results**

<b>PG 2.1.2: Develop coordinated policy that aligns Security Cooperation across the enterprise to better support global strategic priorities.</b>		<b>PG Leader: DSCA</b>						
<b>Performance Measure</b>		<b>Q1 2019</b>	<b>Q2 2019</b>	<b>Q3 2019</b>	<b>Q4 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Prior Year Results</b>
<b>PM 2.1.2.1: Synchronize U.S. planning and resourcing efforts to develop full-spectrum capabilities for partner nations</b>	Target	25%	40%	60%	80%	100%		
	Actual		40%	60%	80%			
<b>PM 2.1.2.2: Synchronize both Title 10 and Title 22 planning and execution</b>	Target		100%	50%	75%	100%	100%	
	Actual		100%	50%	75%			

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**FY 2019 PERFORMANCE GOAL OVERVIEW:**

Develop coordinated policy that aligns Security Cooperation across the enterprise to better support global strategic priorities.

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

DSCA has helped reform the SC enterprise by enabling more transparent and effective planning, budgeting, and program management; facilitating strategy-based security cooperation planning; better identifying capability solutions that advance U.S. interests; and laying the groundwork for a fully trained, certified, and resourced security cooperation workforce.

**FY 2019 PERFORMANCE MEASURE OVERVIEW:**

Synchronize U.S. planning and resourcing efforts to develop full-spectrum capabilities for partner nations

DSCA is developing and piloting planning frameworks that will focus DoD attention on developing partner capabilities that best support partner security roles tied to NDS objectives. This “Strategy to Capability” approach will enable the Department to focus and prioritize efforts across all security cooperation activities. DSCA is institutionalizing a consistent approach to capability and acquisition information accessibility to senior leadership, allowing for sufficient flexibility with each partner relationship. The Strategy to Capability methodology is based on four levels:

- Level 1 is a current state analysis linking strategic plans to capabilities of mutual benefit to the United States and the partner nation.

- Level 2 is the plan of activities to achieve the future state. This analysis represents the planning and resourcing process for SC programs in a particular country.
- Level 3 is a deep dive into specific systems or areas of support that help to execute the plan, and allows senior leaders to identify challenges and opportunities at the granular level, such as with acquisition.
- Level 4 is an interagency targeted action plan to facilitate strategic competition, support contingencies, and deny adversaries.

**FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

DSCA has finalized formats for Level 1: Strategic Framework, Level 3: System Program Management Plan, and Level 4: Interagency Targeted Action Plan, the documents for which DSCA leads development. OSD (P) adopted the DSCA-developed format for Level 2: Five Year Plan, as the format for documents submitted as an annex to Initiative Design Documents (IDDs). DSCA has successfully piloted each of the levels. Strategic Framework development is currently underway; 29 have been validated across DoD, 15 more are complete and under review, and an additional 17 are in development. DSCA has completed 1 System Program Management Plan each month, with 10 currently completed. DSCA has developed 19 Interagency Targeted Action Plans. DSCA has also implemented an outreach effort to familiarize DOD offices with Strategy to Capability at both leadership and action officer levels.

**IDENTIFY KNOWN RISKS:**

The Strategy to Capability methodology and format is relatively new to the SC community. This may impede rapid development until SC practitioners are more familiar with the process and product. Disagreements regarding SC roles, capabilities, and activities are possible among stakeholders and may require adjudication. Organizations may resist participation in the Strategy to Capability feedback process, which could affect the comprehensiveness of the final products.

**MITIGATION EFFORTS:**

DSCA will continue its outreach and training efforts to all DoD SC stakeholders at the action officer and leadership levels to promote buy-in. DSCA created SOPs for the development of Strategic Frameworks, Five Year Plans, and System Program Management Plans.

**NEXT STEPS:**

DSCA will continue developing Strategic Frameworks and we will continue outreach to inform stakeholders and end-users of the Strategy to Capability framework. DSCA established a Strategic Framework Repository which allows SC stakeholders access to all the validated Strategic Frameworks. DSCA will continue to add new Strategic Frameworks to the Repository. DSCA will also begin coordination with DSCU to develop appropriate training that addresses the new formats, their development, and their use. DSCA will complete development of an automation tool to assist in building and standardizing Five Year Plans.

**PERFORMANCE INFORMATION GAPS:**

Achieving higher standards of security cooperation planning and implementation will require significant adaptation of training and education programs, increased and targeted staffing in key organizations, and improved understanding of and institutionalization of important roles and responsibilities among key



security cooperation organizations. In the Strategy to Capability Level 2 five-year plan build, much of the necessary information is still estimated or in draft form. In particular, GCCs are currently estimating funding requirements for future years.

The efficacy of the Joint Security Sector Assistance Review depends upon interagency preparation, participation, and follow through with actions from the after-report. In addition, success will be dependent upon the maintenance of this event on an annual basis. To mitigate this, DSCA will work with DoD and State stakeholders to encourage pre-work, and maintain continuous lines of communication following the event to track incorporation into planning and budgeting materials.

**CHANGED PERFORMANCE GOALS / MEASURES:**

In FY 2018, 2.1.2 had the following performance indicators:

- Approval of multi-year comprehensive security cooperation planning guidance (removed; DASD(SC) is the lead)
- Coordinated guidance for execution for all program authorities within Chapter 16 (remove; this has been made part of the previous indicator)
- Approval and issuance of multi-year SC integrated planning guidance (remove; complete)
- Quarterly execution reports and alignment to SNaP data inputs (remove; complete)

This year, DSCA will add one new indicator to this goal: synchronize Title 10 and Title 22 planning and execution. DSCA will also move one indicator (synchronize U.S. planning and resourcing efforts to develop full-spectrum capabilities for partner nations) from 2.1.4 to 2.1.2 due to this indicator's reorganization under Strategic Guidance in DSCA's SC Reform framework.

**FY 2019 PERFORMANCE MEASURE OVERVIEW:**

Synchronize Title 10 and Title 22 planning and execution:

DSCA collaborates with the Department of State (and other DoD stakeholders) to coordinate on programmatic activities across both State and DoD security sector assistance programs. DoD and DOS conduct the annual Joint Security Sector Assistance Review (JSSAR) to bring together applicable interagency stakeholders to discuss out-year program plans, including anticipated activities and budget levels. Stakeholders also identify gaps and realignment opportunities, challenges and tradeoffs.

This effort allows DoD and DOS to better align program plans based on the discussion of gaps, identification of duplicative or complementary efforts, opportunities, and potential re-alignment areas. The event informs any updates to the DSCA 5-Year Plan.

**FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

Status: The FY 2019 JSSAR Technical Sessions by region and country occurred from March 25-April 5 and the Office Director/Principal Director level Plenary Session occurred on April 25.

DSCA had multiple planning meetings with State to organize the preparatory documents and agendas for the JSSAR Technical Sessions and provided input into the Plenary Session agenda. DSCA also coordinated DoD wide participation for the GCCs, OSD, JS, and DTRA. This resulted in productive discussions on

programmatic activities across both DOS and DoD security sector assistance programs. Following the FY 2019 JSSAR, DSCA and DOS completed a hot wash to help determine how best to proceed with the FY 2020 JSSAR.

**IDENTIFY KNOWN RISKS:**

Whether participants across the DoD and State come to the discussion to provide viewpoints. DSCA is working to ensure relevant stakeholders are aware and prepared to participate.

**MITIGATION EFFORTS:**

DSCA will continue DoD-DOS JSSAR planning at the strategic level.

**NEXT STEPS:**

Start planning for FY 2020 JSSAR.

Working on incorporation of Title 10 and Title 22 assistance within five year plans for IDD's and Congressional Notifications.

Identify potential tradeoffs between the accounts.

**PERFORMANCE INFORMATION GAPS:**

Achieving higher standards of security cooperation planning and implementation will require significant adaptation of training and education programs, increased and targeted staffing in key organizations, and improved understanding of and institutionalization of important roles and responsibilities among key security cooperation organizations. In the Strategy to Capability Level 2 five-year plan build, much of the necessary information is still estimated or in draft form. In particular, GCCs are currently estimating funding requirements for future years.

The efficacy of the Joint Security Sector Assistance Review depends upon interagency preparation, participation, and follow through with actions from the after-report. In addition, success will be dependent upon the maintenance of this event on an annual basis. To mitigate this, DSCA will work with DoD and State stakeholders to encourage pre-work, and maintain continuous lines of communication following the event to track incorporation into planning and budgeting materials.

**CHANGED PERFORMANCE GOALS / MEASURES:**

This year, DSCA will add one new indicator to this goal: synchronize Title 10 and Title 22 planning and execution. DSCA will also move one indicator (synchronize U.S. planning and resourcing efforts to develop full-spectrum capabilities for partner nations) from 2.1.4 to 2.1.2 due to this indicator's reorganization under Strategic Guidance in DSCA's SC Reform framework.

**FY 2019 Summary of Results:**

PG 2.1.3: Responsive and innovative processes and authorities for effective execution developed			PG Leader: DSCA					
Performance Measure (PM)		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Year End Results
PM 2.1.3.1: Establish non-standard and non-program of record policies and practices:	Target		25%	50%	100%			
	Actual		25%	50%	75%			
PM 2.1.3.2: Create standard Letter of Request (LOR) checklists:	Target	25%	40%	60%	80%	100%		
	Actual		40%	60%	70%			
PM 2.1.3.3: Assist Security Cooperation Officers (SCO's) with requirements generation:	Target			15%	30%	75%	100%	
	Actual			15%	15%			

*Department of Defense's Data Completeness and Reliability Statement—Fiscal Year 2019*

*Each Goal Owner has attested the performance results and narrative information included in this report is complete, accurate, and reliable; and that data validation and verification procedures are documented and available upon request*

**FY 2019 PERFORMANCE GOAL OVERVIEW:**

Performance Goal 2.1.3:

- Establish non-standard and non-program of record policies and practices
- Create standard weapon specific LOR checklists
- Assist Security Cooperation Officers with requirements generation

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

1. Established a non-program of record community of interest to track status and progress of all NPORs, coordinating with IAs and industry for process establishment and standardization.
2. DoD organizations produced 77 LOR checklists and posted them on publicly facing websites.

3. DSCA completed its assessment of previous Expeditionary Requirements Generation teams and continues to refine the products provided to Security Cooperation Officers (SCO's) to assist with requirements generation.

#### **FY 2019 PERFORMANCE MEASURE #1 OVERVIEW:**

##### **Establish non-standard and non-program of record policies and practices:**

A Program of Record (POR) is an acquisition program recorded in the Future Years Defense Program. Non-Program of Record (NPOR) solutions align with U.S. national security interests by furthering the U.S. industrial base; providing coalition forces expedited and flexible capabilities; and delivering capabilities that were not, or could not have been, foreseen even months earlier. NPOR sales provide the U.S. Government a needed tool in the event a partner nation opts not to purchase a U.S. POR or their requirements cannot be fulfilled by POR solutions. At times, NPOR sales potentially offer a more comprehensive, cost effective, and logistically supportable solution for a foreign customer.

Task 2.10 of the Conventional Arms Transfer Policy Implementation Plan charges the DoD, with State and Commerce support, to identify processes to consider and authorize Non-Programs of Record solutions as a method for addressing security cooperation priorities, and to identify and analyze the challenges and opportunities for increased support of Non-Programs of Record.

##### **FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

DSCA established an interagency NPOR "Community of Interest" (COI) to facilitate transfers of NPOR. DSCA also issued terms of reference and developed a common IT database that that COI will use to manage NPOR activities.

To facilitate information sharing and consistency in NPOR procedure, DSCA established a DoD NPOR SharePoint site and NPOR Standard Operation Procedures.

DSCA also collaborated with industry to develop NPOR submission guidelines for that community.

##### **IDENTIFY KNOWN RISKS:**

The largest risk to establishing non-standard and non-program of record policies and practices is the inherent cost of the effort.

##### **MITIGATION EFFORTS:**

DSCA is working with the Implementing Agencies to mitigate potential resource shortfalls and is prepared to consider Unfunded Requirements Requests for FMS admin funding.

##### **NEXT STEPS:**

DSCA will continue to work with industry to develop industry NPOR submission guidelines.

An industry touchpoint event will be held in late Q1 FY 2020.

Approved recommendations will be implemented NLT 31 Dec 2019.

## **PERFORMANCE INFORMATION GAPS:**

The success of the NPOR feasibility study will depend upon obtaining information across the interagency, including information on delivery timelines, releasability, resource requirements, and interoperability.

## **CHANGED PERFORMANCE GOALS / MEASURES:**

The FY 2018 tasks were as follows:

- Analyze data of current timelines for contract award
- Develop milestones for contract award
- Quarterly reports on FMS (section 887)
- Further implement the section 830 pilot program

The quarterly reports on FMS task is complete. The other three tasks are A&S owned. For FY 2019, DSCA will focus on two DSCA-led tasks:

- Establish non-standard and non-program of record policies and practices
- Create standard LOR checklists

## **FY 2019 PERFORMANCE MEASURE #2 OVERVIEW:**

### ***Create standard LOR checklists:***

GAO found that LORs developed using system-specific checklists resulted in greater timeliness in offering solutions for cases, and recommended DSCA issue department-wide guidance for program offices to expand the use of checklists to aid FMS customers in specifying their requirements in a way that DoD can act upon in a timely manner. Checklists identify the complete set of requirements for a specific weapon system to inform SCOs and partner nations (PNs) to the unique specifications that must be identified to complete an LOR. This can reduce the number of iterations between a SCO and an Implementing Agency and the partner nation, especially when the system is outside of the SCO's area of expertise.

In accordance with GAO's recommendation, DSCA issued guidance directing Implementing Agencies to develop system-specific checklists and post to a website. DSCA recommended Implementing Agencies develop checklists for all major defense articles no later than 30 July 2023.

The deliverable for this task is LOR checklists produced by the Implementing Agencies for use by the SCOs. These checklists are intended to reduce LOR to Letter of Acceptance (LOA) timelines and increase transparency for industry and partners to better understand specific weapons system requirements.

## **FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

The IAs are developing additional system-specific checklists. The current consideration is to provide the checklist to the PN's once the Pre-LOR discussion begins to guide their capability and requirements development. The other consideration is to provide the checklist in response to a PN defined request which is incomplete on information.

Checklists are complete and posted on publicly facing websites. There are links to those checklists in the SAMM and the Foreign Customer Guide. To date, the Air Force has completed 14 checklists, the Navy/USMC has completed 25 checklists, and the Army has completed 38.

**IDENTIFY KNOWN RISKS:**

Ensuring all stakeholders participate and utilize the checklist.

**MITIGATION EFFORTS:**

Encouraging partner nations and implementing agencies to use the LOR checklists found on publicly facing websites.

**NEXT STEPS:**

Services will continue developing and posting checklists for major systems. SPP will continue to encourage SCOs and partners to utilize checklists.

**PERFORMANCE INFORMATION GAPS:**

None. Appropriate DoD organizations possessed the required expertise to produce LOR checklists.

**CHANGED PERFORMANCE GOALS / MEASURES:**

None

**FY 2019 PERFORMANCE MEASURE #3 OVERVIEW:**

***Assist SCOs with requirements generation:***

DSCA will analyze and identify areas where DoD can better support SCOs to improve requirements generation. This will reduce the time to develop Partner Nation (PN) requirements and improve the overall quality of the requirements, which will in turn enable the USG to be more responsive to partners and remain the provider of choice.

The desired end state is: 1) A standard analytical framework to promote the full spectrum of security cooperation activities and weapon systems to support an identified capability. 2) A standard, repeatable and measurable process to gather and document partner requirements. 3) Better trained SCOs. 4) A cadre of subject matter experts available to guide SCOs, GCCs, and partners to define and document the capability, system, and non-materiel requirements.

**FY 2019 PERFORMANCE MEASURE/PROGRESS UPDATE:**

To achieve the desired end states of the FY 202019 performance measure of “assisting SCOs with requirements generation”, DSCA reviewed FMS and BPC policy, analyzed SCO training, and held community of interest sessions with former SCOs. DSCA piloted a requirements generation toolkit with two SCO offices testing documents to guide SCOs through the requirements generation process. Based upon the pilot, DSCA is making adjustments to the tools and determined additional support is needed to assist select strategic priorities.

**IDENTIFY KNOWN RISKS:**

SCOs come from a wide range of backgrounds and often times have little to no experience in security cooperation prior to deploying abroad. This issue needs to be overcome via training and additional assistance from the security cooperation community to achieve the desired end state.

**NEXT STEPS:**

DSCA will revise the Expeditionary Requirements Generation Team policy to provide robust staff augmentation to SCOs and GCCs.

DSCA will continue to refine the SCO toolkit.

**PERFORMANCE INFORMATION GAPS:**

SCOs and GCCs do not all possess the depth of knowledge on full spectrum security cooperation activities, weapon systems, acquisition and how to access the necessary subject matter experts to support requirements generation.

**FY 2019 Summary of Results**

PG 2.1.4: Provide full-spectrum capabilities for partner nations		PG Leader: DSCA						
Performance Measure (PM)		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Year End Results
PM 2.1.4.1: Pilot new DSCA processes and engagement mechanisms to better support Combatant Command Security Cooperation planning	Target	25%	50%	75%	100%			
	Actual		50%	75%	100%			
PM 2.1.4.2: Establish and Operationalize ICB Processes :	Target		10%	30%	50%	75%	100%	
	Actual		10%	30%	50%			

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**FY 2019 PERFORMANCE GOAL OVERVIEW:**

By deploying planners to GCCs, DSCA intended to increase the quality of planning and program design and move the process to the left to allow for earlier notification and execution of programs. DSCA continues to actively deploy ICB expertise to support development of FY 2020 integrated security cooperation planning products.

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

DSCA personnel are integrated into GCC planning teams and have made a significant impact in advancing the quality of planning and program design for FY 2020 programs. DSCA ICB personnel helped improve FY 2020 Sec 333 institutional capacity analysis and certification process to address congressional feedback and rescissions.

**FY 2019 PERFORMANCE MEASURE #1 OVERVIEW:**

Pilot new DSCA processes and engagement mechanisms to better support Combatant Command Security Cooperation planning.

**FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

DSCA is deploying regional SC planners to the GCCs to support better SC planning. This phased approach will help ensure consistency across the commands to support planning efforts.



**IDENTIFY KNOWN RISKS:**

Hiring timelines too long.

**MITIGATION EFFORTS:**

N/A

**NEXT STEPS:**

DSCA PPD personnel onboard at CENTCOM, SOUTHCOM, NORTHCOM and INDOPACOM. Hiring complete for EUCOM. AFRICOM positions will need to be re-advertised. Institutional Capacity Building (ICB) Specialists onboard at EUCOM, SOUTHCOM, INDOPACOM, and CENTCOM, onboarding for selected AFRICOM ICB Specialist expected in FY 2020 Q1.

**PERFORMANCE INFORMATION GAPS: N/A**

**CHANGED PERFORMANCE GOALS / MEASURES: None.**

**FY 2019 PERFORMANCE MEASURE #2 OVERVIEW:**

Establishing an Institutional Capacity Building (ICB) process and mechanism to operationalize holistic program design. DSCA and the SC enterprise to provide clear direction to Geographic Command Combatants (GCC's). Designate SC planners on how to identify ICB requirements and get assistance 4.1.02 BPC)

**FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

DSCA Institute for Security Governance FOC reached

Created and implemented improved ICB analysis documents to inform Section 333 ICB certification for FY 2020 Congressional notifications.

Issued Title 10 ICB Authority Interim Guidance (Chapter 16, Section 332b) across DoD in order to provide oversight and seek DoS concurrence of ICB engagement in FY 2020.

Launched pilot ICB prioritization process using draft criteria for ICB alignment with National Defense Strategy priorities to justify DSCA's FY 2021 budget submission and launch project design.

**IDENTIFY KNOWN RISKS: N/A**

**MITIGATION EFFORTS: N/A**

**NEXT STEPS:**

Complete ICB process map NLT 2/14/2020

Develop FY 2021 Alternative Budget Display for DSCA ICB programs based on ICB Prioritization Decisions - NLT 02/29/2020

Partner Nation funded ICB guidance issued - NLT 3/31/2020

Submit Update to DIB DOD Directive and Draft ICB DoD Instruction for Coordination - NLT 05/15/2020

Develop ICB Support Plans for prioritized Tier 1 Countries - NLT 06/30/2020

Finalize Capabilities Gap Assessment on ICB Supply and Demand Study to inform DoD FYDP Planning  
- NLT 8/31/2020

**PERFORMANCE INFORMATION GAPS:**

DSCA lacks a situational awareness of ICB tools and activities used by non-DSCA departmental agencies and military services. DSCA funded a Joint Staff Capabilities Gap Assessment to better understand DoD ICB supply as compared to global demand.

**CHANGED PERFORMANCE GOALS / MEASURES:**

None

**Strategic Objective (SO) 2.2:** Expand regional consultative mechanisms and collaborative planning.

**SO Leader:** OUSD(A&S)

**STRATEGIC OBJECTIVE OVERVIEW:**

Continue efforts to improve NATO’s ability to deliver capabilities in support of NATO readiness, and establish frameworks with the European Union (EU) – including conclusion of an Administrative Arrangement with the European Defense Agency (EDA) – that ensures the U.S. is able to work with the EU as its defense initiatives evolve. Utilize 2019 NATO Defense Planning data to identify key areas for multinational armaments cooperation to optimize the NATO Allies' 20% R&D and Defense Acquisition investment pledges and engage NATO, EDA, and EU nations to obtain support for the Administrative Arrangement and U.S. participation in EU projects and discussions.

**STRATEGIC OBJECTIVE PROGRESS UPDATE:**

New engagements were held with the European Union, Baltics, Eastern European, and South-East Asian partners. Outcomes from the discussions identified priority areas for deepening collaboration on joint capability development, identifying country requirements that can be filled by U.S. platforms, exploring opportunities to enhance defense industrial base cooperation, and working collaboratively together on economic security issues to include 5G planning, foreign direct investments, and cyber resiliency. In addition, international engagements led to the identification of space, cyber, missile defense, next-gen fighter aircraft, industrial base cooperation, and economic security as future areas of mutually beneficial collaboration.

**STRATEGIC OBJECTIVE NEXT STEPS:**

Finalize International Cooperation strategic guidance on country prioritization and promulgate throughout the Department to drive DoD-wide engagements with partners in Europe and Indo-Pacific nations. Continue to assess ongoing bilateral and multilateral engagements to ensure accomplishment of goals.

**FY 2019 Summary of Results**

PG 2.2.1: Expand OUSD(A&S)' collaboration with international partners				PG Leader: OUSD(A&S)				
Performance Measure		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Prior Year Results
<b>PM 2.2.1.1:</b> Deliver recommendations to the Secretary of Defense on ways to improve DoD support for non-standard/non-programs of record arms transfers to allies/partners and build exportability into DoD acquisition programs early in the acquisition process positions	Target	X						
	Actual	X						
<b>PM 2.2.1.2:</b> Complete negotiation of multilateral framework for Research, Development, Technology and Engineering (RDT&E) with Australia, Japan and Korea in the Asia-Pacific to allow for armaments cooperation on future technologies and create a positive operational impact	Target				X			
	Actual					X		
<p>* Due to the current geopolitical environment between Korea and Japan, Korea advised that they are unable to participate due to Japan's involvement. The effort will proceed with Australia, Japan, and the United States. OUSD A&amp;S engagement with Japan MOD in July 2019 prompted their agreement to sign a Terms of Reference (TOR) to form a multilateral RDT&amp;E framework in the Indo-Pacific. OUSD A&amp;S awaits DoD OGC approval of the current version of the TOR before moving to signature. Signing the TOR will be the first step of many to follow that will enable key partners in the Indo-Pacific to strengthen relationships through armaments</p>								
<b>PM 2.2.1.3:</b> Complete and promulgate strategic guidance for international armaments cooperation in European and Indo-Pacific regions to guide future cooperation with allies and partners	Target				X			
	Actual				X			

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## **FY 2019 PERFORMANCE GOAL OVERVIEW:**

OUSD(A&S) will enhance existing key bilateral and multilateral relationships and forge new partnerships around shared interests to reinforce regional coalitions and security cooperation objectives. A&S will provide allies and partners with clear and consistent messaging to encourage alliance and coalition commitments in pursuing shared objectives, increase partners' military capability, advance greater defense armaments cooperation, and increase military investment.

## **FY 2019 PERFORMANCE PROGRESS UPDATE:**

OUSD(A&S) has expanded regional consultative mechanisms and collaborative planning through a variety of means over the last year. Specifically, OUSD (A&S) incorporated the elements of the DoD's Defense Exportability Features (DEF) initiatives into DoD-policy which enhance coalition interoperability, decrease costs to DoD and international partners through production economies of scale, and improve international competitiveness of U.S. defense systems. These exportability initiatives encourage DoD program management to design and develop technology protection features and incorporate them into U.S. defense systems early in the acquisition life cycle, in order to facilitate earlier foreign sales and reduce costs to DoD and international partners.

In addition, OUSD(A&S)/Internal Cooperation (IC) led at least 15 bilateral and multilateral engagements with numerous foreign partners and allies to enhance the defense partnerships, find opportunities for future cooperation, support procurement plans, and engage partners in a range of topics to enhance defense development and technology protection. IC continues to engage NATO and the Alliance to improve delivery of NATO programs and multinational cooperation objectives that will enhance security for the Allies and international partners. IC continues to play a key role in interagency efforts to promote open frameworks in European Union defense initiatives, to promote expansion of the existing bilateral and multilateral relationships in Europe, and to promote transparency and consistency with NATO objectives.

## **FY 2019 PERFORMANCE MEASURE OVERVIEW:**

Performance measures for IC are focused on being the partner of choice through a range of options and prioritized efforts. Methods of engagement include pre-planning exportability in U.S. acquisition programs to allow international partners to procure high-performance systems and platforms, cooperation in research, development and acquisition, and increased system interoperability of national defense forces. To achieve this, IC is outlining engagement strategies to achieve DoD objectives with existing and emerging European and Indo-Pacific partners.

## **FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

The Non-Program of Record (NPOR) implementation plan is reaching the final stages with final implementation expected to remain on target for January 2020. The NPOR Community of Interest (COI) has established all internal work protocols and finish initial data systems development to validate system implementation. The COI in conjunction with industry will begin processing new start NPOR request to provide validation to the processed developed and finalizes information systems requirements.

Due to the current geopolitical environment between Korea and Japan, Korea advised that they are unable to participate with Japan. Consequently, the effort is proceeding with Australia, Japan, and the United States. USD A&S engagement with Japan MOD in July 2019 prompted a mutual decision to sign a Terms of Reference (TOR) to form a multilateral Research, Development, Test and Evaluation (RDT&E) framework in the Indo-Pacific. Australia and Japan signed the TOR in October 2019 and A&S will sign when the documents are delivered on November 6, 2019. Signing the TOR is the first crucial step that will enable key partners in the Indo-Pacific to strengthen relationships through armaments cooperation. The next multilateral meeting is tentatively scheduled for March 2020 and will coincide with INDOPACOM's Pacific Operational Science & Technology (POST) Conference. Potential multilateral cooperation on the Mobile Unmanned/manned Air Vehicle (UAV) Distributed Lethality Airborne Network (MUDLAN) concept will be a key part of the discussion.

On-going effort to identify and prioritize areas of mutual interest between Partners and Allies with DoD program offices and the laboratory enterprise to find opportunities for strategic armaments cooperation in Europe and the Indo-Pacific regions. In addition, OUSD(A&S)/IC is now finalizing studies with RAND to help identify priority countries from a defense industrial base perspective. The studies focus on Europe and the Indo-Pacific region and will identify countries with strong opportunities for industrial base cooperation that can help guide DoD efforts, and provide an analytical tool to assess partner potential for future cooperation. Initial drafts of the studies were delivered in Q4 FY 2019, but additional changes are being sought to reflect recent changes in Administration policy. The studies are now expected to be delivered by RAND by the end of calendar year 2019.

**NEXT STEPS:**

Finalize IC strategic guidance on country prioritization and promulgate throughout the Department to drive DoD-wide engagements with partners in Europe and Indo-Pacific nations. Continue to assess ongoing bilateral and multilateral engagements to ensure accomplishment of goals.

**PERFORMANCE INFORMATION GAPS:**

Not applicable

**CHANGED PERFORMANCE GOALS / MEASURES:**

There is a delay in completing the multilateral Research Development Test and Evaluation (RDT&E) Memorandum of Understanding (MOU) due to the current geopolitical environment between Korea and Japan. After multiple discussions, South Korea finally withdrew as a potential participant.

STRATEGIC GOAL 3

Reform the Department's Business Practices for Greater Performance  
and Affordability



## STRATEGIC GOAL 3

### Reform the Department's Business Practices for Greater Performance and Affordability

**SO 3.1: Improve and strengthen business operations through a move to DoD-enterprise or shared services; reduce administrative and regulatory burden**

**SO Leaders: CMO**

#### **STRATEGIC OBJECTIVE OVERVIEW:**

Reforming the business operations of the Department is a significant undertaking which requires extensive analysis, planning, and collaboration throughout the enterprise to ensure implementation of the most impactful reforms. Business reform goes beyond efficiencies and reductions. The federal government operates under a rigid, monolithic 1978-vintage personnel system, to which hundreds of limited, tailor-made exceptions have been added over the years. According to the Government Accountability Office (GAO) and other reviewers, agencies use only a small number of the scores of personnel authorities and flexibilities that have been granted to them.

The Department of Defense (DoD) has undertaken numerous efficiency efforts since 2010, both in response to congressional direction and as Departmental initiatives to achieve savings and redirect limited resources to higher priority missions. Governmental reform is a top priority for this Administration, and reform is one of the three priorities of the Secretary of Defense.

While the Department continues to execute already planned efficiencies, the FY 2019 - FY 2023 Defense Program Review outlines an aggressive reform agenda that so far has realized an estimated \$6B in savings (the Department subsequently implemented an additional \$500 million of Defense Health Agency TRICARE reforms in FY 2019) into the budget for FY 2019 with an additional \$40B across the remaining Fiscal Years Defense Program (FYDP) (FY 2020 - FY 2023), in line with DoD's Priority Goal for reform savings.

#### **STRATEGIC OBJECTIVE PROGRESS UPDATE:**

The Department has made noteworthy progress in achieving performance goals associated with reform and regulatory strategic objectives. In FY 2019 the Department exceeded its planned reform savings target goal of \$6B in efficiencies in FY 2019. DoD continues to seek additional savings across the FYDP for FY 2020- 2025 in keeping with DoD's Priority Goal for reform savings set by the Chief Management Officer.

This effort continues its work in the Department to simplify, streamline, and standardize civilian personnel policies and processes to effectively recruit, appoint, compensate, incentivize, reward, retain, and manage a qualified and agile civilian workforce, allowing for a strategic, enterprise-wide approach to support the Department's missions. The benefits are: more simple, streamlined, standardized processes, increased mission readiness through quality performance measures, focus on results-oriented management of human resources.



## **STRATEGIC OBJECTIVE NEXT STEPS:**

To execute its reform strategy, the Department established the Reform Management Group (RMG) to look at reforming business operations and reducing costs and delivering of enterprise services across the Department. The focus areas continue to be: Financial Management, Contract Management, Information Technology (IT) for Business Systems, IT (Infrastructure), Human Resources, Community Services, and Health Care. The RMG is the senior leadership governance board established as a decision-making body to provide oversight and direction on reform team initiatives to drive change across the business enterprise of the Department.

By establishing alignment with the MilDeps in each line of effort, the OCMO established a foundation for reform, identified reforms that provide the most return on investment and continued the Department's transition to a culture of continuous improvement. After a year of success executing reform through the RMG, the Department is prioritizing reform initiatives that focus on: increases to lethality and readiness, short-term benefits, financial savings, and shared metrics between the CMO and sustaining organization, cultivating an environment for lasting change.

Results from the Secretary of Defense's third line of effort, "Reform the Department's Business Practices for Greater Performance and Affordability" includes:

Healthcare management: the goals of this effort are to develop and maintain a medically ready force; resize the DoD-owned system to focus on warfighting needs; and provide quality healthcare for non-mission beneficiaries through the most cost-effective means. Successes to date for FY 2019 include:

- Transitioned eight MTFS to the authority, direction and control of the DHA on 1 October 2018. Finalized plans for the transition of MTFs to the DHA based on lessons learned from the initial transfer of eight MTFs. Plan include enterprise consolidation of purchased services, access to specialty care, revenue cycle management, medical logistics, laboratory, pharmacy, and facilities. The Department completed a review of the medical requirements process and now is reviewing the total medical force structure requirements.

Financial Management: Financial management (FM) reform is focused on initiatives that will reduce operational costs within the DoD FM line of business by simplifying and standardizing our business processes and systems, while improving auditability and security. Examples of financial management reform successes this year include:

- Retired 11 systems within DFAS, reducing system costs by \$2.5M; with nine additional system retirements planned through FY 2021.
- Developed standard roles and responsibilities between the Services and DFAS that streamline disbursing processes, and retire the Defense Joint Military Pay system. Savings to be realized and codified upon the Services' implementation of their Integrated Personnel and Pay System (IPPS) solutions.
- Financial Data Standards have been reviewed and in order to most efficiently implement standards, DoD is looking at reducing the number of financial systems and business feeder systems and improving governance.

- Established a Robotic Process Automation (RPA) platform that allows organizations to easily deploy, secure, and manage robots at scale. The use of this platform improves the management, sharing and oversight of deployed automations. In addition to establishing an RPA platform, the team developed 15 process automations for OUSD (Comptroller) and 4th Estate Agencies on the Defense Agency Initiative (DAI) accounting system, resulting in 11K labor hours being redirected to higher value work annually. The future scaling of DAI process automations to additional 4th Estate Agencies is estimated to increase the annual labor hours redirect to higher value tasks to 105K annually.

Category Management: Category Management refers to the business practice of buying common goods and services as an enterprise to eliminate redundancies, increase efficiency, and deliver more value and savings from the Government's acquisition programs. Category Management develops and uses business intelligence for data-driven decisions to improve cost, capability and compliance of the acquisition of common goods and services. Category Management drives efficiencies and savings through rate, process and demand improvements. Enterprise Data Management assures the availability of common, usable, defense-wide data sets that enables enterprise-wide business management. The Department's cost data, coupled with commercial reference data, supports Category Management to better leverage DoD's buying power, inform make/buy and other management decisions. The Department will evaluate \$180B in spend over 33 months through a series of "sprints."

In FY 2019, the Department implemented the first sprint to evaluate spend in various categories and identify cost savings opportunities. Sprint 1, a pilot, included 26 projects from a cross-section of DoD agencies and military departments to include Defense Logistics Agency, DISA, Army, and Air Force. Sprint 2 included 20 projects similar organizations but also included Defense Health Agency, US Transportation Command, and Special Operations Command. Sprint 3 began May 28, 2019 and consists of 37 projects and in addition to the similar previous organizations included projects for the Navy, Marine Corps, and DoD Small Business. To date, Sprint 1 identified \$2.793M in planned savings opportunities. Savings from Sprint 2 are currently being evaluated by organizations to determine expected savings and Sprint 3 will conclude at the end of August 2019.

**FY 2019 Summary of Results**

<b>PG 3.1.1: Create a long-lasting culture of innovation, empowerment and improvement to reduce the cost of doing business throughout the Department</b>			<b>PG Leader: CMO</b>					
<b>Performance Measure</b>		<b>Q1 2019</b>	<b>Q2 2019</b>	<b>Q3 2019</b>	<b>Q4 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Prior Year Results</b>
<b>PM 3.1.1.1:</b> Achieve DoD-wide reform savings to meet OMB annual reform savings targets with validation from Comptroller. Savings targets for FY 2019 – FY 2023 meet or exceed \$46.6B. The \$4.7B 2017/2018 achievements are in addition to the OMB target of \$46.6B	Target				FY 2019 \$6B	FY 2020 \$7B	FY 2021 \$9B	FY 2020/2018: \$4.7B
	Actual				FY 2019 \$6B			
<b>PM 3.1.1.2:</b> The execution of all RMG Reform initiatives are ensured through the use of charters, Balanced Score Cards (BSCs)/Key Performance Indicators (KPIs), project plans utilized to track achievements of project targets and monthly milestones. Results aggregated quarterly	Target		60%	100%	100%	100%	100%	
	Actual		60%	80%	90%			
<b>PM 3.1.1.3:</b> Establish new annual functional and financial RMG Reform targets through FYDP (FY 2021-FY 2025) by Q3 annually	Target		X	X	X	X	X	
	Actual		X	X	X			

*Department of Defense’s Data Completeness and Reliability Statement–Fiscal Year 2019*

*Each Goal Owner has attested the performance results and narrative information included in this report is complete, accurate, and reliable; and that data validation and verification procedures are documented and available upon request*

**FY 2019 PERFORMANCE GOAL OVERVIEW:**

Business reform goes beyond efficiencies and reductions: it includes improving business processes, systems, or policies that increase effectiveness, efficiency, and reliability; improving innovation or processes for weapon system acquisition; and better alignment of resources to support the National Defense Strategy. Reforming business operations to improve the lethality of the Department is one of the three pillars of the National Defense Strategy: 1) Build a More Lethal Force; 2) Strengthen alliances and Attract New Partners; and 3) Reform the Department for Greater Performance and Affordability. Current defense enterprise business reform efforts in the Department are being led by the Office of the Chief Management Officer (OCMO).

The OCMO is charged with establishing policies for, and directing, all enterprise business operations of the Department, including planning and processes, business transformation, performance measurement and management, and business information technology management and improvement. The Transformation directorate is leading reform efforts to improve enterprise business operations across the Department, establishing a culture of continuous improvement focused on results and accountability. The Transformation directorate serves as the Executive Secretariat for the Reform Management Group (RMG) and maintains the rigor and oversight of reform initiatives and decisions impacting the Department's business operations.

The RMG is a deliberative body with the seniority and authority to make decisions affecting the business of the Department, directly supporting the Secretary of Defense's third line of effort. The RMG is comprised of representatives from the Offices of the Principal Staff Assistants, under the Secretary of Defense, and the Military Departments. This governance body guides the reform business processes of the Department and promotes responsible use of federal resources by allowing organizations to reallocate savings to increase lethality and improve readiness.

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

- Continued progress toward DoD-wide reform savings targets with validation from Comptroller
- Improvement to reform portal providing initiative information status in one place
- Ability to measure and improve initiative compliance with established framework
- Medical Headquarters Reduction (MHA reduction +10%) for savings of \$36M for FY 2020

**FY 2019 PERFORMANCE MEASURE OVERVIEW:**

Achieve DoD-wide reform savings to meet OMB annual reform savings targets with validation from Comptroller. Savings targets for FY 2019 – FY 2023 meet or exceed \$46.6B. The \$4.7B 2017/2018 achievements are in addition to the OMB target of \$46.6B.

**FY 2019 PERFORMANCE MEASURE OVERVIEW:**

The execution of all RMG Reform initiatives are ensured through the use of charters, Balanced Score Cards (BSCs)/Key Performance Indicators (KPIs), project plans utilized to track achievements of project targets and monthly milestones. Results aggregated quarterly.

**FY 2019 Summary of Results**

<b>PG 3.1.2: Lead the integration and optimization of enterprise business operations throughout the Department</b>				<b>PG Leader: CMO- Transformation / AOM</b>				
<b>Performance Measure</b>		<b>Q1 2019</b>	<b>Q2 2019</b>	<b>Q3 2019</b>	<b>Q4 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Prior Year Results</b>
<b>PM 3.1.2.1:</b> Implement the Reform Management framework as governing process for all RMG reform by Q3 FY 202019. Manage and track quarterly reform progress in accordance with established CMO Reform Engagement events attended by senior DoD leadership including the OCMO and USD(C), with the outcomes presented to the RMG for final ratification.	Target			X	100%	100%	100%	
	Actual			X	80%			
<b>PM 3.1.2.2:</b> RMG-supporting reform team members and applicable stakeholders are trained to create and utilize Balanced Score Cards (BSCs), Key Performance Indicators (KPIs), project charters, project plans, and business process improvement.	Target			80%	90%	100%	100%	
	Actual			80%	90%			
<b>PM 3.1.2.3:</b> Ensure all CMO related requirements and milestones to stand up and codify SDA and other Space organizations are in compliance with law and guidance	Target				\$6B for FY19	TBD	TBD	PM moves to Space force
	Actual				\$6B for FY19			
<b>PM 3.1.2.4:</b> Finalize the inaugural DoD Chartering Directives on 3 key OSD PSAs reflecting recent reorganizations	Target				100%			
	Actual				0%			
<b>PM 3.1.2.5:</b> Initiate and finalize the DoD issuance on DoD Management Headquarters Activity directive	Target				100%			
	Actual				20%			

<b>PM 3.1.2.6:</b> Obtain DSD approval of a re-set baseline for DoD EA designations	Target				0%			
	Actual				0%			Moved to DoD CIO
<b>PM 3.1.2.7:</b> Finalize DoDD 5105.79, “DoD Senior Governance Councils”	Target				100%	100%		
	Actual				10%			

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**FY 2019 Summary of Results**

<b>PG 3.1.3: Deliver performance-driven shared services and an exceptional customer experience</b>				<b>PG Leader: CMO</b>				
<b>Performance Measure</b>		<b>Q1 2019</b>	<b>Q2 2019</b>	<b>Q3 2019</b>	<b>Q4 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Prior Year Results</b>
<b>PM 3.1.3.1: Pentagon Counter-Small UAS Program:</b> Install, test, and operationalize emerging electronic and kinetic capabilities to maximize defenses against small Unmanned Aircraft System (sUAS) threats on the Pentagon Reservation (PFPA). Provide a minimum of one incremental capability above Initial Operational Capability (IOC)	Target					X		NEW
	Actual							
* Due to unforeseen structural framing at the sensor locations to reinforce the building roof, target for PM 3.1.3.1 moved to FY 2020.								
<b>PM 3.1.3.2: Pentagon Physical Security Information Management:</b> Complete selection of the next generation of PFPA's Physical Security Information Management (PSIM) software. This software will be used to merge critical physical security platforms and provide unified situational awareness across the Pentagon Reservation and select Pentagon facilities	Target			X				
	Actual			X				
<b>PM 3.1.3.3: OSD Insider Threat Program:</b> Implement and integrate User Activity Monitoring (UAM) on all classified networks into the OSD Insider Threat Program. This requirement is the national minimum standard per Presidential mandate and enforced by the National Insider Threat Task Force (NITTF)	Target			X				
	Actual			X				

<b>PM 3.1.3.4: Safeguarding of Classified Information:</b> Conduct security inspections for unauthorized wireless devices in classified processing spaces in the Pentagon	Target				2600 inspections	2600 inspections		NEW
	Actual				2073 inspections			
<b>PM 3.1.3.5: Streamline Recruitment:</b> Initiate use of Salesforce Cloud as two-way communication portal between PFPA recruiters and Pentagon Police applicants, and thereby reduce the recruitment timeline and improve the PFPA's police applicant evaluation process	Target				X			
	Actual					X		
<b>PM 3.1.3.6: Pentagon Mail Screening Program:</b> Transition the Pentagon Mail Screening Program to a purpose-built facility at the Mark Center, allowing for the effective implementation of new technological solutions for mail screening, HAZMAT response and CBRN surveillance to meet emerging CBRN threats to the Pentagon	Target				X			
	Actual					X		
<b>PM 3.1.3.7: WHS – Reduce the cost of WHS operations across all shared services 1% to 5% per year</b> Reduce WHS Operations Costs	Target				1-5% decrease (Annually)	1-5%	1-5%	12.5% decrease
	Actual				1.7% decrease			
<b>PM 3.1.3.8: WHS – Achieve a 99.9% financial obligation rate by FY-end (DoD Goal: 80% by July-end)</b> WHS FY-end Financial Obligation Rate	Target				99.90% Annually	99.90%	99.90%	99.99%
	Actual				99.94% (Annually)			
<b>PM 3.1.3.9: WHS – Acquisition competition rate (DoD Goal: 57%)</b>	Target				58% (Annually)	58%	58%	58%
	Actual				59% (Annually)			



<b>PM 3.1.3.10:</b> WHS – Average days to close Senior Executive Service (SES) hiring actions - excluding hiring freeze [Average days from JOA close to Executive Core Qualifications (ECQ) submitted to OPM] (OPM Goal: 90 business days)  <i>* ECQ moratorium (12/20/2018 to 5/8/2019) in place for the quarter resulting in no hiring packages submitted to OPM</i>	Target	80 days	80 days	80 days	80 days	75 days	75 days	85 days
	Actual	89 days	*N/A	*44 days	102 days			
<b>PM 3.1.3.11:</b> WHS – Average days to close General Schedule (GS)-15 and below or equivalent hiring actions - excluding hiring freeze (OPM Goal: 80 days and DoD Goal: 85)	Target	70 days	70 days	70 days	70 days	65 days	65 days	72 days
	Actual	80 days	80 days	72 days	79 days			

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**FY 2019 PERFORMANCE GOAL OVERVIEW - PFPA (PM 3.1.3.1 – 3.1.3.6)**

- Detect and deter small unmanned aircraft system threats around the Pentagon Reservation.
- Complete selection of the next generation of PFPA's Physical Security Information Management (PSIM) software
- Achieve full operating capability for OSD Insider Threat Program IAW National Insider Threat Task Force Standards
- Deter use of unauthorized devices in secure spaces and SCIFs in the Pentagon IAW DepSecDef Memo dated 22 May 2018
- Streamline PFPA’s recruiting process through the use of Salesforce
- Transition to a purpose-built mail-screening facility at the Mark Center to enable use of new technologies in hazmat screening of mail

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

- Due to unforeseen structural issues on the roof of the Pentagon, Initial Operational Capability for the counter-small unmanned aircraft system was delayed until Q2, FY 2020
- PSIM II software was selected
- PFPA OSD Insider Threat Program achieved full operating capability according to the NITFF Minimum Standards following DISA / JSP deploying UAM on JWICS and SIPR

- PFPA received an unfunded requirement to conduct mobile device detection inspections in Pentagon Secure spaces and SCIF. PFPA internally sourced four FTEs (2 govt FTE; 2 c-FTE) to meet intent and conduct daily/random inspections of secure spaces in the Pentagon. PFPA could not meet the target of 2600 inspections because there was a delay in acquiring and onboarding contract support until approximately Q2, FY 2020; otherwise, PFPA would have met the target.
- The Salesforce schedule is greatly delayed by factors outside PFPA's control. Currently, Salesforce is stating they are working to establish an email relay solution that will not be complete until June 2020, and DISA has not formally on-boarded PFPA to perform cyber security services for PFPA's connection with Salesforce, due to a DISA internal backlog.
- The mail-screening facility was scheduled to be commissioned by WHS and transitioned to PFPA in August 2019; however, during the final commissioning evaluation, pressure issues were discovered that prevented the transition. Since then, WHS has brought in subject matter experts and engineers to stabilize the pressure in the facility. If the stabilization holds during the next testing period (15Jan-15Feb), then the commissioning and transition can occur in mid-February 2020.

#### **FY 2019 PERFORMANCE MEASURE OVERVIEW:**

PM 3.1.3.1: PFPA - Install, test, and operationalize emerging electronic and kinetic capabilities to maximize defenses against small Unmanned Aircraft System (UAS) threats on the Pentagon Reservation (PFPA). Provide a minimum of one incremental capability above Initial Operational Capability (IOC)

PM 3.1.3.2: PFPA - Complete selection of the next generation of PFPA's Physical Security Information Management (PSIM) software. This software will be used to merge critical physical security platforms and provide unified situational awareness throughout the Pentagon Reservation and select Pentagon facilities

PM 3.1.3.3: PFPA - Implement and integrate User Activity Monitoring (UAM) on all classified networks into the OSD Insider Threat Program. This requirement is the national minimum standard per Presidential mandate and enforced by the National Insider Threat Task Force (NITTF).

PM 3.1.3.4: PFPA - Conduct security inspections for unauthorized wireless devices in classified processing spaces in the Pentagon.

PM 3.1.3.5: PFPA - Initiate use of Salesforce Cloud as two-way communication portal between PFPA recruiters and Pentagon Police applicants, and thereby reduce the recruitment timeline and improve the PFPA's police applicant evaluation process.

PM 3.1.3.6: PFPA - Transition the Pentagon Mail Screening Program to a purpose-built facility at the Mark Center, allowing for the effective implementation of new technological solutions for mail screening, HAZMAT response and CBRN surveillance to meet emerging CBRN threats to the Pentagon.

#### **IDENTIFY KNOWN RISKS:**

- PFPA was not funded to support the mobile device inspection program
- PFPA has no control and limited influence over the cybersecurity issues identified by DISA in the implementation of Salesforce

- PFPA's transition to the new mail screening facility is dependent upon WHS stabilizing the pressure in the facility, without which it cannot be fully commissioned and transitioned

**MITIGATION EFFORTS:**

- PFPA has utilized the POM process to request additional funding to support the mobile device inspection program
- PFPA is continuing to press Salesforce and DISA to resolve the connection issues
- PFPA is collaborating closely with WHS to finalize the commissioning of the mail screening facility, and in the meantime is continuing to screen mail at the current Remote Delivery Facility

**NEXT STEPS:**

Describe plan to meet next performance target or milestone, including specific initiatives and relevant completion dates.

**PERFORMANCE INFORMATION GAPS: N/A**

**CHANGED PERFORMANCE GOALS / MEASURES:**

- IOC for the counter-small unmanned aircraft system was pushed to Q2, FY 2020, with first FOC capability projected for Q3, FY 2020
- Complete operationalization of the next generation PSIM software by Q3, FY 2020
- Since achieving Full Operating Capability IAW NITTF Minimum Standards, PFPA changed its goal to achieving elements within the NITTF Maturity Framework. PFPA FY 2020 goal is to achieve 3 elements of the NITTF Maturity Framework.

## **FY 2019 PERFORMANCE GOAL OVERVIEW - WHS (PM 3.1.3.7 – 3.1.3.11)**

Oversee Defense Agency and Field Activity regarding management of Business Mission Area objectives, requirements, priorities and Information Technology investments. Review business processes, establishing firm shared services strategy, increase effectiveness, efficiency, and reliability.

### **FY 2019 PERFORMANCE PROGRESS UPDATE:**

- Received concurrence from the resources Management Group to proceed with recommended Business Case Analysis Proposed migration of DAFA networks into single service provider
- Issued the fourth Estate Network Optimization Execution Guidance memo that grants DISA the authority to transition DAFAs to a single service provider through contract consolidation and personnel transfer
- Global service Center contract was awarded.

### **FY 2019 PERFORMANCE MEASURE OVERVIEW:**

PM 3.1.3.7: WHS – Reduce the cost of WHS operations throughout all shared services 1% to 5% per year. By seeking out efficiencies and cost savings, we are better facilitating WHS’s ability to define requirements, map processes, and implement lean, efficient, and effective programs.

PM 3.1.3.8: WHS – Achieve a 99.9% financial obligation rate by FY-end (DoD Goal: 80% by July-end)

PM 3.1.3.9: WHS – Acquisition competition rate (DoD Goal: 57%)

PM 3.1.3.10: WHS – Average days to close Senior Executive Service (SES) hiring actions - excluding hiring freeze (OPM Goal: 90 days)

PM 3.1.3.11: WHS – Average days to close General Schedule (GS)-15 and below or equivalent hiring actions - excluding hiring freeze (OPM Goal: 80 days)

### **FY 2019 PERFORMANCE MEASURE OVERVIEW:**

**(PM) 3.1.3.7 – WHS – Reduce the cost of WHS operations throughout all shared services 1% to 5% per year.**

By seeking out efficiencies and cost savings, we are better facilitating WHS’s ability to define requirements, map processes, and implement lean, efficient, and effective programs.

### **FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

WHS continues to seek ways to find efficiencies to include process automation, movement towards a shared services model, requirements reviews, and has recently established a Customer Experience Team to improvement the customer experience.

### **MITIGATION EFFORTS:**

Implement efficiencies through process automation, shared services model, requirements reviews, and the WHS Customer Experience Team improvement initiatives.

**NEXT STEPS:**

WHS will move towards a shared services model and actively seek out efficiencies when and where available.

**CHANGED PERFORMANCE GOALS / MEASURES:**

This measure will be retired concluding 4QFY 2019. Replacement performance measures focus on improving performance and the customer and employee experience.

**FY 2019 PERFORMANCE MEASURE OVERVIEW:**

**(PM) 3.1.3.8: Achieve a 99.9% financial obligation rate by FY-end.**

WHS's Performance Measure to achieve a 99.9% financial obligate rate by the end of fiscal year is critical to ensure that monies are used in an efficient and effective manner. Any monies not obligated are lost, meaning the potential to spend for the warfighter is additionally lost. WHS's achievement of this performance measure ensures we are efficiently and effectively utilizing the funds provided; reducing monies not able to be spent (obligated or expensed).

**FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

For the FY 202019, WHS was able to obligate 99.94% of funds before the end of fiscal year. FY 2020 is now open, and WHS will move forward to the same goal for FY 2020, with mid-term goal of 80% obligated by July end.

**NEXT STEPS:**

Expected levels of performance were achieved. WHS expects to continue performance levels at or above Performance Level/Target.

**CHANGED PERFORMANCE GOALS / MEASURES:**

This measure will be retired concluding 4QFY 2019.

**FY 2019 PERFORMANCE MEASURE OVERVIEW:**

**(PM) 3.1.3.9: WHS – Acquisition competition rate (DoD Goal: 57%)**

Annually, the Department of Defense (DoD) works with the Small Business Administration (SBA) to set goals for small business participation in prime contracts and subcontracts. Small businesses are a vital part of the defense industrial base and supporting them strengthens America's economy. Small businesses bring innovation to DoD that makes warfighters more ready and lethal in support of DoD Strategic Objective [SO 3.1 – Improve and strengthen business operations through a move to DoD-enterprise or shared services; reduce administrative and regulatory burden] and the DoD Performance Goal [PG 3.1.3: Deliver performance-driven shared services and an exceptional customer experience]. The Competition in Contracting Act (CICA) was enacted in 1984 to promote competition and thus reduce costs and improve performance. CICA established full and open competition as the standard for most procurement actions while at the same time allowing for a number of exceptions, some of which require that agencies request offers from as many potential sources as is practicable under the circumstances. For example, one

noteworthy exception is giving priority to small business set asides (see Federal Acquisition Regulation (FAR) 19.201(a), 19.202-1, and 19.203(e))

**FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

Historically (for the last 3 years) we have consistently met and/or exceeded the DoD competition goal.

DoD also has prime contracting goals for woman-owned small businesses (WOSBs), small disadvantaged businesses (SDBs), HUBZone-certified small businesses and service-disabled, veteran-owned small businesses (SDVOSBs). The WOSB, HUBZone and SDVOSB goals are established by Congress. DoD has met and/or exceeded these socio-economic small business goals.

**IDENTIFY KNOWN RISKS:**

Competition among vendors in commercial services generates a better price for the DoD. The risks of not doing competition is always paying a higher price in a sole source environment. Some impediments are listed below:

Project teams may seek to avoid competition because they have grown comfortable with the existing source or service provider. In some cases, competition is inappropriately bypassed by sending funds to other organization (within and outside the Department) with the intent of avoiding competition by adding requirements to another organization’s existing contract with the desired provider/supplier.

Project managers may perceive that competition takes too long, perceive that “sole source is faster, and have unreasonable expectations for contracting process timelines that fail to support competition.

Many “sole source” justification and approval (J&A) documents cite specific actions that will be taken to ensure competition takes place the next time, on the follow-on procurement. Then the “next time” comes five years later and it turns out those actions have not in fact occurred, yet there is no mechanism to identify and remedy the failure.

**MITIGATION EFFORTS:**

To best mitigate this, proper acquisition planning and detailed market research will provide the DoD the knowledge of the market place for specialized services or commercial services.

**NEXT STEPS:**

To best mitigate this, proper acquisition planning and detailed market research will provide the DoD the knowledge of the market place for specialized services or commercial services.

**CHANGED PERFORMANCE GOALS / MEASURES:**

This measure will be retired concluding 4QFY 2019.

## **FY 2019 PERFORMANCE MEASURE OVERVIEW:**

### **(PM) 3.1.3.10: Average days to close Senior Executive Service (SES) hiring actions - excluding hiring freeze (OPM Goal: 90 days)**

The Washington Headquarters Services (WHS) established the Time-to-Hire (TTH) process to measure and evaluate process efficiencies in the recruitment, selection, and submission of Senior Executive Service (SES) qualifications for initial appointment following the closing of the vacancy announcement to OPM. The 90 business day target established by OPM is a crucial component of the hiring process and enables WHS to manage and improve the hiring process by revealing exactly how efficient management and our Human Resources (HR) team is in evaluating candidates for new positions.

## **FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

On December 20, 2018, OPM imposed an ECQ submission moratorium on actions within our serviced population. That moratorium lasted until May 8 when OPM announced a change to their internal guidance and lifted the moratorium. However, minus an individual waiver, we were unable to submit ECQs to OPM between December 20, 2018 and May 8, 2019, severely hampering our ability to fill key SES positions. We removed this “frozen” period from our Q3 data.

In addition, on March 14, 2019, Mr. James N. Stewart, the Assistant Secretary of Defense for Manpower and Reserve Affairs, Performing the Duties of the Under Secretary of Defense for Personnel & Readiness, signed a memo entitled “Pilot Program for Initial Appointments to the Senior Executive Service Positions in the Department of Defense” which allows DoD to appoint new SES members without submitting ECQs to OPM. We used this authority to appoint one new SES member within our serviced population in Q3.

## **NEXT STEPS:**

Although we are well within OPM’s target of submitting ECQs within 90 business days (120 calendar days) after the JOA closes, we are always looking for ways to streamline the SES time-to-hire process. The Deputy Chief Management Officer, Ms. Lisa Hershman is currently reviewing a proposal to streamline the up-front SES allocation management process by delegating SES allocations to 4th Estate organizations and letting them manage their organizational structures. And we continue to monitor our overall time-to-hire metrics for areas of improvement.

## **PERFORMANCE INFORMATION GAPS:**

The processing of hiring actions requires the use of both DCPDS and the interconnection with the USAS tool. DCPDS is the primary data source for extraction of consolidated USAS/DCPDS task stamps. Currently, data integrity issues exist with event codes from USAS to DCPDS that generates incorrect date stamps for the announcement close dates and certification issue dates. As a result, data validation control measures are manually applied to mitigate system shortfalls. However, the issue with the interconnection data feed from USAS to DCPDS requires a significant amount of time to manually review and correct the data integrity issues for closed hiring actions before the metrics can be aggregated for analysis and reporting. OPM, DMDC and DCPAS have been advised of the data limitations for mitigation. Additionally, data limitations also occurs during outages, which creates an accessibility issue in the USAS to DCPDS interconnection data feed.

## **CHANGED PERFORMANCE GOALS / MEASURES:**

This measure will be amended concluding 4QFY 2019. A minor change in the measurement language will be made to include adjustments to FY 2020 and FY 2021 targets based on revised methodology for tracking and capturing metrics for SES hiring actions.

## **FY 2019 PERFORMANCE MEASURE OVERVIEW:**

**(PM) 3.1.3.11: WHS – Average days to close General Schedule (GS)-15 and below or equivalent hiring actions - excluding hiring freeze.**

The Time to Hire (TTH) performance measure is a crucial component of the hiring process and enables us to manage and improve the hiring process by revealing exactly how efficient our Human Resources (HR) team is in filling positions, as needed. The measure provides insights into every step in the hiring process and identifies process areas causing delays for root cause analysis and mitigation.

To ensure total control and accountability of our hiring process, Washington Headquarters Services (WHS) transitioned to a single-source delivery model to perform and manage all aspects of our customer's hiring and recruitment needs from developing the hiring strategy to the candidate entrance-on-duty. Additionally, WHS transitioned all HR functions from DLA to include merit promotion recruitment, Delegated Examining recruitment, processing of all personnel actions, retirements, benefits (health, life, etc.), overseas allowances, Permanent Change Station, and management of electronic Official Personnel Files. We have also implemented for the TTH process, Technical Subject Matter Expert panels, Priority Placement Program Pilot, Single Source HR Service Delivery, Deployment of the USA Staffing Upgrade, and Customer Account Managers. The implementation of these initiatives removes the administrative burden from the hiring process and provides an end-to-end solution that increases our capabilities to efficiently and effectively recruit and hire qualified individuals.

## **FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

WHS continues to use the TTH metrics and data multiple ways in the business process. Data is used for the metrics, daily workload management and to share timely status of each hiring action with the customer by pulling a report that is refreshed every two hours. There is always a challenge with the integrity of the data and the ability to retrieve it without any manual corrections by the HR Team. WHS has raised the data issues with OPM, DMDC, and DCPAS, and we hope that the new DCHRMS will help resolve these issues in the future.

## **NEXT STEPS:**

Each month, WHS / Human Resources Directorate uses the data to review each step in the TTH process and implement process improvements specifically targeting applicable steps. We plan to continue to emphasize to hiring managers the need to prepare in advance for the selection (i.e., clear calendar, panel availability, interview questions preparation, etc.).

## **PERFORMANCE INFORMATION GAPS:**

The processing of hiring actions requires the use of both DCPDS and the interconnection with the USA Staffing (USAS) tool. DCPDS is the primary data source for extraction of consolidated USAS/DCPDS task stamps. Currently, data integrity issues exist with event codes from USAS to DCPDS that generates



incorrect date stamps for the announcement close dates and certification issue dates. As a result, data validation, control measures are manually applied to mitigate system shortfalls. However, issue with the interconnection data feed from USAS to DCPDS requires a significant amount of time is to manually review and correct the data integrity issues for closed hiring actions before the metrics can be aggregated for analysis and reporting. OPM, DMDC and DCPAS have been advised of the data limitations for mitigation. Additionally, data limitations also occurs during outages, which creates an accessibility issues in the USAS to DCPDS interconnection data feed.

**FY 2019 Summary of Results**

<b>PG 3.1.4: Improve efficiency and effectiveness of and reduce duplication across the Defense Agencies and DOD Field Activities (DAFA)</b>			<b>PG Leader: CMO - FEMO</b>					
<b>Performance Measure</b>		<b>Q1 2019</b>	<b>Q2 2019</b>	<b>Q3 2019</b>	<b>Q4 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Prior Year Results</b>
<b>PM 3.1.4.1: Issue DAFA Reviews guidance</b>	Target				Sep 1, 2019			NEW
	Actual				Complete			
<b>PM 3.1.4.2: Conduct initial DAFA Reviews by Jan 2020 IAW FY 2019 NDAA</b>	Target					Jan 1, 2020 complet		NEW
	Actual							
<b>PM 3.1.4.3: Submit DAFA Reviews Report to Congress</b>	Target					April 1, 2020		NEW
	Actual							
<p><i>*Updated PG title and measures due to the Fourth Estate Management Office (FEMO) was stood up after the publication of the FY 2020 Annual Performance Plan.</i></p>								

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**FY 2019 PERFORMANCE GOAL OVERVIEW:**

The goals of this team are to 1) increase materiel visibility, 2) strengthen sustainment, and 3) maximize buying power. Its vision is to deliver cost-effective readiness to improve lethality, while constantly innovating to outpace our adversaries. The top three supply chain and logistics reform initiatives, in coordination with the Defense Logistics Agency, address the following: 1) Strategic Sourcing of Sustainment/Commodity Procurement, 2) Maintenance Work Packages and Bills of Material, and 3) Munitions Readiness.

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

Initiatives are to benchmark against industry, Collaborate with the Services and DLA to identify and prioritize redundancies, Analyze and select best-in-class owner, improve buying power of the Department, increase data transparency throughout the enterprise related to sustainment/commodity procurement, and apply best-in-class cost and contract management practices with suppliers to 24, use cross-functional information to implement a munitions enterprise advanced analytics solution through a proof of concept,

and then expanded development of a decision support tool to reach full capability of data integration and course of action resolution and accuracy and drive higher performance and lower cost.

### **FY 2019 PERFORMANCE MEASURE OVERVIEW:**

Logistics & Supply Chain: Logistics reform is focused on business process improvements that will improve readiness, enhance sustainment, and maximize buying power. Intent is to garner fiscal efficiencies that can be reinvested in sustainment to compound the readiness gains and produce more lethality.

In collaboration with the senior logistics commanders and staffs, the Logistics Reform Team developed a portfolio of 24 initiatives around four key themes: standardizing processes and reducing duplication, establishing single process owners and governance structures, leveraging data and data interoperability, and adopting well-aligned and authoritative performance measures. The team then prioritized each initiative by assessing it against projected impact on readiness, projected return on investment, and ease of implementation in order to deliver reform improvements quickly.

Against this prioritized list, the logistics reform team developed a number of proofs of concept, most of which are scheduled to be completed by the end of calendar year 2019. These proofs of concept will validate or reject the initial estimated cost/readiness improvements and determine whether the initiatives should be implemented across the enterprise.

Results at the end of third quarter FY 2019:

Three initiatives are implemented; twelve initiatives are now being implemented; five initiatives are still in the proof of concept stage with implementation decisions pending; four initiatives completed with decisions not to implement.

Examples of logistics reform successes this year include:

- The Logistics Reform Team developed and defined standard, enterprise-wide metrics for use by all the Services. Metrics for materiel availability, cost per day of availability, and other diagnostic/prognostic and performance/productivity measures will enable better resource decision making and achieve targeted materiel availability at the lowest cost
- The Secretary of Defense approved three initiatives for implementation:
  - Alternatives to Forecasting Methods provides strategies for setting stock levels that will improve cost and supply availability performance for items with inherently unforecastable demand patterns compared against conventional forecasting methodologies.
  - Enterprise Buying (formerly Strategic Sourcing of Sustainment for Commodity Procurement) will rely on a single organization as the primary buyer to achieve savings through economies of scale.
  - Non-tactical Warehouse Integration study showed that vast improvements in space utilization are possible. The Warehouse Utilization effort will implement the findings from the NWI study across the Department.

- Defense Logistics Agency anticipates \$84M cost avoidance to the Department in FY 2019 from efficiencies implemented through consolidation of Industrial Supply, Storage and Distribution functions.
- Defense Logistics Agency realized \$25M in savings in FY 2019 through the Whole of Government initiative, which expanded support to Veteran's Affairs, General Services Administration (GSA), and the US Coast Guard, increasing DLA's buying power.

**IDENTIFY KNOWN RISKS:** Data validation.

**MITIGATION EFFORTS:** Utilize evidence based data.

**NEXT STEPS:**

In FY 2020, the OCMO will begin conducting portfolio capability reviews that will assess the progress of various business efficiency efforts within the Fourth Estate and their overall impact on the improvement of the business operations environment. The reviews will focus on simplifying business processes and maximizing the use of shared services, while eliminating duplication.

**PERFORMANCE INFORMATION GAPS:** TBD

**CHANGED PERFORMANCE GOALS / MEASURES:** N/A

**FY 2019 Summary of Results**

<b>PG 3.1.5:</b> Develop & implement metrics that measure the accuracy of maintenance planning (schedule, bill of materials, replacement factors), while simultaneously measuring disruption costs created by lack of parts.		<b>PG Leaders:</b> CMO and Logistics and Supply Chain Reform Leader						
<b>Performance Measures</b>		<b>Q1 2019</b>	<b>Q2 2019</b>	<b>Q3 2019</b>	<b>Q4 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Prior Year Results</b>
<b>PM 3.1.5.1:</b> By end of 4Q FY 2019, identify draft recommendations for selected weapon systems to improve materiel availability and reduce costs, as well as methods to improve maintenance work package/BOM accuracy	Target					X		NEW
	Actual							
<i>*Due to contract extension for the Update Maintenance Work Packages and Bills of Material proof of concept, expect to accomplish this activity by 1Q FY 2020 instead of 3Q FY 2019.</i>								
<b>PM 3.1.5.2:</b> By end of 4Q FY 2019, complete an implementation plan to institutionalize required improvements in maintenance work packages/BOM development and application	Target				X			NEW
	Actual							
<i>*Due to the delay in predecessor task (PM 3.1.5.1), expect to accomplish this activity by 2Q FY 2020 instead of 4Q FY 2019.</i>								

**Department of Defense’s Data Completeness and Reliability Statement–Fiscal Year 2019**

*Each Goal Owner has attested the performance results and narrative information included in this report is complete, accurate, and reliable; and that data validation and verification procedures are documented and available upon request*

**FY 2019 PERFORMANCE GOAL OVERVIEW:**

By improving accuracy of work package bills of material (BOM) will improve materiel availability by decreasing depot flow days and reduce material costs.

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

The proofs of concept will be completed by the end of FY 2020.

**FY 2019 PERFORMANCE MEASURE OVERVIEW:**

Once the proofs of concept are completed for the Update Maintenance Work Packages and Bills of Material, at the end of FY 2020, we expect to determine if this initiative will be implemented. If there is merit in the implementation we will finalize the recommendations and provide the appropriate performance measures.

**NEXT STEPS:**

Review the completed proofs of concepts for Update Maintenance Work Packages and Bills of Material and determine if there is merit in the implementation. Based on this review and if there is merit in the implementation we will finalize the recommendations, implementation plan, and develop the appropriate performance metrics.

**PERFORMANCE INFORMATION GAPS:**

The LRT issued a data call on November 5, 2018 requesting the Military Services provide an overview of the depot maintenance planning process, maintenance budget plans, depot maintenance plan data, and work package details. This data will be used to conduct the analysis of planned work packages and BOMs to actual work packages and BOMs and recommend improvements. The suspense for responding to the data call is November 30, 2018. Any data gaps will be identified during the proofs of concept to be completed by the end of FY 202019.

**CHANGED PERFORMANCE GOALS / MEASURES:**

N/A. This is a new performance goal.

**FY 2019 Summary of Results**

<b>DoD Priority Goal 3.1.6: Reduce Regulatory Burden by eliminating unnecessary Federal Rules (E.O. 13771)</b>				<b>Priority Goal Leader: CMO</b>				
<b>Performance Measure</b>		<b>Q1 2019</b>	<b>Q2 2019</b>	<b>Q3 2019</b>	<b>Q4 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Prior Year Results</b>
<b>PM 3.1.6.1:</b> Implement 50 or more regulatory actions that address recommendations by the Regulatory Reform Task Force	Target	12.5	12.5	12.5	12.5			
	Actual	5	24	14	32%			
<b>PM 3.1.6.2:</b> Offset EO 13771 significant regulatory actions issued after January 20, 2017	Target	1%	1%	1%	1%			
	Actual	1%	2%	2%	2%			
<b>PM 3.1.6.3:</b> Increase number EO 13771 deregulatory actions issued after January 20, 2017  * Overall goal of 6% achieved	Target	2%	2%	2%	2%			
	Actual	0%	3%	1%	1%			
<b>PM 3.1.6.4:</b> Issue updated regulatory guidance that streamlines process and promotes accountability	Target	Draft guidance	Coordinate guidance	Adjudicate comments	Obtain PSA Approval	Guidance Updated	Guidance Updated	
	Actual	Close to completion	Coordination Not Started	Coordination Not Started	Coordination Not Started			

*Department of Defense’s Data Completeness and Reliability Statement–Fiscal Year 2019*

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**FY 2019 PERFORMANCE GOAL OVERVIEW:**

President Trump has made it a goal of this Administration to reform regulatory requirements that negatively impact our economy. In Office of Management and Budget (OMB) Memorandum M-17-23, “Guidance on Regulatory Reform Accountability under Executive Order 13777, titled ‘Enforcing the Regulatory Reform Agenda’” dated April 28, 2017, OMB established performance indicators for agency use in reporting regulatory reform efforts. OMB also required agencies to establish performance goals and to set a target for the level of performance to be achieved associated with each indicator. DoD established goals to review all 716 DoD codified regulations in order to evaluate regulations for consolidation and to eliminate unnecessary, outdated, or ineffective regulations by 25 percent to reduce burden and costs to the public; identify priority regulations that align with the Secretary of Defense’s priorities; and improve the business process of issuing regulations.

DoD is now in the implementation phase. In this phase, to implement Task Force recommendations, DoD has a goal of promulgating 50 regulations a year, and to reduce its existing regulations by 35 percent, which is 10% above the original DoD goal of a 25% reduction.

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

As of December 31, 2018, the DoD Task Force completed review of all 716 regulations. Of the reviewed regulations, the Task Force has recommended 35% for repeal, 10% above the Department's targeted goal of 25%. DoD is now in the implementation phase. In this phase, DoD has a goal of promulgating 50 regulations a year to implement Task Force recommendations. During fiscal year 2019, DoD promulgated 76 regulations. This is 26 regulations above DoD's goal of 50 regulations a year. As of October 1, 2019, 111 repeals, 6 revisions, and 11 modifications have been finalized with an actual annualized cost savings/avoidance of \$5.23M and potential annualized cost savings/avoidance of \$26.7M. Additionally, to implement Task Force recommendations, DoD is updating its regulatory policies and processes, providing training to components on the regulatory process, providing components with information on the legislative proposal process, and bringing an economist on-board to assist the components with cost benefit analysis. Implementation of the Task Force recommendations and sustainment of the regulatory reform efforts will continue for several years.

**FY 2019 PERFORMANCE MEASURE OVERVIEW:**

The status of regulatory activities submitted by the components includes where in the regulatory process the regulation is currently being worked and how long the regulation has been at that stage. This shows stoppage points and allows for intervention by senior leaders to move regulations through the process timely allowing the department to reach its goal.

**FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

DoD is now in the implementation phase. In this phase, DoD has a goal of promulgating 50 regulations a year to implement Task Force recommendations. During fiscal year 2019, DoD promulgated 76 regulations. This is 26 regulations above DoD's goal of 50 regulations a year. As of October 1, 2019, 111 repeals, 6 revisions, and 11 modifications have been finalized with an actual annualized cost savings/avoidance of \$5.23M and potential annualized cost savings/avoidance of \$26.7M. DoD met its goal of offsetting significant regulations promulgated during this fiscal year; however, DoD fell short of its target to increase deregulatory actions. While DoD has identified and published several repeal rules, many of these repeals fall into the category of administrative cleanup and do not count as EO 13771 deregulatory actions. Additionally, many of the Department's rules are fully or partially exempt or not subject to the requirements of EO 13771. Also, DoD did not accomplish the publication of revised policies and guidance due to other priorities. However, DoD is positioned to complete this action in fiscal year 2020.



## **NEXT STEPS:**

To implement the Task Force repeal, replace, and modify recommendations, DoD will:

1. Update regulatory policies and provide training opportunities on the regulatory process.

It is estimated that draft regulatory policies/guidance will be in formal coordination in Q2 FY 2020. In FY 2019, the DoD Regulatory Program staff provided training to component action officers on the regulatory process.

2. Provide information to DoD Components on the process for proposing legislation.

Information on proposing legislative changes provided as requested.

3. Bring an economist on-board to assist DoD Components with cost benefit analysis.

An economist will train component action officers how to conduct a cost benefit analysis. An economist will review and provide comments on drafted cost benefit analysis in the preamble of regulations.

## **PERFORMANCE INFORMATION GAPS:**

There can be a delay between the time a regulation is moved from one stage to another and when the component actually enters status information in the component dashboard, which could result in an incomplete data set.

Due to this delay, management analyst within the DoD Regulatory Team reach out to component POCs on a quarterly bases to verify information provided in the component dashboard. This ensures all data is complete and accurate and included in the calculation of the goal.

## **CHANGED PERFORMANCE GOALS / MEASURES:**

- Revise PM 3.1.7.2. to read “EO 13771 Regulatory Costs” and change the FY 20-22 targets to read “≤ \$0.”
- Revise PM 3.1.7.3. to read “Actions completed to reduce unnecessary regulation” and change the FY 2020 targets to “5” and the FY 2021-2022 targets to “20.”

**FY 2019 Summary of Results**

<b>DoD Performance Goal PG 3.1.7:</b> Increase shared service delivery of medical benefits between DoD and Department of Veterans Affairs				<b>PG Leader:</b> Under Secretary of Defense for Personnel and Readiness, OASD (Health Affairs)				
Performance Measure		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Prior Year Results
<b>PM 3.1.7.1:</b> Common purchased care (Integrated Purchased Care Network): Determine feasibility of combining elements of TRICARE and VA purchase care to increase purchasing power and decrease costs as part of VA's Domestic Policy Council TRICARE Integration initiative. NLT the end of 3rd quarter FY 2019, Health Affairs in conjunction with VA will present Analysis of Alternatives regarding the way forward on integration options	Target			X				
	Actual			X				

*Department of Defense's Data Completeness and Reliability Statement—Fiscal Year 2019*

*Each Goal Owner has attested the performance results and narrative information included in this report is complete, accurate, and reliable; and that data validation and verification procedures are documented and available upon request*

**FY 2019 PERFORMANCE GOAL OVERVIEW:**

On August 15, 2017, the Deputy Secretary of Defense (DepSecDef) met with the Secretary of Veterans Affairs (VA) to discuss a shared goal of expanding DoD/VA resource sharing in order to enhance the services we provide to Service members and Veterans. As a result, the DepSecDef directed that we work with VA to assess the viability of expanding and enhancing DoD and VA collaboration in a number of areas. With readiness as our top priority, DoD seeks to increase the volume and complexity of VA patients seen in our system. Concurrently, the services that DoD provides could improve the VA's access to timely, quality care. Expansion of key resource sharing initiatives may lead to significant cost savings and retention of providers and warfighters. OSD collaborates with VA and the MilDepts to identify potential opportunities between VA and DoD that promote and facilitate the efficient use of limited federal health care resources. This may also result in reducing reliance on private sector, fee-based care.

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

The DoD/VA Health Executive Committee (HEC) continues to meet regularly to review the progress of DoD/VA health care resource sharing collaboration opportunities in the areas of clinical care and operations, financial operations, business operations, health data sharing, professional development, and research. The HEC met 1 time during quarter 4.

**FY 2019 PERFORMANCE MEASURE OVERVIEW:**

Common purchased care (Integrated Purchased Care Network): Determine feasibility of combining elements of TRICARE and VA purchase care to increase purchasing power and decrease costs as part of VA's Domestic Policy Council TRICARE Integration initiative. NLT the end of 3rd quarter FY 2019, Health Affairs in conjunction with VA will present Analysis of Alternatives regarding the way forward on integration options.

**FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE**

There was no further action on this performance measure in the 4th quarter as it was officially cancelled in the 3rd quarter. On May 20, 2019, the JEC co-chairs approved the HEC co-chairs' recommendation to cancel this project derived from an operational and financial analysis where results identified significant risk to both Departments and an increase in resources requirements. During the June 12, 2019 the JEC co-chairs formally withdrew the Analysis of Alternatives requirement and approved the HEC co-chairs' request to cancel the project.

**IDENTIFY KNOWN RISKS:**

The JEC's formal decision to cancel this project has eliminated any risk that would had been associated with this project.

**MITIGATION EFFORTS:**

N/A

**NEXT STEPS:**

This project has been identified as closed on the JEC Guidance Memo for FY 202019-2020 and removed from the JSP FY 2019-2021.

**PERFORMANCE INFORMATION GAPS:**

N/A

**CHANGED PERFORMANCE GOALS / MEASURES:**

N/A

**FY 2019 Summary of Results**

<p><b>PG 3.1.8:</b> The IT Reform is delivering an effective, efficient, and secure IT environment through innovation and best practices to increase the lethality and enhance partnerships of U.S. forces globally. In order to achieve a modernized and effective force, DoD-wide IT Reform activities are focused on network and services optimization; cloud and data center optimization; enterprise collaboration capabilities and negotiating better purchasing power with software contracts.</p>				<p><b>PG Leader:</b> IT Reform Leader (DCIO-IE)</p>				
Performance Measure		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Prior Year Results
<p><b>PM 3.1.8.1:</b> IT – Network &amp; Service Optimization – Complete Fourth Estate DoDNET 1 Assessment; Migration Plans and Phase I migration.</p>	Target							NEW
	Actual							
<p><b>PM 3.1.8.2:</b> IT – Network &amp; Service Optimization – Prepare DoDNET 2 Business Case Analysis.</p>	Target				1			NEW
	Actual				1			
<p><b>PM: 3.1.8.3:</b> IT – Network &amp; Service Optimization. Transition Fourth Estate to a common service support environment Q2 FY 2021.</p>	Target							NEW
	Actual							
<p><b>PM 3.1.8.4:</b> Cloud &amp; Data Center Optimization – Migrate Fourth Estate workloads to Enterprise/Cloud.</p>	Target	3	261	313	419	565	636	101
	Actual	7	173	209	249			
<p><b>PM 3.1.8.5:</b> Enterprise Collaboration – Migrate NIPR users.</p>	Target					20K	1.2M	NEW
	Actual							

<b>PM 3.1.8.6:</b> License Consolidation – Core Enterprise Technology Agreements - Award BPAs, Enterprise License Agreements (ELAs) and or Joint Enterprise License Agreement (JELAs) to DoD top seven vendors.	Target	1	1	2	1	1	1	NEW
	Actual							
<b>PM 3.1.8.7:</b> Establish IT Purchasing Request (ITPR) process to control & manage Fourth Estate IT expenditures to ensure alignment with IT reform directed efficiencies.	Target			100%	N/A			NEW
	Actual			100%	N/A			

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**FY 2019 PERFORMANCE GOAL OVERVIEW:**

To execute IT reform to create operational effectiveness while realizing savings within the FYDP.

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

In order to achieve a digital modernization and an effective workforce, DoD-wide IT reform activities are being established to consolidate and streamline capability delivery to support an evolving mission environment. Reform efforts are in progress, targeting an optimized and converged IT infrastructure, driving efficiencies across the Department, providing opportunities for reductions in acquisition overhead, increasing combined purchasing power, and improving the effective utilization of shared expertise across the DoD environment. Network and Services optimization reform activities are converging 4th Estate networks, service desks, and operation centers into an optimized, secure, and effective environment capable of addressing current and future mission objectives. Additionally, reform activities are accelerating a transition within the Department to a cloud-enabled future, while standardizing IT commodity applications through commercial industry capabilities to deliver modernized services.

**FY 2019 PERFORMANCE MEASURE OVERVIEW:**

PM 3.1.8.1: Migration of six DAFA into a single IT network environment called DoDNet 1.

PM 3.1.8.2: Development of a Business Case Analysis (BCA) to inform future decisions regarding continued consolidation of the DoD 4th Estate IT environments.

PM 3.1.8.3: Fourteen Agencies consolidated into a single unified IT Service Desk environment.

PM 3.1.8.4: In support of the Resource Management Group decision, the Cloud & Data Center Optimization initiative is to migrate all severable workloads resident in DAFA data centers to enterprise/cloud hosting environments with the outcome of reducing the Department’s data center footprint and streamlining cybersecurity infrastructure. This initiative affects fourteen DAFA agencies (DARPA, DCAA, DCMA, DFAS, DHA, DISA, DLA, DMA, DMEA, DMDC, DPAA, DTIC, DTRA and MDA). DoD CIO began this initiative in May 2018 and plans to conclude the initiative by Q4 FY22.

PM 3.1.8.5: Scope of the performance measure is initially NIPRNet user migration to cloud based email. SIPRNet user transition will follow. Supporting milestones to track progress include: Request for Quote release, contract award, integration, and user testing.

PM 3.1.8.6: The performance Measure is a direct measure of DoD IT Enterprise License Agreement progress for Core Enterprise Technology Agreements designated targets.

PM 3.1.8.7: The DoD CIO views 4E IT optimization as an important first step in the National Defense Strategy business reform line of effort. As noted in the joint DoD CIO and CMO memorandum, "Fourth Estate Information Technology Optimization," April 27, 2018, "Business reform and IT optimization are strategic imperatives to building a more lethal force." To that end, the DoD CIO initiated the IT Purchase Request process in Q4 FY 2018 for all DAFA.

The DoD ITPR process for DAFA will enable the Department to enforce existing IT policy and ensuring alignment with IT modernization objectives.

#### **FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

PM 3.1.8.1: No known issues or concerns regarding the planned activities in 2020.

PM 3.1.8.2: The Fourth Estate Networking Optimization Business Case Analysis was approved in Q4 FY 2019.

PM 3.1.8.3: No known issues or concerns regarding the planned activities in 2020.

PM 3.1.8.4: DoD CIO chairs the Senior Working Group meeting on a bi-weekly basis to discuss the progress of IT Reform initiatives, to include the cloud and data center initiative. Additionally, the DoD CIO runs monthly IT Roundtable meetings to resolve specific roadblocks and discuss risks associated with ongoing reform efforts. Finally, the DoD CIO meets regularly with individual Fourth Estate agencies to discuss progress.

Starting in May 2018, DoD CIO conducted site visits at individual Fourth Estate organizations to capture systems data in order to identify migration candidates to enterprise or cloud hosting environments. Based on these site visits, DoD CIO published system-hosting recommendations and required DAFA organizations to provide migration plans that described a plan of action to achieve recommendations. DoD CIO has requested that Fourth Estate organizations provide weekly status updates of migration progress using the migration tracker tool.

PM 3.1.8.5: Defense Enterprise Office Solution (DEOS) Program initially awarded contract on August 29, 2019. Following a protest and GSA internally review, a decision was made to take corrective actions, clarify requirements and reissue RFQ to competing vendors for reevaluation. Project timeline to award is January 2020.

PM 3.1.8.6: One JELA was awarded during Q4 FY 2019 for Microsoft.

PM 3.1.8.7: In Q4, DoD adjudicated 588 IT purchase requests from 18 Fourth Estate organizations to include the first ITPR submissions from the Joint Staff and the Defense Media Activity. Additionally, the Office continued to engage Fourth Estate and OSD stakeholders to identify opportunities to leverage the ITPR process to enforce policy, as well as ensure the ITPR 2.0 process and tool under development integrate with other DoD processes and decision-support tools. For ITPR 2.0, the Office documented the

As-Is ITPR process and developed the To-Be ITPR process capturing a three-phased approach beginning with approval of Fourth Estate IT requirements (as part of the DoD CIO IT Budget Certification process), pre-obligation approval of individual IT purchase requests, and reporting of IT actuals post procurement.

#### **IDENTIFY KNOWN RISKS:**

PM 3.1.8.1: Project Risk Management is performed across the activity, and executes seven processes: Plan Risk Management, Identify Risks, Perform Qualitative Risk Analysis, Perform Quantitative Risk Analysis, Plan Risk Responses, Implement Risk Responses, and Monitor Risks. The Reform approach of risk identification and management is aligned with the PMBOK.

PM 3.1.8.2: Project Risk Management is performed across the activity, and executes seven processes: Plan Risk Management, Identify Risks, Perform Qualitative Risk Analysis, Perform Quantitative Risk Analysis, Plan Risk Responses, Implement Risk Responses, and Monitor Risks. The Reform approach of risk identification and management is aligned with the PMBOK.

PM 3.1.8.3: Project Risk Management is performed across the activity, and executes seven processes: Plan Risk Management, Identify Risks, Perform Qualitative Risk Analysis, Perform Quantitative Risk Analysis, Plan Risk Responses, Implement Risk Responses, and Monitor Risks. The Reform approach of risk identification and management is aligned with the PMBOK.

PM 3.1.8.4: Weekly status updates to the Integrated Master Schedule (IMS) will identify migration schedule slippages and indicate to the DoD CIO when additional engagement is required. Additionally, the IMS provides organizations with opportunity to discuss risks and identify issues related to migration activities. Finally, DoD CIO will continue to leverage the Senior Working Group and IT Round Table to resolve issues with Fourth Estate leadership and action officers.

PM 3.1.8.5: Continued protest risk continues to impact award and DoD adoption.

PM 3.1.8.7: DoD CIO provides a summary of ITPR participation to DoD senior leadership on a regular basis to identify known risks and present mitigation strategies.

#### **MITIGATION EFFORTS:**

PM 3.1.8.4: DoD CIO and the Defense Information System Agency will meet with the DAFA organizations to identify the reason for migration slippage and develop a way forward. During the engagements, DoD CIO may recommend an alternate course of action that may differ from original performance goals.

PM 3.1.8.5: DEOS Program has developed extensive analysis on all integration points between cloud providers and DODIN, conducted a preliminary cybersecurity assessment, developed a test plan and reached out to all Components for pre-migration data to support government and vendor design work following award.

PM 3.1.8.7: DoD senior leadership has engaged DAFA not participating in the ITPR process to ensure participation going forward. DoD will begin to meet with non-participating organizations to discuss impediments to participation.

**NEXT STEPS:**

PM 3.1.8.1: Continue tracking the execution of migration activities in 2020.

PM 3.1.8.2: N/A Performance Measure complete.

PM 3.1.8.3: Continue Reform activities that coverage and consolidate the DAFA IT helpdesk/service desks.

PM 3.1.8.4: Fourth Estate organizations have been instructed to migrate all systems by Q4 FY 2020, unless given specific waivers. Agencies will provide weekly status updates on system migrations to ensure migrations remain on track and issues are resolved quickly.

PM 3.1.8.5: Following completion of source selection activities, award of the DEOS Blanket Purchase Agreement (BPA) is anticipated end of January 2020. Preliminary steps to award Task Orders.

PM 3.1.8.6: We expect one DoD Enterprise License agreement to close within FY 2020.

PM 3.1.8.7: Meet with non-participating organizations to eliminate barriers to participation. Continue to adjudicate IT purchase requests to ensure alignment to DoD strategic direction and guidance.

**CHANGED PERFORMANCE GOALS / MEASURES:**

PM 3.1.8.4: Below are the Q3 FY 2019 reported performance targets and actual number of data center workload migrations to Enterprise/Cloud.

Performance Measure		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Prior Year Results
<b>PM 3.1.8.4:</b> Cloud & Data Center Optimization – Migrate Fourth Estate workloads to Enterprise/Cloud.	Target	3	261	313	419	146	71	NEW
	Actual	3	261	266	266			

Below are the Q4 FY 2019 reported performance targets and actuals. The actual number of workload migrations to Enterprise Cloud were revised as previous submissions erroneously included prior year migration results in Q1 FY 2019-Q3 FY 2019 actuals. Additionally, 2020 and 2021 targets were updated to reflect cumulative, rather than annual, migration values to align with the Q1 FY 2019-Q4 FY 2019 migration targets.

Performance Measure		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Prior Year Results
<b>PM 3.1.8.4:</b> Cloud & Data Center Optimization – Migrate Fourth Estate workloads to Enterprise/Cloud.	Target	3	261	313	419	565	636	101
	Actual	7	173	209	249			



## Strategic Objective (SO) 3.2: Expand our data analytics capability and cultivate data-driven solutions

SO Leaders: CMO

### **STRATEGIC OBJECTIVE OVERVIEW:**

In following the NDAA, the OCMO was guided by the National Defense Strategy (NDS) which calls for reforming the Department's business practices for greater performance and affordability in support of rebuilding military readiness as we build a more lethal Joint Force. Accomplishing these changes requires accurate, up-to-date assessments of our actual performance, costs of performance, efficiency, productivity, and ultimately, effectiveness in generating measurable improvements in readiness and lethality. In other words, DoD leaders require data-driven insights that provide a "fair and accurate representation" of DoD management and operations. Amplifying these expectations, the President's Management Agenda calls for consistently applying data-driven decision-making practices, and making use of data and evidence to orient decisions and accountability around service and results with an expectation of commercial-sector levels of efficiency, productivity and customer service. This is the role of the Data Insights Directorate.

### **STRATEGIC OBJECTIVE PROGRESS UPDATE:**

The OCMO established a Chief Data Officer (CDO), who is tasked with meeting the responsibilities of the FY 2018 NDAA, by expanding the Department's data analytics capabilities to drive the success of today's initiatives, and ensure that the Department is positioned for the future. The CDO is the Director of the Data Insights Directorate as well as the Chair of the Data Management and Analytics Steering Committee which is the Department-wide governance system for Data Management and Analytics.

Focus Area for Improvement: The Department made progress, but did not meet its goal to attract 10 senior commercial sector data scientists and 10 junior data scientists (1 senior and 1 junior data scientist for each Line of Business), along with 3 data scientists from leading universities into the Department. We will continue to leverage the Public-Private Talent Exchange program and have expanded our outreach to US universities and the private sector to attract the talent we need into DoD. Challenges remain with recruiting policies and hiring processes limiting the Department's ability to recruit talent quickly.

### **STRATEGIC OBJECTIVE NEXT STEPS:**

The statutory requirements of the 2020 NDAA requiring the CDO role to move over to DoD CIO. Pending when this transition will occur along with clarity on data related initiatives moving forward our goals will be in flux.

**FY 2019 Summary of Results**

<b>PG 3.2.1: Expand the Department’s data analytics capability and cultivate data-driven solutions</b>			<b>PG Leaders: CMO, Data Insights Directorate</b>					
<b>Performance Measure</b>		<b>Q1 2019</b>	<b>Q2 2019</b>	<b>Q3 2019</b>	<b>Q4 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Prior Year Results</b>
<b>PM 3.2.1.1:</b> Establish Policy on Defense Business System Data related to Business Operations and Management per the FY 202018 National Defense Authorization Act, Section 911, Subtitle B – Data Management and Analytics by December 2018	Target	X						
	Actual	X						
<b>PM 3.2.1.2:</b> Complete 4 new pilot programs to extract Common Enterprise Data from relevant systems; Update 4 existing pilot programs by migrating them into the Defense Repository of Common Enterprise Data (DRCED) and automating the data feeds	Target					X		
	Actual							
<b>PM 3.2.1.3:</b> Attract 10 senior commercial sector data scientists and 10 junior data scientists (1 senior and 1 junior data scientist for each Line of Business), along with 3 data scientists from leading universities into the Department by leveraging the Public-Private Talent Exchange program by October 31 2019	Target				X		X	
	Actual				Partial			
<b>PM 3.2.1.4:</b> Establish a data science developmental program for career government employees by October 31 2019	Target				X		X	
	Act							
<b>PM 3.2.1.5:</b> Establish the DMASC by December 2018	Targ	X						
	Actua	X						
<b>PM 3.2.1.6:</b> Establish a governance body to support the DMASC on oversight of enterprise data management processes within Defense Agencies and DoD Field Activities by February 2019	Target		X					
	Actual		X					

*Department of Defense’s Data Completeness and Reliability Statement–Fiscal Year 2019*

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## **FY 2019 PERFORMANCE PROGRESS UPDATE:**

**PM 3.2.1.1:** Data Insights completed a DoD wide data strategy that was coordinated across the department and is pending signature by the DSD.

**PM 3.2.1.2:** Data Insights completed the pilot programs. The output of this effort is an interactive dashboard with multiple visualizations, per LoB with tailored transactional capability based on user needs and desired insights. Delivering answers to critical business questions that the Department's leadership needs answered. They are currently housed in Advana, our repository of common enterprise data previously DRCED.

**PM 3.2.1.3:** Data Insights has hired 6 data scientists and working on recruiting candidates for the public private talent exchange program.

**PM 3.2.1.4:** We are still pursuing this goal.

**PM 3.2.1.5:** We have established and officially chartered the Data Management and Analytics Steering Committee (DMASC).

**PM 3.2.1.6:** Data Insights established the CDO council with representation from DoD CIO and the Mil Dep CDOs which reports to the DMASC.

## **IDENTIFY KNOWN RISKS:**

The statutory requirements of the 2020 NDAA requiring the CDO role to move over to DoD CIO.

## **MITIGATION EFFORTS:**

Continue to deliver actionable enterprise insights, self-service analytics and enterprise data quality insights through Advana.

## **NEXT STEPS:**

Continue towards standardization of tools and data across the DoD driving towards:

- Enhanced decision making;
- Improved enterprise data quality and speed of insight, enabling DoD-wide comparisons and analysis of business operations;
- Increased staff flexibility and broadened career paths. Once DoD employees are trained on a set tools, any employee can pick up and go anywhere within the Department. This will result in richer career paths, and give leaders flexibility to align staff with requirements; and
- Reduced need to analyze or compare tools resulting in a more efficient and non-duplicative approach to data initiatives.

## **PERFORMANCE INFORMATION GAPS: N/A**

## **CHANGED PERFORMANCE GOALS / MEASURES:**

The statutory requirements of the 2020 NDAA requiring the CDO role to move over to DoD CIO. We will continue to remain flexible while maintaining data driven insights and solutions to the DoD.

**Strategic Objective (SO) 3.3:** Improve the quality of budgetary and financial information that is most valuable in managing the DoD

**SO Leaders:** USD(C)/CFO

### **STRATEGIC OBJECTIVE OVERVIEW:**

The Department will continue to improve financial processes, controls, and information to ensure the highest quality content, analysis, advice, and oversight on all Department of Defense (DoD) budgetary and financial matters in support of national defense. We will conduct annual audits and use its findings to achieve a positive opinion of the budgetary and financial information that is critical to managing the Department's resources.

### **Implementation Strategy**

Twin reform efforts are underway to improve the quality of budgetary and financial information. The first is to use financial audit results, which include notices of findings and recommendations (NFRs), to drive better decisions by DoD components across lines of business. The second is cost management, an initiative to improve the quality of budget execution data to enable both strategic- and tactical-level business decisions. The expected outcome of the cost management effort is threefold:

- Ensure that DoD has transparency into how our current funds are deployed.
- Capture costs using a common source of information and common definitions across the enterprise.
- Assist DoD to better articulate and justify further investments to support the warfighter.

The major barrier in conducting both the audit and cost management initiatives is the range of types and quality of cost data available across the Department. Auditors will identify and report data shortcomings through NFRs, which the Office of the Under Secretary of Defense Comptroller/Chief Financial Officer (OUSD(C)/CFO) will manage and track. The cost management team will primarily rely on general ledger (GL) data, and, as required, use alternative sources where GL data is inaccessible or not well suited to parse costs at required level of granularity.

Audit feedback and cost management data will provide DoD components with information to improve management of their business processes. Audit NFRs and line of business data generated by the cost management initiative was made available for use by cross-functional teams in FY 2018 to support planning, development, and implementation of reform initiatives that support the broader DoD reform agenda.

Audit activities involve all DoD components. Cost management also involves all DoD components in the capture and analysis of cost data by line of business. Both activities have governance processes that ultimately report progress and status to the Deputy Secretary.

## **STRATEGIC OBJECTIVE PROGRESS UPDATE:**

The DoD annual financial statement audit comprises 24 standalone audits and on consolidated audit conducted by the DoD Office of Inspector General (DoD OIG). Sensitive activities are included and audited within the classified environment. Six reporting entities received unmodified audit opinions, the highest grade; one received qualified opinions, which means the data is right with some exceptions, and three are pending opinion. Opinions for the Defense Information Systems Agency (DISA General Fund, DISA Working Capital Fund, and the DoD OIG are expected to be received in January 2020. All other reporting entities received a disclaimer of opinion, which means the auditors did not have enough evidence to provide an opinion. The Department's leadership fully expected these results, as receiving a Disclaimer of Opinion is consistent with the experiences of other large and complex federal agencies during their initial years under financial statement audit.

As of November 15, 2019, the FY 2019 audits resulted in the issuance of more than 1,300 Notices of Findings and Recommendations (NFRs). The Department anticipates receiving significantly more NFRs as the auditors finish compiling their findings and developing the related NFRs. In addition to issuing NFRs, each auditor identified the audited DoD Component's material weaknesses in their Independent Auditor's Report. A material weakness is a deficiency, or a combination of deficiencies, in internal control over financial reporting, such that there is a reasonable possibility that a material misstatement of the financial statements will not be prevented or detected in a timely manner. Understanding how the various DoD Component NFRs align to the DoD Agency-wide material weaknesses provides a consistent framework for categorizing NFRs, allows DoD leaders to better prioritize corrective actions, and focuses remediation efforts on the challenges that are the most significant and widespread.

The Department prioritized CAPs by first addressing those that align with the National Defense Strategy and provide the greatest potential value to DoD operations and the warfighter. For FY 2019, Acting Secretary of Defense Patrick Shanahan established financial statement audit priorities that are immediately actionable at many levels within the Department, including at the Command-level. FY 2019 audit priorities include:

- Real Property (Existence and Completeness)
- Inventory and Operating Materials and Supplies
- Government Property in the Possession of Contractors
- Access Controls for IT Systems

Findings and corrective actions plans are entered into a centralized database managed by the Office of the Deputy Chief Financial Officer (ODCFO) and aligned to DoD-wide material weaknesses. The ODCFO NFR Database provides leadership with real-time dashboard reporting of remediation status by Component. Department leaders measure progress by assessing the implementation and validation of corrective action plans and tracking the remediation of findings at major milestones. The number of auditor findings and material weaknesses closed from year to year is the independent benchmark for measuring progress toward achieving a clean audit opinion. Ultimately, the Department will track progress by the number of reporting entities moving from disclaimers of opinion to qualified opinions and from qualified opinions to unmodified opinions.

**FY 2019 Summary of Results**

Performance Measure		Q1	Q2	Q3	Q4	FY	FY	Prior Year Results
		2019	2019	2019	2019	2020	2021	
<b>PM 3.3.1.1:</b> Percentage of notice of findings and recommendations conditions closed in support of a clean audit opinion for the Department	Target				10%	20%	30%	FY 2018: 6%
	Actual				10%			
<b>PM 3.3.1.2:</b> Percentage of components completed and established Go-Forward Asset Valuation	Target				60%	80%	100%	NEW
	Actual				25%			
<b>PM 3.3.1.3:</b> Percentage of universes of transactions (UOT) provided the auditors using the Defense Repository of Common Enterprise Data (DRCED) tool for the Fourth Estate	Target				99%	100%	100%	FY 2018: 98%
	Actual				83%			
<b>PM 3.3.1.4:</b> Percentage of reconciliations completed at the transaction level between general ledger and feeder systems for the Fourth Estate	Target				50%	80%	100%	FY 2018: 40%
	Actual				28%			
<b>PM 3.3.1.5:</b> Percentage of service provider audit reports with an unmodified (clean) opinion	Target				75%	75%	75%	FY 2018: 70%
	Actual				48%			
<b>PM 3.3.1.6:</b> NFRs entered into tracking tool by IPAs	Target		X			Q1	Q1	
	Actual		X					
<b>PM 3.3.1.7:</b> Percentage reduction of unsupported Journal Vouchers (over FY 2017) recorded in the Defense Departmental Reporting System	Target				62%	90%	95%	
	Actual				94%			

<b>PM 3.3.1.8:</b> Provide report to Congress on Audit results status to include Audit findings and remediation statistics (Recurring in Q1 and Q3) of each fiscal year	Target	X		X				
	Actual	X		X				

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**FY 2019 PERFORMANCE GOAL OVERVIEW:**

The financial statement annual audit regimen is foundational to reforming the Department's business practices and consistent with the National Defense Strategy. Data from the audits is driving the Department’s strategy, goals, and priorities and enabling leaders to focus on areas that yield the most value to the warfighter. The audits are already proving invaluable and have the potential to support long-term, sustainable reform that could lead to efficiencies, better buying power, and increased public confidence in DoD’s stewardship of funds

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

Auditors conducted 24 standalone audits of DoD reporting entities and the DoD OIG performed the overarching consolidated audit. Six reporting entities received unmodified opinions, one received a qualified opinion, and three are pending opinion. Opinions for the Defense Information Systems Agency (DISA) General Fund, DISA Working Capital Fund, and the DoD OIG are expected to be received in January 2020.

Below is a snapshot of the FY 2019 Audit Structure and Results:

DoD-Wide Consolidated Audit Performed by DoD Office of Inspector General (DoD OIG)								
Stand-Alone Audits 95% Budget, 97% Assets				Included in the Consolidated Audit 5% Budget, 3% Assets				
DoD OIG (as the Consolidated Auditor) considers the opinions of each Component auditor (performed by an independent public accounting firm) in forming its opinion.				Those DoD Components not undergoing stand-alone audits are included in the consolidated audit.  DoD OIG performs internal controls and substantive testing over activities and balances.				
Army General Fund	Navy General Fund	Air Force General Fund	Military Retirement Fund	WHS	MDA	DSCA	DoDEA	DARPA
Army Working Capital Fund	U.S. Marine Corps General Fund	Air Force Working Capital Fund	Medicare-Eligible Retiree Health Care Fund	DCMA	DTRA	CBDP	JCS (incl. NDU)	DHRA
U.S. Army Corps of Engineers – Civil Works	Navy Working Capital Fund (DON)	Defense Health Program	Defense Commissary Agency	DAU	DSS	DTIC	OEA	DMA
DLA General Fund	DoD Classified	DHA-CRM	DFAS Working Capital Fund	DOTe	DPAA	DTSA	DFAS GF	MHPI
DLA Working Capital Fund	USSOCOM	DISA General Fund	Defense Contract Audit Agency	Other TI-97 Funds Provided to Army by OSD	Other TI-97 Funds Provided to Navy by OSD	Other TI-97 Funds Provided to Air Force by OSD	Burden Sharing Account by Foreign Allies, Defense	
DLA Strategic Materials	USTRANSCOM	DISA Working Capital Fund	DoD OIG	Burden Sharing Account by Foreign Allies, Defense	Support for U.S. Relocation to Guam Activities, Defense	Host Nation Support for U.S. Relocation Activities, Defense	DoD Education Benefits Fund	Emergency Response Fund, Defense
				Homeowners Assistance Fund, Defense	Defense Gift Fund	Voluntary Separation Incentive Trust Fund	Mutually Beneficial Activities	Defense Cooperation Account
				National Security Education Trust Fund				

Unmodified	Qualified	Disclaimer	Pending Opinion
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All other DoD reporting entities received a Disclaimer of Opinion. A Disclaimer of Opinion means the auditor was unable to obtain sufficient appropriate audit evidence on which to base an opinion on the financial statements. The Department’s leadership fully expected these results, as receiving a Disclaimer of Opinion is consistent with the experiences of other large and complex federal agencies during their initial years under financial statement audit.

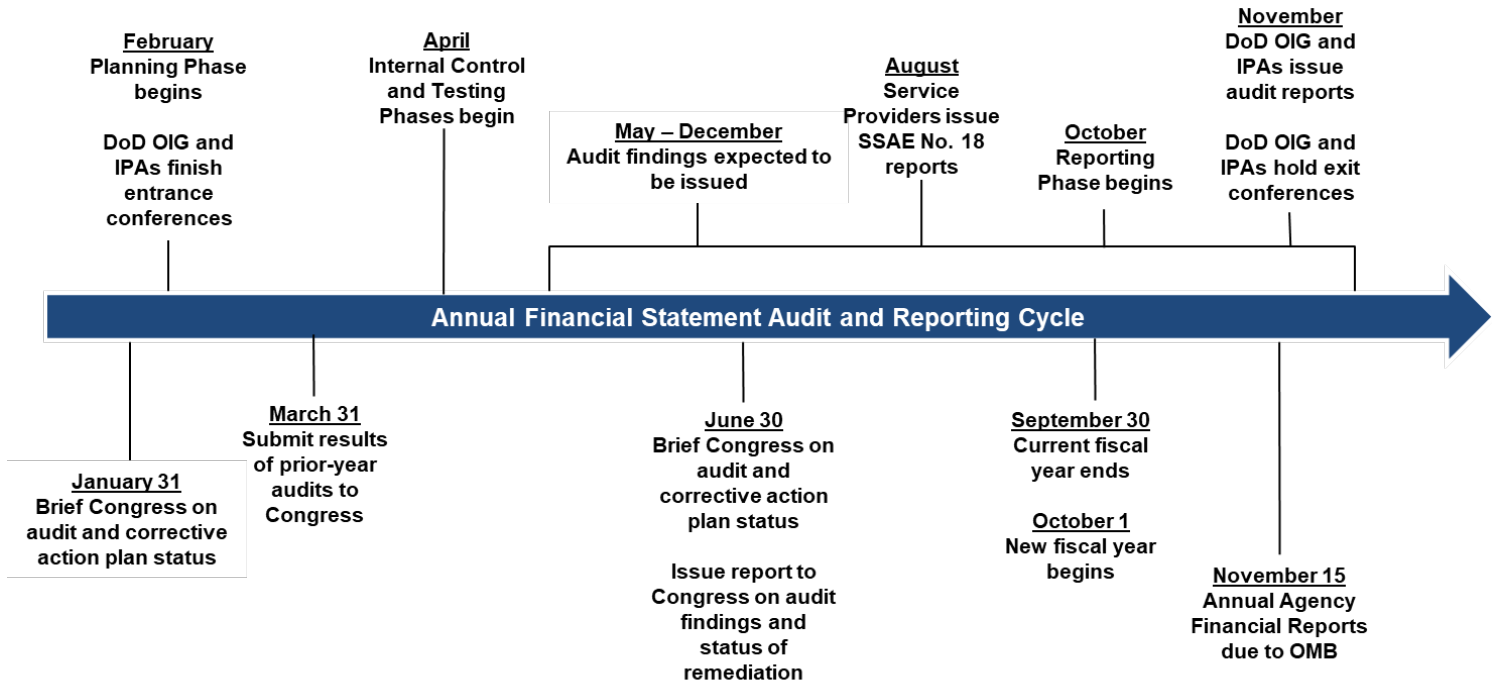
**FY 2019 PERFORMANCE MEASURE OVERVIEW:**

The January 2018 National Defense Strategy calls for a transformation of how the DoD conducts business. Reforming the Department for greater performance and affordability is one of three lines of effort and an essential part of DoD’s approach to achieving its defense objectives.

The annual audit regimen is the cornerstone for future business reform. It forces better business discipline as auditors question the Department’s ability to capture, record, and report financial activity and longstanding business practices. It is about more than compliance and financial management. The audit is helping galvanize change that advances cybersecurity, property management, inventory control, and readiness. Most importantly, it results in better data that supports management, decision-making, and the warfighter. The sustained nature of these audits makes sustainable solutions—and sustainable change—more likely.



Below is a snapshot of the Annual Audit Time line and Reporting Cycle:



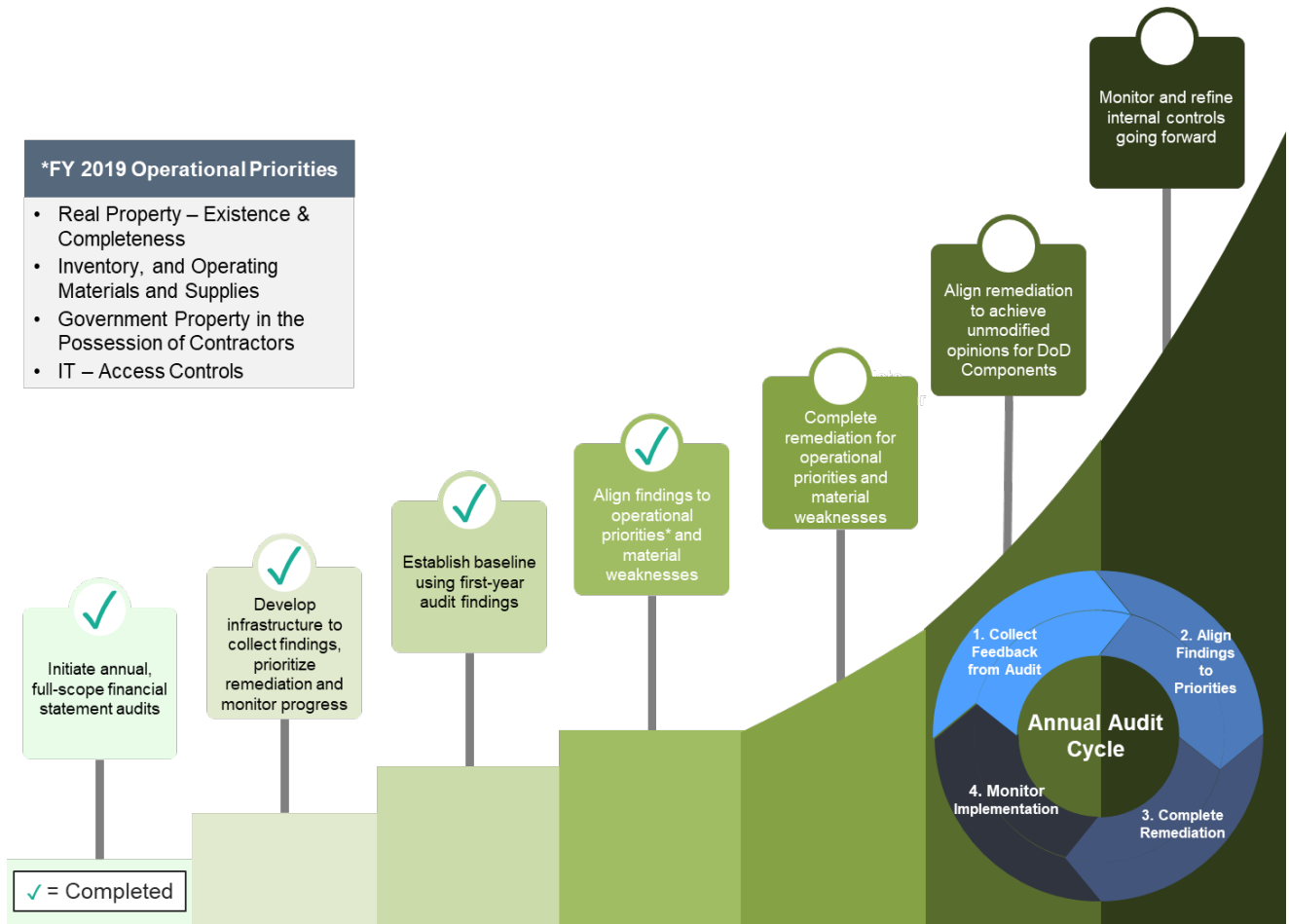
**FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

The number of auditor findings closed and material weaknesses downgraded from year to year is the independent benchmark for measuring progress toward achieving an unmodified audit opinion. During FY 2019, the Department succeeded in closing over 20% of the NFRs issued during the FY 2018 audit. However, many of the corrective actions implemented were not in effect long enough for the auditors to validate their effectiveness in addressing the issues identified in the NFRs. As such, the Department anticipates NFRs closing at increased rates over time as the audit and related remediation efforts mature. As the closings of these NFRs grow, the related material weaknesses are expected to downgrade or be resolved as the effect of implemented corrective actions continue to manifest.

**NEXT STEPS:**

Qualitative changes are happening every day that will, over time, result in real change in how the Department does business. The tone-at-the-top is being echoed by DoD leaders at many levels. The workforce’s understanding of audit requirements continues to grow, and, as efficiencies are gained, value is being realized. Systems are being made more reliable, and audits are providing the tools needed to effect sustainable improvements. The audit is helping galvanize change that advances cybersecurity, property management, inventory, and readiness—for the benefit of the warfighter and the American people.

Below is a snapshot of work achieved and the annual audit cycle:



**CHANGED PERFORMANCE GOALS / MEASURES:**

In FY 2020 the Department will continue the support the reporting of metrics relating to the financial statement audit priorities. As the Department’s audit priorities, along with other initiatives are advancing the DoD towards the sustainment phase of the audit, an accurate metric was needed to measure and report on the incremental progress of the program’s efforts, to include the establishing of opening balances for the Department’s Inventory and Related Property (I&RP) and General Property, Plant and Equipment (GPP&E) line items on the DoD’s consolidated balance sheet. The new metric, "percentage of establishment of opening balances for the Department’s I&RP and GPP&E" more accurately reflects program operations. This metric represents the percentage of DoD financial reporting entities who have successfully asserted to their opening balances for I&RP and GPP&E.

**FY 2019 Summary of Results**

<b>PG 3.3.2:</b> Establish a DoD enterprise cost management information framework that will allow the Department to find more cost effective ways of managing the various lines of business				<b>PG Leader:</b> OCMO (Primary) and USD(C)/CFO (Secondary)				
<b>Performance Measure</b>		<b>Q1 2019</b>	<b>Q2 2019</b>	<b>Q3 2019</b>	<b>Q4 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Prior Year Results</b>
<b>PM 3.3.2.1:</b> Define LOB cost frameworks	Target	FM		Acquisition, Supply Chain/Maintenance, & Human Resources	HR	Readiness	X	2016 – 2018 Real Property, Medical, Information Technology, Supply Chain/Logistics
	Actual	X		X	X			
<b>PM 3.3.2.2:</b> Sustain LOB cost frameworks	Target	FY 2018 Data Collection	X	X	X	FY 2019 Data Collection	FY 2020 Data Collection	2016 – 2018 FY 2015, FY 2016 & FY 2017 Data Collection
	Actual	X	X	X	X			

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**FY 2019 PERFORMANCE GOAL OVERVIEW:**

The purpose of this initiative is to develop an Enterprise Cost Management (ECM) framework that will help the Department better predict expenditures, execute budgets, and maximize resources. Cost management is the management of information used for budgeting, estimating, forecasting, and monitoring costs. In today's resource-competitive environment, the ability to reduce and manage costs strategically is critical. Cost management directly supports the third line of effort in the National Defense Strategy, Reform.

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

With the completion of the Human Resources proof-of-concept in Q4, the established of cost management frameworks for all eight scoped lines of business (Real Property, Medical, Information Technology, Financial Management, Acquisitions, Supply Chain, Maintenance, and Human Resources) has been completed.

**FY 2019 PERFORMANCE MEASURE OVERVIEW:**

Overall, performance targets are being met.

**FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

Real Property, Medical, IT, and FM lines of business remain in steady sustainment activities. Acquisition, Supply Chain, and Maintenance framework development completed on schedule in third quarter and sustainment activities began in the fourth quarter. The HR framework development completed on schedule in the fourth quarter and was transferred to ODCFO to begin sustainment activities.

**NEXT STEPS:**

No further frameworks are in development at this time. The ODCFO will begin data refresh planning for the 1<sup>st</sup> quarter in FY 2020.

**FY 2019 Summary of Results**

PG 3.3.3: Sustain a professional Certified Financial Management workforce			PG Leaders: USD(C)/CFO					
Performance Measure		Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY 2020	FY 2021	Prior Year Results
PM 3.3.3.1: % of Financial Management workforce members certified	Target	Measured Annually			68%	70%	70%	FY 2018: 70%
	Actual				70%			

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**FY 2019 PERFORMANCE GOAL OVERVIEW:**

The Department needs a well-trained financial management workforce, with the requisite knowledge, skills and abilities to provide decision support and analysis; both are crucial in supporting the Departments efforts to achieve auditable financial statements. The goal of the financial management (FM) workforce portfolio is to improve DoD’s FM capabilities through training and development programs and initiatives that are focused on DoD FM competencies, to include decision support and analysis. The FM Office of the Secretary of Defense Functional Community Manager (OFCM) supports the Department’s efforts to educate, train, and retain a qualified FM workforce.

OUSD(C), in consultation with the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)) and the DoD components, developed a mandatory FM training and development program, the DoD FM Certification Program (DFMCP), to effectively educate, train, and certify FM personnel (civilian and military). The DFMCP includes key FM and leadership competencies as its foundational framework and consists of three levels of certification (Levels 1, 2, and 3). The DFMCP ensures that the FM workforce has received course-based training in the necessary FM competencies applicable to FM mission requirements. To better assist commanders and managers in using information to make decisions, the DFMCP also provides a mechanism to ensure that the FM workforce is meeting critical training requirements in areas such as auditable financial statements, fiscal law, and decision support.

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

The Department was able to sustain a professional certified financial management workforce through various means; to include workforce, senior leadership, and Component engagement. Progress for the DFMCP in FY 2019 resulted in the sustainment of 70% of the FM workforce certified, with over 38,600 FM members certified at the end of the fiscal year. The FM workforce is defined as civilian 05XX occupations and designated military FM positions. The Department’s FM workforce continued to utilize the various methods to obtain initial certification and to meet continuing education requirements. One of those methods is the utilization of the 81 web-based course (WBC) curriculum developed by the Office of the Under Secretary of Defense (Comptroller). The WBC curriculum includes a new course in data analytics, which is targeted for the DFMCP Level 3 FM workforce. All WBCs continue to be available

for Department-wide use and at no cost to components. Web-based course attendance rates continued to increase, with over 125,800 instances of completed courses in FY 2019.

In FY 2019, the FM workforce governing bodies met as follows: DoD Senior FM Leadership Group met once; the FM Component Functional Community Manager (CFCM) Advisory Board met eight times; the FM CFCM Working Group met four times. The Acting USD(C) chaired the Senior FM Leadership Group and the FM OFCM chaired each of the latter two meetings and provided guidance and assistance to the various DoD CFCMs on sustainment of progress and momentum of the FM Certification Program and other FM workforce initiatives.

Other key strategic FM workforce initiatives in FY 2019 associated with the DFMCP included the development and launch of a DoD FM workforce dashboard, the revalidation of the 24 FM competency models for the 12 FM occupations, revalidation of the DoD FM mission critical occupations, full implementation of a Department-wide developmental assignment program, and the continued maturation of the DFMCP. These initiatives are all designed to build and maintain the technical and leadership competence of individual FM members in support of DoD's strategic objectives.

The DoD FM workforce dashboard is a comprehensive visualization and analytical tool that incorporates Department-wide FM workforce data (workforce demographics, DFMCP, Federal Employee Viewpoint Survey results, Department-wide FM training/course data, FM direct hire, and competency assessment data) from various sources, and provides OUSD(C) and the components with a decision making tool that was not previously available. The FM workforce dashboard provides FM leaders with automated, accessible and reliable data in a very short period of time.

The revalidation of the 24 FM competency models was conducted collaboratively with FM subject matter experts from across the DoD and in collaboration with OUSD(P&R). Workforce competency models are essential elements in workforce planning and are the foundation of the DFMCP.

The OUSD(C) fully implemented a developmental assignment program, called FM STARS, across the Department, which is designed to foster a strong, trained, agile and ready (STAR) workforce in alignment with the FM Strategic Workforce Plan and in support of the DFMCP. The purpose of the program is to provide opportunities for members of the DoD FM civilian workforce to advance their breadth of knowledge and experience through three-to-six month developmental assignments in other DoD components. FM STARS is also an FM workforce retention tool.

#### **FY 2019 PERFORMANCE MEASURE OVERVIEW:**

The FY 2019 performance measure is the percentage of FM workforce members certified. Attainment of the FM certification is a requirement for all FM workforce members.

#### **FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

Progress in the 4th quarter of FY 2019 was measured in the sustainment of 70% of the FM workforce certified, with over 38,600 FM members certified at the end of FY 2019. Compliance of sustainment training of FM certified members is measured continually through random audits of continuing education and training (CETs). DFMCP metrics are reviewed weekly with the FM OFCM, bi-weekly basis with the Acting USD(C), monthly basis with the CFCM advisory board, quarterly with the CFCM working group, and as needed with the senior FM leadership group.

**NEXT STEPS:**

Beginning in FY 2020, the performance measure “percentage of Financial Management workforce members certified” will change to “percentage of FM Workforce Members in Good Standing,” as discussed below in the “Changed Performance Goals/Measures” section.

**CHANGED PERFORMANCE GOALS / MEASURES:**

Beginning in FY 2020 and included in the FY 2021 Annual Performance Plan, the FM workforce performance measure will change from “percentage of Financial Management workforce members certified” to “percentage of FM Workforce Members in Good Standing.” Since the DFMCP is now in sustainment phase, a metric was needed to measure overall program compliance, to include initial certification and continuing education training. The new metric “percentage of FM Workforce Members in Good Standing” more accurately reflects program operations. This metric represents the percentage of FM members who are compliant in both initial certification and continuing education training. The FM OFCM, in collaboration with the CFCMs, revised the FM certification metric based on a comprehensive review and analysis of four years of certification data and overall program execution.

## Strategic Objective (SO) 3.4: Streamline rapid, iterative approaches from development to fielding

SO Leaders: USD (A&S)

### **STRATEGIC OBJECTIVE OVERVIEW:**

A change in culture of Defense Acquisition is well underway by redesigning the Defense acquisition system. This will be the most transformational change to acquisition policy in decades. OUSD (A&S) is committed to enabling the Services to deliver capability. The Agile Acquisition Framework executes 16 Agile pilot programs to garner best practices and lessons learned to align and ensure weapons systems and business systems are developed more effectively and efficiently. Policy guidance on Middle Tier of Acquisition (MTA) and Other Transaction Authority (OTA) ensures compliance of execution in a manner that ensures Congress and OSD have confidence in appropriateness of their utilization.

### **STRATEGIC OBJECTIVE PROGRESS UPDATE:**

The Defense Acquisition University is rolling out a new credential program in October 2019 which will offer specialized training and recognize proficiency in the Defense Acquisition Workforce.

### **STRATEGIC OBJECTIVE NEXT STEPS:**

The change in acquisition culture will be driven by simplifying policy, empowering program managers, and encouraging innovation. The Department of Defense (DoD) 5000 Acquisition Policy re-write is the most transformational change to the acquisition system in decades. The Adaptive Acquisition Framework (AAF) will be implemented with the objective of improving DoD ability to deliver capability at the speed of relevance, establishing a culture of innovation by encouraging creative compliance and critical thinking.



**FY 2019 Summary of Results**

<b>PG 3.4.1: Implement Acquisition Reform by simplifying, delivering faster and becoming more data driven</b>		<b>PG Leader: USD (A&amp;S)</b>						
<b>Performance Measure</b>		<b>Q1 2019</b>	<b>Q2 2019</b>	<b>Q3 2019</b>	<b>Q4 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Prior Year Results</b>
<b>PM 3.4.1.1:</b> Execute 16 Agile pilot programs to garner best practices and lessons learned to align and ensure weapons systems and business systems are developed more effectively and efficiently  Establish a Community of Practice around secure software platforms FY 2019 Qtr1  Develop contracting language to ensure security is a pillar of software within the National Security System FY 2019 Qtr1  Build Defense Acquisition University curriculum to train program developers and program	Target	X	X					
	Actual	X	X					
<b>PM 3.4.1.2:</b> Issue a final Middle Tier of Acquisition Policy	Target			X				
	Actual			X				
*Currently in coordination.								
<b>PM 3.4.1.3:</b> Complete Prototype of Digitizing Acquisition Policy Documentation	Target				X			
	Actual				X			

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**FY 2019 PERFORMANCE GOAL OVERVIEW:**

OUSD(A&S) has created an adaptive, flexible system that empowers Program teams to think critically, tailor strategies, and manage risk, changing the approach to acquisition policy from the traditional ‘one-size fits all’ model to one comprised of a series of pathways each designed for the unique characteristics of the capability being acquired. The Adaptive Acquisition Framework structure allows users to utilize a single pathway, or a combination of pathways, to accelerate the achievement of program objectives.

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

Assistant Secretary of Defense for Acquisition (ASD(A)) will continue to implement the legislative initiatives from the FY 2016-2019 NDAAAs, which represent the largest body of acquisition reforms since Goldwater-Nichols, designed to improve the defense acquisition system and delegate decision-making to lower levels. Specifically, OUSD(A) will further develop the Middle Tier of Acquisition pathway using data-driven governance and encourage use of rapid prototyping and rapid fielding authorities, as well as issue new guidance for the use of Other Transactions (OTs), encouraging proper and expanded use of OT authorities.

**NEXT STEPS:**

The new DoD 5000 Series of Defense Acquisition policy transforms outdated methodologies into a streamlined acquisition framework with business processes that keep pace with developing technology and is designed to deliver effective, supportable, and affordable solutions to the warfighter in a timely manner.

**PERFORMANCE INFORMATION GAPS:**

None

**CHANGED PERFORMANCE GOALS / MEASURES:**

None

## Strategic Objective (SO) 3.5: Harness and protect the National Security Base

SO Leaders: USD (A&S)

### **STRATEGIC OBJECTIVE OVERVIEW:**

America's manufacturing and defense industrial base ("the industrial base") supports economic prosperity and global competitiveness, and arms the military with capabilities to defend the. Currently, the industrial base faces an unprecedented set of challenges: sequestration and uncertainty of government spending; the decline of critical markets and suppliers; unintended consequences of U.S. Government acquisition behavior; aggressive industrial policies of competitor nations; and the loss of vital skills in the domestic workforce. Combined, these challenges-or macro forces-erode the capabilities of the manufacturing and defense industrial base and threaten the Department of Defense's (DoD) ability to be ready for the "fight tonight," and to retool for great power competition.

### **STRATEGIC OBJECTIVE PROGRESS UPDATE:**

The Defense Production Act (DPA) Title III Program Executive Order (E.O.) 13806 Report provides the President broad authority to ensure the timely availability of domestic industrial base capabilities essential for national defense through the use of tailored economic incentives. The DPA Title III Program, in conjunction with its Industrial Policy counterparts, is actively addressing industrial base challenges identified in the, Assessing and Strengthening the Manufacturing and Defense Industrial Base and Supply Chain Resiliency of the United States. In support of E.O. 13806 implementation, the President has issued 14 Presidential Determinations thus far in FY 2019, authorizing the use of DPA Title III authorities to address critical industrial base shortfalls such as chemical production for missiles and munitions and the rare earth elements supply chain. Several additional Presidential Determinations are expected to address strategic issues including hypersonic capabilities.

### **STRATEGIC OBJECTIVE NEXT STEPS:**

Continue efforts to assess and strengthen the National Defense Industrial Base and Supply Chain in accordance with Executive Order 13806.

**FY 2019 Summary of Results**

<b>PG 3.5.1: Continuing efforts to assess and strengthen the National Defense Industrial Base and Supply Chain</b>		<b>PG Leader: OUSD (A&amp;S)</b>						
<b>Performance Measure</b>		<b>Q1 2019</b>	<b>Q2 2019</b>	<b>Q3 2019</b>	<b>Q4 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Prior Year Results</b>
<b>PM 3.5.1.1:</b> Receive Defense Production Act Title III Presidential Determination for Energetics, Critical Materials and Fuel Cells	Target	X						
	Actual	X						
<b>PM 3.5.1.2:</b> Fully support the Indian Rapid Reaction Cell (IRRC) to expand the partnership with the Ministry of Defense India, Indian Defense Industrial base organizations and firms	Target		X					
	Actual		X					

*Department of Defense’s Data Completeness and Reliability Statement–Fiscal Year 2019*

*Each Goal Owner has attested the performance results and narrative information included in this report is complete, accurate, and reliable; and that data validation and verification procedures are documented and available upon request*

**FY 2019 PERFORMANCE GOAL OVERVIEW:**

Executive Order (EO) 13806 on Assessing and Strengthening the Manufacturing and Defense Industrial Base and Supply Chain Resiliency of the United States provided Department of Defense and its interagency partners a unique opportunity to assess the manufacturing and defense industrial base—one of the most critical assets to our national security. The work conducted by the over 300 members of the DoD-led Interagency Task Force lays the groundwork for important actions, mitigations, and ongoing monitoring that will result in America’s ability to continue supporting a secure, robust, resilient, and ready industrial base.

**FY 2019 PERFORMANCE PROGRESS UPDATE:**

In support of E.O. 13806 implementation, the President has issued 14 Presidential Determinations thus far in FY 2019, authorizing the use of DPA Title III authorities to address critical industrial base shortfalls such as chemical production for missiles and munitions and the rare earth elements supply chain. Several additional Presidential Determinations are expected to address strategic issues including hypersonic capabilities. To improve and compress contract execution timelines, on July 12, 2019 the program released a new hybrid funding opportunity announcement which will serve as the program’s primary contracting vehicle.

**FY 2019 PERFORMANCE MEASURE OVERVIEW:**

Working with the Executive Office of the President, DASD Industrial Policy will expedite a number of Presidential Determinations to address industrial base challenges in critical sectors/technologies more efficiently by decreasing the time from issue identification to execution of the Presidential Determination, which allows the acquisition process to start. The focus will be to receive Defense Production Act Title III Presidential Determination for Energetics, Critical Materials and Fuel Cells and fully support the Indian Rapid Reaction Cell (IRRC) to expand the partnership with the Ministry of Defense India, Indian Defense Industrial base organizations and firms.

**FY 2019 PERFORMANCE MEASURE PROGRESS UPDATE:**

Presidential Determination on Alane Fuel was signed by the President on October 5, 2018. FY 2019 Qtr1, a Request for Information (RFI) was conducted in FY 2019 Qtr1. The project is in acquisition planning with a contract award anticipated in FY 2019 Qtr4. 1 Presidential Determination on Lithium Seawater Batteries was signed by POTUS on October 5, 2018 (FY 2019 Qtr1). The project is in acquisition planning with a contract award anticipated in FY 2019 Qtr4.

DASD Industrial Policy Principal Director appointed as the DoD single-point of contact for Indian industry. Dialogue Established with Indian Minister of Defense counterpart and provided a draft "Industry to Industry Engagement Framework" provided. D26 Lead a Defense Technology and Trade Initiative (DTTI) Industry Roundtable discussion with members of the Indian defense industry in conjunction with the AeroIndia defense exhibition in February 2019, as well as a DTTI Industry Roundtable discussion with members of the U.S. defense industry in conjunction with the March 2019 DTTI Group meeting.

**NEXT STEPS:**

Continue efforts to assess and strengthen the National Defense Industrial Base and Supply Chain in accordance with Executive Order 13806.

**PERFORMANCE INFORMATION GAPS:**

Not applicable

**CHANGED PERFORMANCE GOALS / MEASURES:**

Not Applicable