MEMORANDUM FOR SENIOR PENTAGON LEADERSHIP
                COMMANDERS OF THE COMBATANT COMMANDS
                DEFENSE AGENCY AND DOD FIELD ACTIVITY DIRECTORS

MAY 0 5 2021

SUBJECT:  Creating Data Advantage

Data is a strategic asset.  Transforming the Department of Defense (DoD) to a data-centric organization is critical to improving performance and creating decision advantage at all echelons from the battlespace to the board room, ensuring U.S. competitive advantage.  To accelerate the Department's efforts, leaders must ensure all DoD data is visible, accessible, understandable, linked, trustworthy, interoperable, and secure.

To generate the transformative proficiency and efficiency gains across the DoD Data Strategy's focus areas of Joint All Domain Operations, Senior Leader Decision Support, and Executive Analytics, the Department will apply the following five '**DoD Data Decrees**':

1.  Maximize data sharing and rights for data use:  all DoD data is an enterprise resource.

2.  Publish data assets in the DoD federated data catalog along with common interface specifications.

3.  Use automated data interfaces that are externally accessible and machine-readable; ensure interfaces use industry-standard, non-proprietary, preferably open-source, technologies, protocols, and payloads.

4.  Store data in a manner that is platform and environment-agnostic, uncoupled from hardware or software dependencies.

5.  Implement industry best practices for secure authentication, access management, encryption, monitoring, and protection of data at rest, in transit, and in use.

This memo directs the following actions to accelerate the Department's enterprise data edge.

• *Data Leadership & Governance*.  The DoD Chief Data Officer (CDO) is responsible for issuing policy and guidance regarding DoD's data ecosystem (e.g., people, technology, and culture), data sharing, data architecture, data lifecycle management, and a data ready workforce. The DoD CDO shall have access to all DoD data; facilitate the adjudication of data-sharing and/or access disputes; and oversee implementation of the DoD Data Strategy.  DoD Components shall coordinate their data activities by participating in the DoD Data Council and establish appointed data leaders, e.g., CDOs, provided with resources and authority to manage data throughout its life-cycle and to promote data literacy.

- *Data Management*

*Joint All Domain Operations.* In order to rapidly field an enterprise data management solution, the Department will seek to scale existing capabilities that have proven themselves in the battlespace and in real-world operations, simulations, experiments, and demonstrations. The DoD CDO will work with the Joint Staff, relevant Cross Functional Teams (e.g., Joint All Domain Command and Control, Algorithmic Warfare, etc.), and the Joint Artificial Intelligence Center to use these solutions to close interoperability gaps and create joint warfighting advantage through data-driven mission command across the competition continuum.

*Senior Leader Decision Support.* Common access to authoritative data is essential for providing a "single source of truth" for objective and informed decision-making. The Advancing Analytics (Advana) platform is the single enterprise authoritative data management and analytics platform for the Secretary of Defense, Deputy Secretary of Defense, and Principal Staff Assistants (PSAs), with inputs from all DoD Components. The use of other data management and analytics platforms must be approved by the DoD CDO and appropriate Component CDO to ensure adherence to an open data standard architecture.

*Executive Analytics.* Senior leader forums, including the Deputy's Management Action Group and Deputy's Workforce Council, will rely on the Advana platform. DoD Components shall coordinate with the Executive Analytics Cell to develop appropriate metrics, visualizations, and insights regarding the strategic priorities, business health, and operations of the Department.

Speeding these efforts is imperative. By 15 June, the DoD CDO, in coordination with fellow members of the Analysis Working Group, shall provide me a status report on the following efforts.

1. An assessment of the establishment of DoD CDO as independent from DoD CIO and to serve as the Principal Staff Assistant for enterprise data management and data analytic issues, with courses of action to consolidate OSD data efforts. (Final Report Due: 1 July)

2. Identification, with the Defense Digital Service (DDS), of near-term options to accelerate the adoption of enterprise data management and data analytics capability consistent with this guidance (e.g., extending direct data management and analytic platform support to Components, establishing deployable data support teams, development of interconnected data engineering labs, creation of a data academy, etc.). (Options Due: 1 July)

3. Review of current and developing DoD data management and data analytic platforms to identify opportunities for greater integration, consolidation, and replacement of those not comporting to an open standard architecture consistent with this guidance. (Report Due: 1 September)

4. Delivery of a Plan of Action & Milestones (POA&M) to resolve identified gaps informed by scaling of capabilities that have proven themselves in real-

world operations, simulations, experiments, and demonstrations related to data storage, access, security and management, in accordance with this guidance. (POA&M Due: 1 July)

5. Analysis, in collaboration with the Undersecretary of Defense for Personnel and Readiness and DDS, of DoD data talent to identify resident civilian and military data talent, data fluency across the Department, critical data skill gaps within the digital workforce, current approaches to resourcing and training data experts, while also exploring the creation of additional public and private partnerships to most rapidly overcome the perceived deficit. (Final Report Due: 1 October)

Data is essential to preserving military advantage, supporting our people, and serving the public. Leaders at all levels have a responsibility to manage, understand, and responsibly share and protect data in support of our shared mission.