



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

SEP 30 2022

MEMORANDUM FOR UNDER SECRETARIES OF DEFENSE

GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR OF COST ASSESSMENT AND PROGRAM
EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR OF OPERATIONAL TEST AND EVALUATION
CHIEF INFORMATION OFFICER OF THE DEPARTMENT OF
DEFENSE
ASSISTANT SECRETARY OF DEFENSE FOR LEGISLATIVE
AFFAIRS
ASSISTANT SECRETARY OF DEFENSE FOR SPECIAL
OPERATIONS AND LOW INTENSITY CONFLICT
ASSISTANT TO THE SECRETARY OF DEFENSE FOR PRIVACY,
CIVIL LIBERTIES, AND TRANSPARENCY
ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC
AFFAIRS
CHIEF DIGITAL AND ARTIFICIAL INTELLIGENCE OFFICER
DIRECTOR OF ADMINISTRATION AND MANAGEMENT
DIRECTOR OF NET ASSESSMENT

SUBJECT: Modernizing the Digital Experience in the Office of the Secretary of Defense

Effective support to the Secretary of Defense is dependent on reliable, available, and modern information technology (IT) for the Office of the Secretary of Defense (OSD). Recent cost-driven IT consolidation efforts, coupled with increased demand due to remote work environments and rapid advancements in technology, have highlighted the need for strengthened oversight of OSD IT resources. This includes identifying and integrating IT requirements across Principal Staff Assistants, speaking with a unified voice in coordinating OSD IT requirements with the Joint Service Provider, and providing for regular cybersecurity and technology updates.

Therefore, I designate the Director of Administration and Management (DA&M) as the senior official responsible for Information Management and Technology and to serve as the Chief Information Officer (CIO) for OSD. The DA&M will lead engagement between OSD Components and IT service providers, develop and advocate for application and system modernization, and serve as the cyber risk manager for cybersecurity-related issues in OSD. The DA&M will provide progress updates and develop recommendations through the OSD Management Forum and will implement the policies of the CIO of the Department of Defense, the Chief Digital and Artificial Intelligence Officer, and other senior officials for the OSD IT Enterprise.



OSD008001-22/CMD010174-22

Our OSD senior leaders and workforce must have access to a modern digital experience in providing their advice to the Secretary in conducting the business of this Department. Within 60 days, the DA&M will submit an implementation plan describing the key actions and phases supporting the orderly initiation and focused execution of an effective, efficient, and enhanced OSD IT Enterprise.

A handwritten signature in dark ink, appearing to read "Kathleen H. Hall". The signature is fluid and cursive, with the first name "Kathleen" written in a larger, more prominent script than the last name "Hall".

cc:
Chairman of the Joint Chiefs of Staff