



Department of the Navy
Performance Improvement Office

DECISION SUPERIORITY VISION



INTEGRATE | ENABLE | IMPROVE

April 2023

In an era of strategic competition and tightening defense budgets, the side able to deliver advanced warfighting capabilities faster and at the right cost wins. In order to maintain overmatch against our adversaries, the Department of Navy (DON) must continue to be the most agile and effective military/civilian force in the world. We must also optimize how we manage the DON enterprise and face our critical management challenges head on. In light of these DON imperatives, it is vital that the DON implement a culture of data-driven decision-making to drive the most impactful improvements at high velocity.

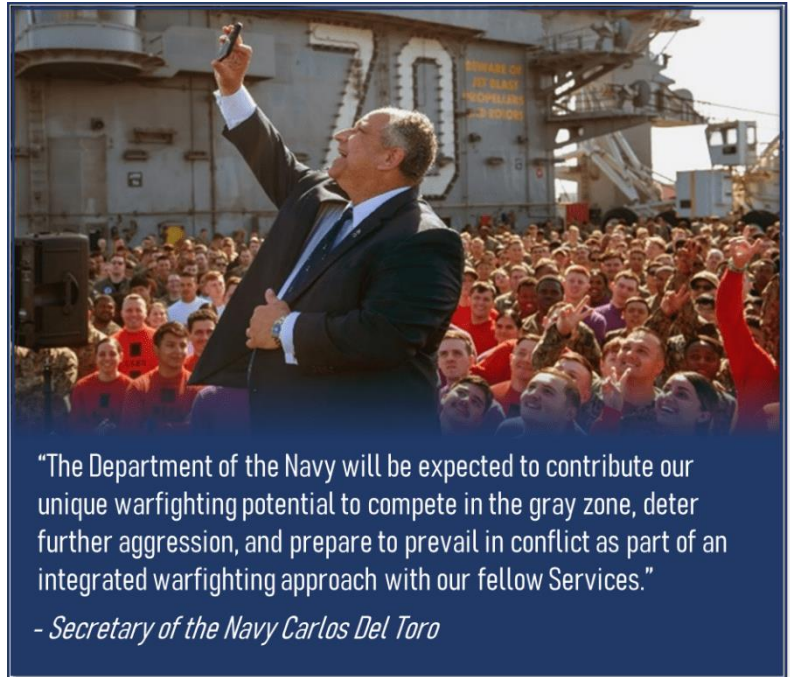
Specifically, the DON must continuously improve existing business and operational processes to maximize resources for readiness, enhance warfighting capabilities, and increase lethality – and all of these actions must be paced to current and future threats.

Performance management, performance improvement, and enterprise risk management are DON priorities. The DON Performance Improvement Office (DON PIO) will serve as the integrating body throughout the enterprise to ensure we achieve the Secretary of Defense's (SECDEF) priorities and prioritize performance improvements in key areas

with the greatest needs and most substantial impacts. If we are going to win tomorrow's fights, we must make informed decisions with quality data, develop relevant analyses, and:

- 1) Create strategic alignment between the DoD and the DON, connecting the President's Management Agenda (PMA), National Defense Strategy, Strategic Management Plan (SMP), Performance Improvement Framework (PIF), and SECNAV Strategic Guidance;
- 2) Focus on outcome measures of performance instead of project-based, input measures;
- 3) Promote good stewardship of taxpayer dollars by increasing accountability over resources and focusing DOD resources on the metrics that matter; and
- 4) Leverage data analytics to enable greater visibility into enterprise warfighting and business operations and progress toward achieving the SECDEF's and SECNAV's strategic priorities.

Everyone in the DON must support our collaboration with the DoD and the U.S. Congress as we integrate data and analytics into our decision-making. The global challenges we face require us to innovate and modernize the enterprise and to do so quickly.



"The Department of the Navy will be expected to contribute our unique warfighting potential to compete in the gray zone, deter further aggression, and prepare to prevail in conflict as part of an integrated warfighting approach with our fellow Services."

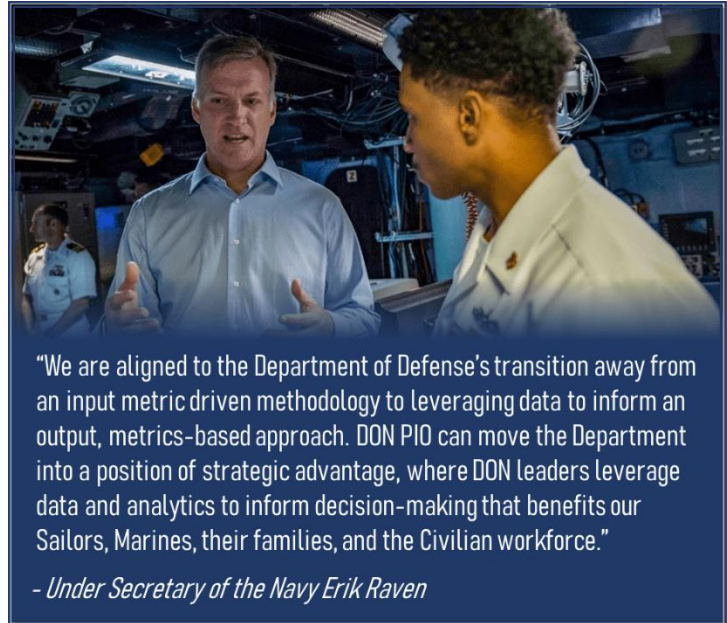
- Secretary of the Navy Carlos Del Toro

CARLOS DEL TORO

With the global challenges facing the U.S. military, the DON must rapidly innovate and modernize to maintain overmatch while recognizing the constraints of the budget environment. To meet these competing challenges, we must build a framework for the DON to execute its performance improvement and enterprise risk management strategies in alignment with the President, SECDEF, and SECNAV strategic priorities.

DON PIO plays the important role of enabling SMP and PIF implementation throughout the enterprise. The Director of the DON Performance Improvement Office serves as the DON Chief Performance Improvement Officer (CPIO) and is responsible to the DON Chief Management Officer for business operations and performance management of the DON. The CPIO is charged with the following priorities:

- ❖ Implement management frameworks (i.e., the SMP and PIF) based on performance outcomes that drive informed decisions;
- ❖ Develop appropriate performance metrics, visualizations, and insights regarding the strategic priorities of the DON and provide enterprise analysis support utilizing advanced executive analytics;
- ❖ Develop and manage the DON's performance improvement initiative prioritization and selection process;
- ❖ Oversee enterprise performance through a continuous improvement cycle prioritized by outcome measure impacts synchronized across portfolios;
- ❖ Work with all of our partners across the DoD and the DON, including:
 - DoD Office of the Director of Administration and Management to coordinate SMP and PIF implementation in the DON;
 - DON Financial Management and Comptroller to ensure performance improvement priorities are aligned with budget program objective memorandum cycles; and
 - DON CIO to ensure DON data is visible, accessible, understandable, linked, trustworthy, interoperable, and secure;
- ❖ Incorporate Enterprise Risk Management as a decision lens when measuring performance and bringing decisions to an enterprise governance body.



"We are aligned to the Department of Defense's transition away from an input metric driven methodology to leveraging data to inform an output, metrics-based approach. DON PIO can move the Department into a position of strategic advantage, where DON leaders leverage data and analytics to inform decision-making that benefits our Sailors, Marines, their families, and the Civilian workforce."

- Under Secretary of the Navy Erik Raven



Accessing integrated performance data is the first step in improving performance outcomes. Implementing a continuous improvement cycle that is data-driven and tied to our strategy will empower us to meet the highest priorities of our leadership.

By moving toward this vision together, the DON will be well-equipped to optimize its business processes and military operations, focusing finite resources on the initiatives that matter.

ERIK K. RAVEN



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1 – Introduction

In an era where the Navy and Marine Corps face near-peer competitors and fiscal constraints every day, it is crucial we establish an operational and business decision-making environment that gives the advantage to our warfighters.

DON PIO is partnering with the DoD to transform our current project-driven focus into a dynamic data-driven culture focused on improved outcomes. We must effectively

manage our resources and ensure that every input has a measurable output. We must discard outdated ways of doing business and embrace enterprise changes that make us more effective and efficient. In the past, the DON has tried to institute reforms and has come up short. It is crucial that we establish a solid foundation for our current performance efforts to succeed.

We expect every Sailor and Marine to perform to the very best of their ability, day in and day out. We should expect nothing less for the entire DON. Consistent performance management and improvement will enable the DON to meet the SECNAV's enduring priorities of strengthening maritime dominance in defense of our nation, building a culture of warfighting excellence, and enhancing our strategic partnerships.



"Time is up. We don't have centuries or even a decade to get the right answers."

- Deputy Secretary of Defense Dr. Kathleen Hicks

PIO Vision: To be the DON's trusted source of integrated analytics to navigate strategic decisions and achieve improved outcomes.

To achieve our vision and advance the SECNAV's priorities, we will live by our key values of **integrate**, **enable**, and **improve**, allowing us to develop a data analytics environment that overcomes traditional barriers and rises above organizational silos:

- ❖ First, we must **integrate**. To establish the foundation of our performance management strategy, we must integrate strategic goals and objectives throughout the chain of command, including the President, SECDEF, SECNAV, Chief of Naval Operations (CNO), and the Commandant of the Marine Corps (CMC).



- ❖ Second, we must **enable**. To enable every echelon of command to align DON performance against these strategic goals and affect resource allocation, we will establish the right governance, develop data models in partnership with DON CIO, and work with subject matter experts to develop performance metrics, analysis, and guidance.
- ❖ Third, we must **improve**. By developing a culture of continuous improvement and accountability throughout the Department, we can channel resources toward continuous process improvement, optimization, reform, and transformation. Establishing a DON PIF will enable DON stakeholders to create an enduring infrastructure empowering performance improvement in the years and decades ahead.

The DON has multiple programs aimed at performance management, improvement, transparency, and accountability, including: Performance to Plan (P2P); CNO Navigation Plan (NAVPLAN); NAVPLAN Implementation Framework (NIF); Get Real, Get Better (GRGB); and CMC Force Design 2030. DON PIO will collaborate with the DON officials leading these programs to integrate them into an enterprise performance and risk management framework to help maximize their impact to the DON.

We also will embrace robust risk management at every level of strategic execution, providing performance improvement strategies, plans, and processes to Echelon One customers and partners. We want to support DON stakeholders across the enterprise who have a desire to improve their performance and ultimately share these results across the DON to the U.S. Congress and the public. We will develop a performance improvement initiative knowledge management tracking and reporting system – providing oversight, management, reporting, and replication capabilities. Our efforts will be sustained and supported by Advana/Jupiter so DON leaders can regularly measure outcomes and make informed decisions.

By developing a DON decision superiority vision, we can empower the Department to **integrate**, **enable**, and **improve** its performance to successfully advance the SECNAV's enduring priorities.



2 – Current Challenges

We face two key challenges in shifting the DON to an outcomes-based performance mindset:

- 1) Changing the culture around performance improvement – we must shift from siloed initiatives tracked by individual organizations to cross-functional performance that channels all actions in a unified direction, minimizing rework, duplicative action, and overspend; and
- 2) Ensuring these changes are implemented sustainably – our new performance mentality must be designed for the long-term, “built to last” with robust knowledge management tools and a governance structure that provides clarity, accountability, and transparency.

Our current state too often focuses on compliance, data calls, and multiple governance bodies within a risk-averse, reactive culture. We need to pivot to a proactive, integrated decision-making approach, with those decisions supported by high-quality, timely data.

Changing the culture to ensure we successfully develop this performance improvement capability will be a challenge, but we are poised to navigate this opportunity with world-class methods, leadership, and technology.



3 – Vision

PIO Vision: To be the DON's trusted source of integrated analytics to navigate strategic decisions and achieve improved outcomes.

Trusted: The DON will look to PIO as the integrator of DoD and DON priorities, enterprise risk management, and performance management and improvement plans and strategies.

Integrated: PIO's business and data analytics will support stakeholder strategic decision-making that will be fully integrated, utilizing quality data throughout the chain of command.

Strategic: PIO will provide the integration, performance infrastructure, and tools necessary to ensure the DON is accomplishing its strategic goals.

Outcomes: PIO is outcome driven. We will facilitate DON excellence through a relentless focus on measurable outcomes.

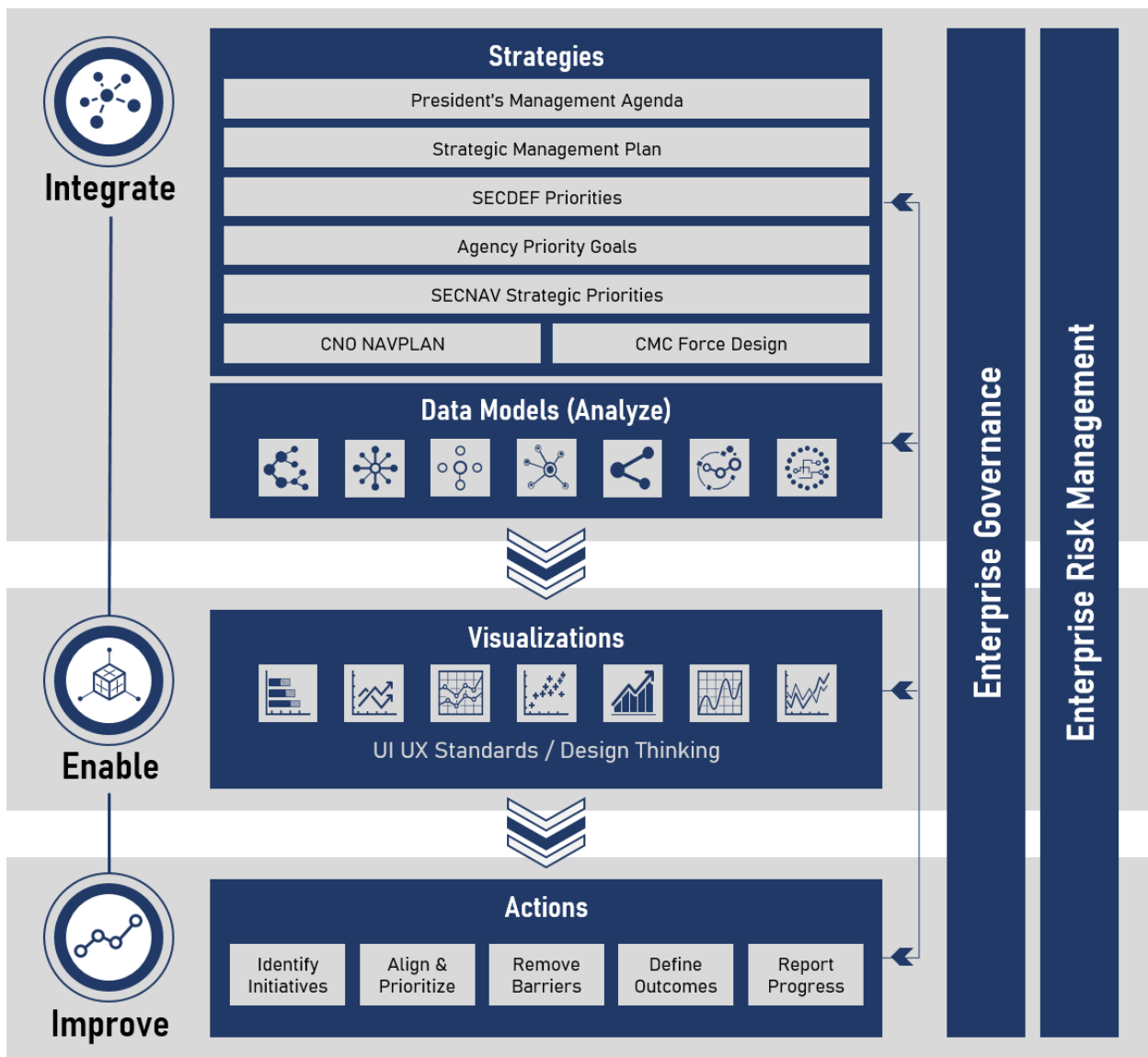
DON Superiority Visions

Information (2020)	Cyberspace (2022)	Decision (2023)
 <p style="font-size: small; margin: 0;">Department of the Navy Information Superiority Vision February 2020</p>	 <p style="font-size: small; margin: 0;">DEPARTMENT OF THE NAVY CYBERSPACE SUPERIORITY VISION — OCTOBER 2022 —</p>	 <p style="font-size: small; margin: 0;">Department of the Navy Performance Improvement Office DECISION SUPERIORITY VISION INTEGRATE ENABLE IMPROVE April 2023</p>
<p style="margin: 0;">Modernize</p> <p style="margin: 0;">Innovate</p> <p style="margin: 0;">Defend</p>	<p style="margin: 0;">Secure</p> <p style="margin: 0;">Survive</p> <p style="margin: 0;">Strike</p>	<p style="margin: 0;">Integrate</p> <p style="margin: 0;">Enable</p> <p style="margin: 0;">Improve</p>



4 – How: Way Forward

DON PIO is guided by our principles of **integrate**, **enable**, **improve**, and an enterprise strategic management framework:



First, we will **integrate** the PMA with SECDEF and SECNAV strategic priorities. We will be the bridge between DoD and DON senior leaders in developing and validating performance measures and reporting DON performance improvement initiatives and results. We will align DoD agency priority goals to the appropriate Assistant Secretaries of the Navy (ASNs) to coordinate their development within the DON. We



will become experts on understanding the statutory and regulatory requirements surrounding data collection and sharing, reporting requirements, and transparency.

Second, we will **enable** decision-making by creating a performance infrastructure with the correct enterprise governance and risk management model, reporting and monitoring mechanisms, and knowledge management system.

Third, we will **improve** by establishing continuous process improvement, optimization, reform, and transformation initiatives, with an emphasis on reform initiatives that drive effectiveness and efficiency across the DON. We will create an enduring support system for DON stakeholders. In order to effectively deliver this support, we must work backwards from our desired end state, to achieve our vision and mission.

Our vision requires effective communication to stakeholders, continual training about the PIF and its use, and defining appropriate reform initiatives at the organizational level or cross-cutting initiatives across the DON and DoD. We are fully committed to providing outstanding performance-related information and assistance to DON customers.

We are striving to cultivate a mature performance management and improvement culture throughout the DON, where we integrate data, decision-making, and outcomes into a continuous process. We will know that we achieved our goal when the DON has the following characteristics:

Challenges	Current State	Future State
Turnover	Projects	Products
Mindset	Compliance	Problem-Solving
Data	Data Calls	Dashboards
Focus	Siloes	Enterprise



5 – Conclusion

To continuously improve DON performance at the pace needed to maintain adversary overmatch, we must change the way we currently approach data, decision-making, and measuring outcomes. Instead of operating in siloes, DON PIO seeks to harness our current efforts and streamline them into an enterprise-wide framework that gives us the processes and tools needed to continually evaluate and improve our work.

We must put the right information into the hands of the right people to make informed decisions that impact our Warfighters. Our ability as a Department to measure our performance against established targets and adjust plans, strategies, and operations in real-time will give us the winning edge.

To achieve this vision, DON PIO will serve as a performance hub within a vibrant culture of performance management, enterprise risk management, and performance improvement across the enterprise. We will serve as independent analysts, providing unbiased analysis, strategic guidance, and performance improvement expertise to Navy and Marine Corps leaders. Leveraging our ongoing technology investments, notably Advana and Jupiter, we will develop the appropriate governance, methodology, and data analytics, to best integrate our initiatives with presidential and Department priorities and build enduring advantage.





6 – Appendix

- Government Performance and Results Act of 1993 (GPRA), Pub. L. 103-62
- GPRA Modernization Act of 2010 (GPRAMA), Pub. L. 111-352
- 10 U.S.C. §125a Reform: improvement of efficacy and efficiency
- The President’s Management Agenda (PMA)
- SECNAVINST 5430.7S, Assignment of Responsibilities and Authorities in the Office of the SECNAV
- SECNAVINST 5200.35G, DON Managers’ Internal Control Program
- DoD Strategic Management Plan, FY2022-26
- Deputy Secretary of Defense Dr. Kathleen Hicks Delivers Remarks at the Defense Management Institute Kickoff and Participates in a Fireside Chat with Institute for Defense Analyses President Gen. (ret) Norton Schwartz (January 31, 2023)
- DON Information Superiority Vision, February 2020
- DON Cyberspace Superiority Vision, October 2022
- OMB Circular A-11, Part Six
- OMB Circular A-123
- Photo 1: <https://www.navy.mil/Resources/Photo-Gallery/igphoto/2003094512/> (cover page)
- Photo 2: <https://www.navy.mil/Resources/Photo-Gallery/igphoto/2002991628/> (page 2)
- Photo 3: <https://www.navy.mil/Resources/Photo-Gallery/igphoto/2003007010/> (page 3)
- Photo 4: <https://www.navy.mil/Resources/Photo-Gallery/igphoto/2003173288/> (page 6)
- Photo 5: <https://www.navy.mil/Resources/Photo-Gallery/igphoto/2002973143/> (page 8)
- Photo 6: <https://www.navy.mil/Resources/Photo-Gallery/igphoto/2002369429/> (page 12)
- Air Force Colonel John Boyd’s OODA loop