



# DoD STRATEGIC MANAGEMENT PLAN

Fiscal Years 2022 - 2026

FY 2025 Annual  
Performance Plan

FY 2023 Annual  
Performance Report



*The estimated cost of this report or study for the Department of Defense is approximately \$294,000 in Fiscal Years 2023 - 2024. This includes \$27,000 in expenses and \$267,000 in DoD labor. Generated on 2024Feb28 RefID: 0-C841EED*

*An aerial view of the Pentagon, Washington, D.C., May 15, 2023.  
(DoD photo by U.S. Air Force Staff Sgt. John Wright)*

# A Letter from the Deputy Secretary of Defense

I am honored to share the Department of Defense's (DoD) Strategic Management Plan for Fiscal Years 2022 – 2026. This plan represents our roadmap for advancing the National Defense Strategy, both in the present and in the years to come. It underscores our unwavering commitment to transparency and accountability.

Our Strategic Management Plan has evolved from being a compliance-driven report into a dynamic, real-time management tool for the Department. Our Performance Measures are integrated into a central data application, called Pulse, which draws from various data sources within the Department and serves as a repository for the Strategic Management Plan, Performance Improvement Initiatives, National Defense Strategy Implementation, and Business Health Metrics. These efforts align with our vision to make the DoD a data-driven organization, ensuring that performance improvement activities are in harmony with the Secretary of Defense's priorities and empowering DoD components to glean deeper insights from real-time data. This, in turn, fosters more efficient processes and proactive performance tracking and monitoring. The enhanced visibility into authoritative data also allows us to better address areas of underperformance identified through ongoing oversight, monitoring, and reform efforts.



Deputy Secretary of Defense Kathleen H. Hicks greets Marine Security Guards at the U.S. Embassy in London, May 26, 2022.

In August, I issued a memorandum elevating oversight of the Strategic Management Plan to the Deputy's Management Action Group (DMAG). These efforts will be reinforced by the establishment of a Defense Performance Improvement Council (DPIC), to be chartered and chaired by the DoD Performance Improvement Officer, further advancing our commitment to data-driven excellence.

At the core of our strategy is the strategic use of data and analytics to monitor progress on our key priorities, with a focus on outcomes and metrics-driven performance improvement. The transformation of the Department into a data-centric organization necessitates dedicated leadership, equipped with the resources and authority to shape critical investment decisions, and the cultivation of a world-class data informed workforce. I am dedicated to using the Strategic Management Plan as a management tool to continuously improve the business operations of the Department of Defense.

A handwritten signature in black ink, appearing to read 'Kathleen H. Hicks'.

The Honorable Kathleen H. Hicks  
Deputy Secretary of Defense



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# Overview of the Department of Defense

## MISSION STATEMENT

***TO PROVIDE THE MILITARY FORCES  
NEEDED TO DETER WAR AND ENSURE  
OUR NATION'S SECURITY***

The enduring mission of the Department of Defense (referred to hereafter as “the Department” or “DoD”) is to provide the military forces to deter war and ensure the Nation’s security. The Department will continue to provide combat-ready military forces that are credible and capable of defending against aggression that undermines the security of both the U.S. and its allies.



Secretary of Defense Lloyd J. Austin speaks with Chairman of the Joint Chiefs of Staff Air Force Gen. CQ Brown at the assumption of the CJCS responsibilities at Joint Base Myer Henderson Hall, Arlington, VA., September 29, 2023.

## SCOPE, RESOURCES, AND FUNCTIONS

The Department is one of the Nation’s largest employers, with approximately 1.3 million personnel in the Active Component, nearly 800,000 military personnel serving in the National Guard and Reserve forces, and approximately 778,000 civilian employees.

DoD Military Service members and civilians operate globally in all domains, including air, land, sea, space, and cyberspace.

DoD’s mission ranges from humanitarian assistance to nuclear deterrence. From special operations and counterterrorism to space operations; from urban combat to counter-mine warfare; from global positioning, navigation, and timing (PNT) to amphibious operations over the shore, these missions are conducted jointly. Forces and capabilities come from across the armed forces in various combinations. DoD’s support functions are diverse, including a \$33-billion medical system, with 65 major hospitals and over 800 clinics, a school system that operates in the United States and abroad, a grocery chain, and four national intelligence agencies. Most of the DoD’s Components, 27 out of 45, are Defense-Wide Agencies and Field Activities organized around support functions previously existing within each of the armed services and later consolidated for greater efficiency. Examples include logistics, contract management, finance and accounting, commissaries, non-combat medical support, and many others.



Marine Corps F/A-18 Hornets fly in formation over the Pacific Ocean, July 8, 2023, as part of Marine Aviation Support Activity 23, a bilateral exercise between U.S. and Philippine troops.

# ORGANIZATIONAL STRUCTURE

## Department of Defense

The Secretary of Defense (SecDef) is the principal assistant and advisor to the President in all matters relating to the Department and exercises authority, direction, and control over the Department – in accordance with Title 10, United States Code (U.S.C.), section 113(b) (10 U.S.C. §113(b)). The Department comprises the Office of the Secretary of Defense (OSD); Joint Chiefs of Staff (JCS); Joint Staff (JS); Combatant Commands (CCMDs); Military Departments; Office of Inspector General of the DoD (DoD OIG); Defense Agencies; DoD Field Activities; and other offices, agencies, activities, organizations, and commands established or designated by law, the President, or the SecDef.

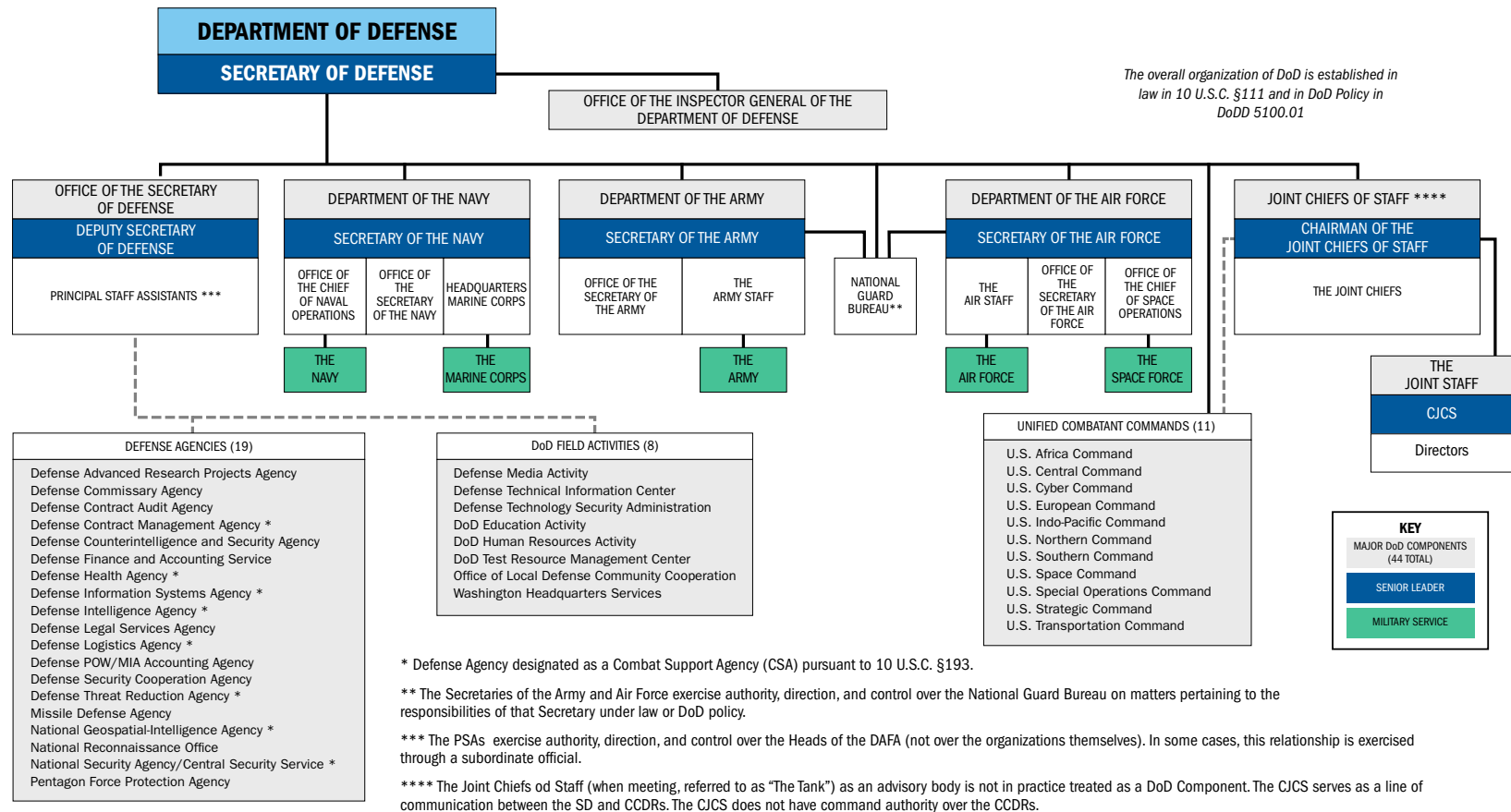


Figure 1. Department of Defense Organizational Structure



## Office of the Secretary of Defense

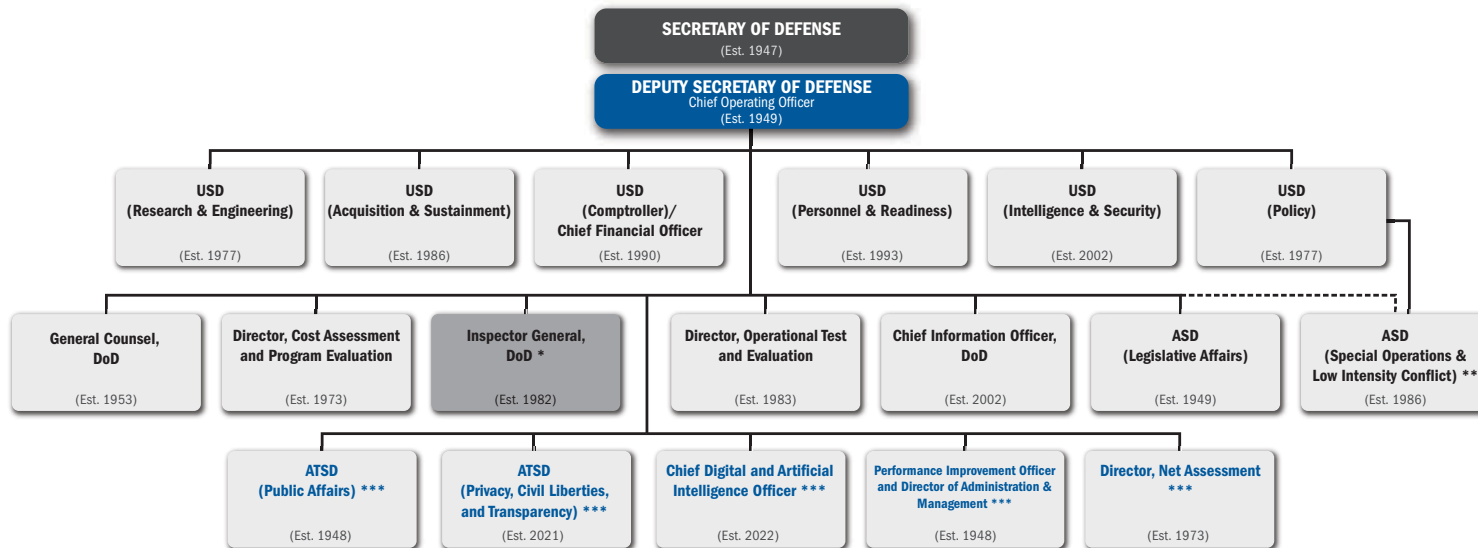
The function of the OSD is to assist the SecDef in carrying out his duties and responsibilities as prescribed by law. The OSD is composed of:

- The Deputy Secretary of Defense (DepSecDef);
- Under Secretaries of Defense (USDs) and Deputy Under Secretaries of Defense (DUSDs);
- General Counsel of the DoD (GC DoD);
- Director, Cost Assessment and Program Evaluation (DCAPE);
- Inspector General of the DoD (IG DoD);
- Director, Operational Test and Evaluation (DOT&E);
- Chief Information Officer of the DoD (DoD CIO);
- Assistant Secretaries of Defense (ASDs);

- Assistants to the Secretary of Defense (ATSDs);
- Chief Digital and Artificial Intelligence Officer (CDAO);
- Performance Improvement Officer and Director of Administration and Management (PIO/DA&M);
- Director, Net Assessment; and
- Other such offices and officials that may be established by law or the SecDef.

The OSD Principal Staff Assistants (PSAs) are responsible for the oversight and formulation of defense strategy, policy, and resource allocation, as well as for overseeing and managing the Defense Agencies and DoD Field Activities (DAFAs) under their purview.

Figure 2 below provides an overview of the organizational structure of the PSAs.



\* Although the IG DoD is statutorily part of OSD and for most purposes is under the general supervision of the SecDef, the Office of the IG DoD (OIG) functions as an independent and objective unit of the DoD.

\*\* The ASD(SO/LIC) is under the USD(P), but is in the administrative chain of command over United States Special Operations Command (USSOCOM) and reports directly to the Secretary of Defense for those specific matters.

\*\*\* All positions shown are Presidentially-appointed Senate Confirmed (PAS) except those with \*\*\*, which are SENIOR EXECUTIVE SERVICES POSITIONS.

Figure 2. Principal Staff Assistants

## ***Office of Inspector General***

The DoD Office of Inspector General (DoD OIG) is an independent entity within the Department that conducts and supervises audits, investigations, evaluations, and special reviews of the Department's programs and operations. The Inspector General of the DoD serves as the principal advisor to the SecDef on all audit and criminal investigative matters relating to the prevention and detection of fraud, waste, and abuse in the programs and operations of the Department.

The guided missile destroyers USS Carney, left, and USS Ramage, right, sail together for a replenishment with the dry cargo and ammunition ship USNS Medgar Evers in the eastern Mediterranean Sea, October 16, 2023.



## Defense Agencies and DoD Field Activities (DAFAs)

DAFAs are DoD Components established by law, the President, or the SecDef to provide a supply or service activity common to more than one Military Department when it is more effective, economical, or efficient to do so on a Department-wide basis. Defense Agencies are typically larger than Field Activities and normally provide a broader scope of supplies and services. They also support the CCMDs as designated Combat Support Agencies. Each Director or Administrator of the 19 Defense Agencies and eight DoD Field Activities exercises authority, direction, and control over their agency under the authority, direction, and control of a PSA.

Figure 3 below provides an overview of the organizational structure of the DAFAs, and notes those agencies required by law.

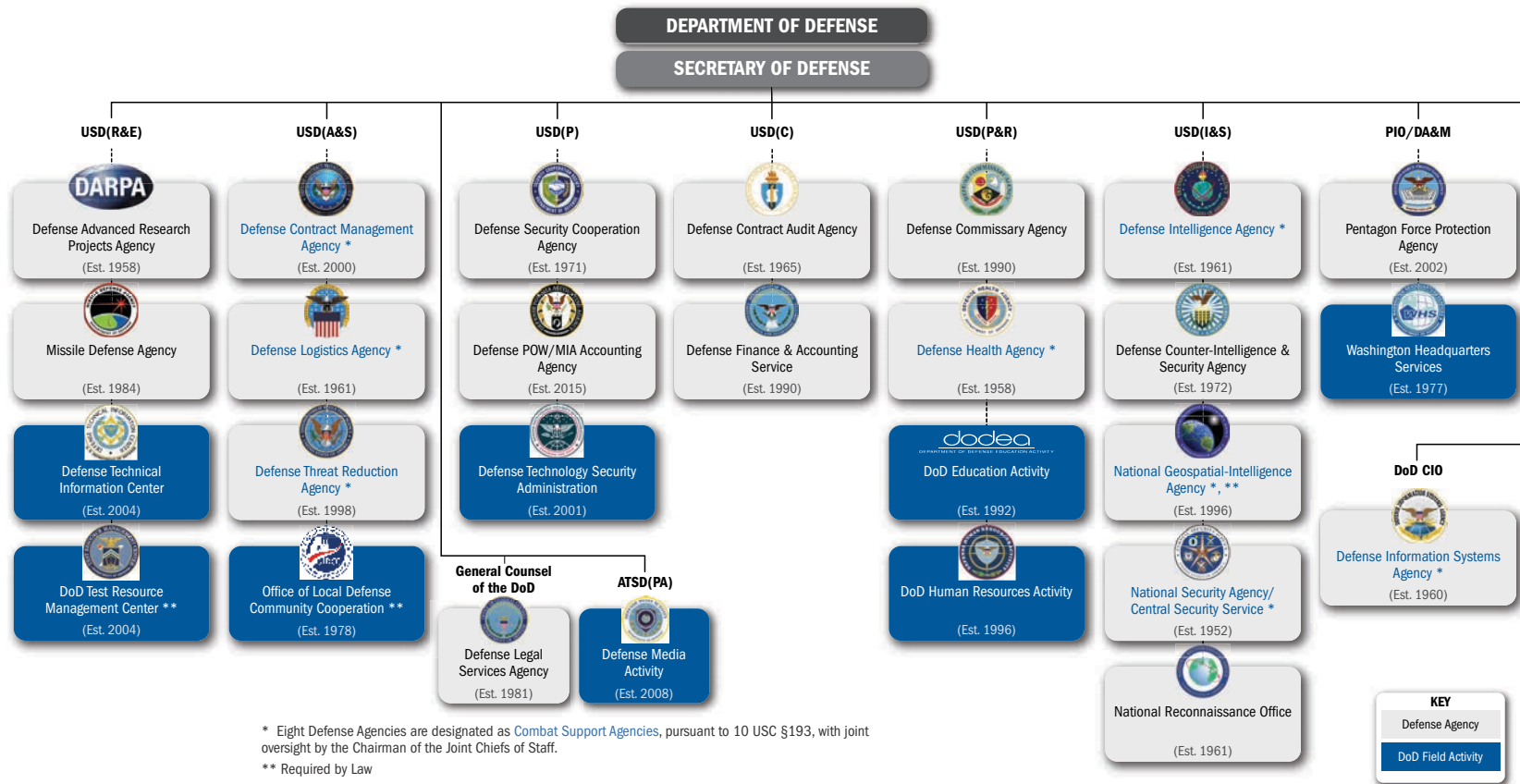


Figure 3. Defense Agencies and DoD Field Activities



## The Joint Chiefs of Staff and the Joint Staff

The Joint Chiefs of Staff (JCS) are the principal military advisors to the President, National Security Council, Homeland Security Advisor, and SecDef. The JCS consists of the Chairman (CJCS), the Vice Chairman (VCJCS), the Chief of Staff of the Army (CSA), the Chief of Naval Operations (CNO), the Chief of Staff of the Air Force (CSAF), the Commandant of the Marine Corps (CMC), the Chief of Space Operations (CSO), and the Chief of the National Guard Bureau (CNGB). The CJCS is supported in this role by the Joint Staff, which functions as the military advisors to the President, the National Security Council, and the SecDef.

## Combatant Commands

Commanders of the Combatant Commands are responsible for accomplishing the military missions assigned to them within their areas of responsibility (see Figure 4). Combatant Commanders exercise command authority over assigned and allocated forces, as directed by the SecDef. The chain of command runs from the President, to the SecDef, to the Commanders of the Combatant Commands. The CJCS may not exercise military command over any of the armed forces, but instead functions within the chain of command by communicating and transmitting the orders of the President or the SecDef to the Commanders of the Combatant Commands.

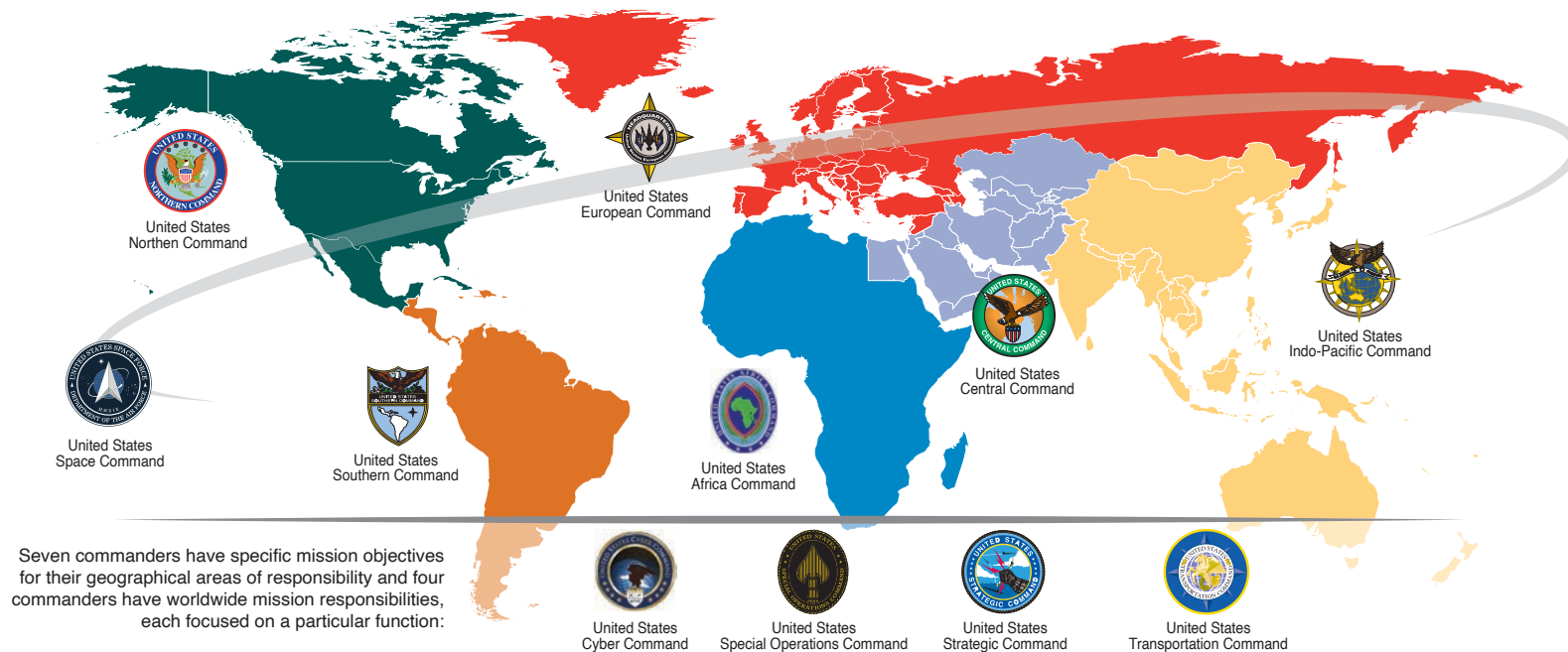


Figure 4. Combatant Commands

Among Combatant Commands, the U.S. Special Operations Command (USSOCOM) and the U.S. Cyber Command (USCYBERCOM) have additional responsibilities and authorities similar to a number of authorities exercised by the Military Departments (MILDEPs). These responsibilities include programming; budgeting; acquisition; training, organizing, equipping, providing special operations forces and cyberspace operations forces, respectively; and developing strategy, doctrine, tactics, and procedures. However, the USSOCOM and USCYBERCOM, similar to the other Combatant Commands, rely on the Military Services Departments for resourcing of Service equipment, base support, military pay, and recruitment.

### **Military Departments**

The Military Departments are of the Departments of the Army, the Navy (of which the Marine Corps is a component), and the Air Force (of which the Space Force is a component) and are led by civilian leaders. Upon the declaration of war, if Congress so directs in the declaration or when the President directs, the Coast Guard becomes a service in the Department of the Navy; otherwise, it is part of the Department of Homeland Security. The Army, Navy, Marine Corps, Air Force, and Space Force are referred to as the Military Services (and the Armed Services when including the Coast Guard) and are led by military leaders. The three Military Departments organize, train, and equip the five Military Services (or six Armed Services when including the Coast Guard) and provide administrative and logistics support to the Combatant Commands by managing operational costs and execution.

The Military Departments include both Active and Reserve Components. The Active Component comprises units under the authority of the SecDef, staffed by active duty Military Service members. The Reserve Component includes the National Guard and the Reserve of each Military Service, with the exception of the Space Force (see Figure 5). The National Guard, which has a unique dual mission with both federal and state responsibilities, can be called into action during local, statewide, or other emergencies (e.g., storms, drought, and civil disturbances) and in some cases to support federal purposes for training or other duty (non-federalized service) when directed by the governor of each state or territory.

When ordered to active duty for national emergencies or other events, units of the National Guard or Reserve of the Military Services are placed under the operational control of the appropriate Combatant Commander or provide support to a Military Service. The National Guard and Reserve are recognized as indispensable and integral parts of the Nation’s defense and are fully part of the respective Military Department.



Figure 5. Reserve Components – Reserve and National Guard

## DOD GOVERNANCE

The DoD governance is codified in DoD Directive (DoDD) 5105.79 “DoD Senior Governance Framework” November 8, 2021.

A DoD Senior Governance Forum is defined as a forum chaired by the SecDef or the DepSecDef to deliberate and resolve issues and recommendations for SecDef/DepSecDef decision.

Examples of Senior Governance Fora:

- The Senior Leadership Council (SLC), chaired by the SecDef and co-chaired by the CJCS, addresses cross-cutting issues affecting OSD, the MILDEPs, the CCMDs, and other federal agencies, as applicable. The SLC provides advice and assistance on strategic issues to the SecDef.
- The SecDef’s Large Group is chaired by and meets at the discretion of the SecDef to address DoD issues and high-level

priorities. The Large Group provides advice and assistance to the SecDef on the strategic direction of ongoing operations in the Department.

- The SecDef China Brief, established in 2021, is the primary forum for the SecDef to review and oversee China-related policies, operations, and intelligence.
- The Deputy’s Management Action Group (DMAG) is chaired by the DepSecDef and co-chaired by the Vice Chairman, Joint Chiefs of Staff. It is the Department’s principal governance forum for management actions affecting the defense enterprise, including resource management; planning, programming, budgeting, and execution; and strategic and policy guidance. It serves as the senior governance body for the Strategic Management Plan (SMP).



Deputy Secretary of Defense Kathleen Hicks speaks to members of the Defense Business Board at the Pentagon, February 1, 2023



The Deputy's Workforce Council (DWC), established in 2021 and chaired by the DepSecDef, addresses people management, personnel policy, and total force requirement.

Supporting Tier Governance Fora consist of both discretionary and statutory forums, generally chaired by a PSA, that vet issues before advancing to a Senior Governance Forum for consideration, as necessary.

The Defense Performance Improvement Council (DPIC), for example, is a supporting tier governance forum, providing governance for the preparation of the Department's Strategic Management Plan in support

of the DMAG, the SMP's governance body. The DPIC, chaired by the Performance Improvement Officer and Director of Administration and Management (PIO/DA&M), also serves as DoD's governance and integration body for matters associated with management, defense reform, performance management and improvement, defense business systems, enterprise risk management, and oversight of related resourcing decisions.

Figure 5\* below provides an overview of the governance structure within the DoD. For a list of acronyms definitions, please see pages 171-174.

## DoD Senior Leader Decision Support Framework "Tiers of Governance"

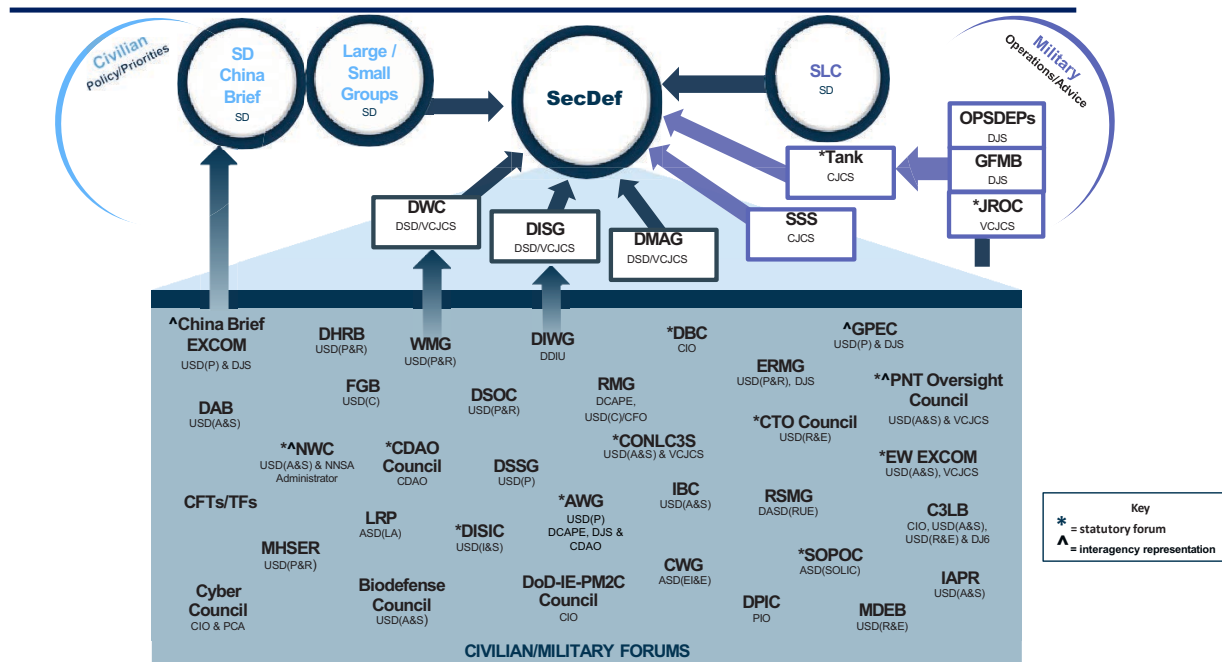


Figure 5. DoD Senior Leader Decision Support Framework.

\* Note: The content of this graphic is subject to changes, and the complexity of the forums in the governance structure is fluid. This framework is updated as of August 2023.

# The 2022 National Defense Strategy

The 2022 National Defense Strategy (NDS) articulates a vision and direction for the DoD focused on addressing the national security imperatives of our time. For more than seven decades, American vision and leadership have been pillars for international peace and prosperity. As we face dramatic geopolitical, technological, economic, and environmental changes, a strong, principled, and adaptive U.S. military remains central to 21st century leadership. The Department stands, as always, ready to meet challenges and seize opportunities with the confidence, creativity, and commitment that has long characterized our military and the democracy that it serves. The Department conducts its strategic reviews in a fully integrated way – incorporating the Nuclear Posture Review and Missile Defense Review in the NDS – ensuring tight linkages between our strategy and our resources.

Consistent with the 2022 National Security Strategy, the NDS set out how the DoD will contribute to advancing and safeguarding vital U.S. national interests – protecting the American people, expanding America’s prosperity, and realizing and defending the values at the heart of the American way of life.

To meet challenges and seize opportunities, the NDS priorities are:

- Defending the homeland, paced to the growing multi-domain threat posed by the People’s Republic of China (PRC)
- Deterring strategic attacks against the United States, allies, and partners
- Deterring aggression, while being prepared to prevail in conflict when necessary, prioritizing the PRC challenge in the Indo-Pacific region, then the Russia challenge in Europe
- Building a resilient Joint Force and defense ecosystem

The Department continues to sustain and strengthen deterrence, with the PRC as our most consequential strategic competitor and the pacing challenge for the Department. Russia poses acute threats, as illustrated by its brutal and unprovoked full-scale invasion of Ukraine in 2022. The Department will continue to collaborate with our North Atlantic Treaty Organization (NATO) Allies and partners to reinforce robust deterrence in the face of Russia’s aggression. The Department

will also remain capable of managing other persistent threats, including those from North Korea, Iran, and violent extremist organizations.

Changes in global climate and other dangerous transboundary threats are transforming the context in which the Department operates. We will adapt to these challenges, which increasingly places pressure on the Joint Force and the systems that support it.

Recognizing growing kinetic and non-kinetic threats to the United States’ homeland from our strategic competitors, the Department will take necessary actions to increase resilience – our ability to withstand, fight through, and recover quickly from disruption. Mutually beneficial alliances and partnerships are an enduring strength for the United States and are critical to achieving our objectives, as the unified response to Russia’s further invasion of Ukraine has demonstrated. To address this “call to action,” the Department will incorporate ally and partner perspectives, competencies, and advantages at every stage of defense planning.

The MILDEPs will man, train, and equip our forces – linking our operational concepts and capabilities to achieve strategic objectives. This requires a Joint Force that is lethal, resilient, sustainable, survivable, agile, and responsive.

Air Force F-22 Raptors prepare to receive fuel over Poland, May 20, 2023.



# The Fiscal Year 2022 – 2026 Strategic Management Plan

## SCOPE AND PURPOSE

To advance the goals outlined in the NDS, particularly, to shore up the foundations for integrated deterrence and campaigning, the Department is moving urgently to build enduring advantages across the defense ecosystem – the DoD, Defense Industrial Base (DIB), inter-agency, and an array of private-sector and academic enterprises – that spur innovation and support the systems upon which our military depends. This involves an innovative approach to meet emerging strategic demands – through swift modernization, more resilient and agile support systems for the Department in the face of any and all threats, and cultivating our talented workforce with the skills, character, and diversity our Nation needs in order to overcome today’s national security challenges.

The Department’s SMP for Fiscal Years 2022 – 2026 is a plan to build these enduring advantages, and also to address the Secretary’s institutional management priorities aimed at improving the management of DoD. It also provides a strategic framework for describing general, and long-term actions the Department will take to realize strategic priorities, how we are investing in accelerating implementation, and how DoD plans to address challenges and risks that may hinder achieving results.

The SMP is published annually to stress the Department’s commitment to strategic planning and performance management through the publication of an Annual Performance Plan (APP) and Annual Performance Report (APR). The APP complements the SMP’s longer-term strategic framework outlook by articulating operational performance goals, measures, and targets for the upcoming fiscal year. The APR consolidates prior year’s performance results across key DoD Components and communicates overall implementation progress against the SMP.

In preparing the FY2022-2026 version SMP, the Department steered away from its traditional methodology of issuing a large number of data calls through manual processes. As explained above, the SMP strategic priorities are consistent with the NDS and with the Secretary’s priorities for improving the management of the Department.



An Army M1A2 Abrams tank fires at a target during live-fire qualifications at the Udairi Multi-Purpose Range Complex, Kuwait, August 16, 2023.

The strategic objectives and performance goals nested within these priorities are the result of a collaborative effort that involves the Department’s senior leaders and the highest levels of governance, informed by numerous working group sessions with subject matter experts from across the Department. These working sessions are instrumental to ensuring the SMP reflects “vertical integration” between policy and execution, critical to successfully delivering expected results. The preparation of the SMP is fully executed online through “Pulse” the Department’s authoritative platform for performance management, relying on common enterprise data and analytics capabilities in Advana. Implementation of SMP strategic priorities, strategic objectives, and associated performance measures are also monitored through “Pulse”- with inputs provided by relevant DoD Components. Results data, in turn, is made available through Advana to support other analysis.

The SMP preparation process is fully aligned with the Department’s Plan, Program, Budget and Execution (PPBE) processes and supported by the Defense Performance Improvement Council (DPIC). The DPIC also serves as the principal supporting tier of governance for defense management and performance improvement matters and for measuring progress towards SMP implementation, offering DoD senior leaders the opportunity to periodically review SMP implementation and discuss opportunities and roadblocks to ensure successful realization of strategic goals.



## ALIGNMENT WITH THE PRESIDENT'S MANAGEMENT AGENDA AND CROSS-AGENCY PRIORITY GOALS

The President's Management Agenda (PMA)<sup>1</sup> establishes the Administration's top priorities for improving how the Federal Government operates and performs. Through the PMA, cross-agency teams work together to advance efforts across government organizations focusing on the most pressing management challenges facing the Federal workforce and the people and communities they serve. To deliver whole of government solutions that strengthen our capacity to meet the needs of all Americans, the PMA for the Biden-Harris Administration focuses on advancing the following three priorities:

1. Strengthening and Empowering the Federal Workforce
2. Delivering Excellent, Equitable, and Secure Federal Services and Customer Experience
3. Managing the Business of Government

The Department of Defense contributes, together with other federal agencies, to the implementation of PMA Priorities. Our Deputy Secretary of Defense is co-lead for Priority One: "Taking Care of our People and Cultivating the Workforce We Need." The DepSecDef leverages the DWC and the considerable expertise of the Department to partner with other federal agencies in strengthening and empowering the Federal workforce. Each PMA priority is supported by multiple cross-agency priority (CAP) goals. DoD co-leads one CAP goal in support of Priority One and supports additional CAP goals across all priorities. Per the GPRAMA requirement to address CAP goals in the SMP, APP, and APR, please refer to [www.Performance.gov](http://www.Performance.gov) for more detailed information on DoD's contributions to those goals and progress, where applicable.



President Joe Biden, Vice President Kamala Harris, and Secretary of Defense Lloyd J. Austin III participate in the 2023 National Memorial Day Observance at Arlington National Cemetery, Virginia, May 29, 2023.



Secretary of Defense Lloyd J. Austin III presents coins to coalition troops representing Combined Joint Task Force - Operation Inherent Resolve while visiting Irbil, Iraq, March 7, 2023.

<sup>1</sup> <https://www.performance.gov/pma>

## AGENCY PRIORITY PERFORMANCE GOALS

The strategic objectives and performance goals in the SMP reflect the Department’s longer-term goals and Component priorities, which align with the NDS. Additionally, in compliance with OMB-A-11 guidance, the Department also identifies “Agency Priority Performance Goals” (APGs). These constitute a special category of performance goals in the SMP because the Department expects to accomplish results within two years accelerating priority policy and management areas to achieve near-term performance improvement through focused senior leadership attention.

A senior leader within the Department is responsible for APG and responsible for providing quarterly updates to the DMAG to ensure that all organization levels are focused on achieving identified targets for each APG, and for ensuring sufficient time, resources, and attention are allotted to address challenges and/or opportunities.

The two DoD-level APGs for FY 2024 – 2025, their respective lead, and associated strategic objective are listed in the table below. Progress against these goals is updated quarterly and accessible via dedicated OMB<sup>2</sup> and DoD<sup>3</sup> websites.

Detailed descriptions for each of the APGs for FY 2024-2025 are below. Key metrics that will be used to achieve these goals and track progress are included in the FY 2025 APP.

### *Agency Priority Performance Goal: Improve Resilience of DoD Installations.*

APG Lead: ASD(EI&E), DASD(Construction)

The Department will improve all-hazards resilience of military installations through policy, tools, and testing. The results of these actions will produce actionable information about military installation resilience gaps. This information will support climate-informed decision making, investment prioritization, and business processes to increase all-hazard resilience of natural and built infrastructure critical to defense operations and national security. Based on lessons learned and new policy efforts, integrated installation resilience is required to improve all-hazards resilience. Black Start Exercises and Cyber Resilience Readiness Exercises allow us to better track and measure integrated installation resilience.

By September 30, 2025, with the policies and technical guidance in place, the successful execution of exercises, planning and assessments will allow us to achieve improved resilience at DoD Installations aligned to meet DoD Mission goals, including Secretary of Defense Priority Defend the Nation and the SMP Performance Goal, Strengthen Resilience and Adaptability of Our Defense Ecosystem.

AGENCY PRIORITY PERFORMANCE GOAL (FY 2024-2025)	AGENCY PRIORITY PERFORMANCE GOAL LEAD	ASSOCIATED STRATEGIC OBJECTIVE
Improve Resilience of DoD Installations	Assistant Secretary of Defense (ASD) for Energy, Installations, and Environment (EI&E) and Deputy Assistant Secretary of Defense (DASD) for Construction (Con)	Enhance the DoD’s integrated installation resilience
Shape an Appropriately Skilled and Ready Future Workforce: Improve Recruitment and Retention of the Civilian Workforce	Deputy Under Secretary of Defense for Personnel and Readiness (DUSD(P&R)), Chief Talent Management Officer (CTMO), and Defense Civilian Personnel Advisory Service (DCPAS)	Cultivate talent management through the adoption of contemporary workforce development and talent acquisition approaches that positions the Department as an employer of choice for both uniformed and civilian service

<sup>2</sup> [www.performance.gov](http://www.performance.gov)

<sup>3</sup> [defense.gov](http://defense.gov)



A pilot with the 492<sup>nd</sup> Attack squadron instructs students from the University of California, San Diego in an MQ-9 simulator at March Air Reserve Base, California, February 17, 2023.

**Agency Priority Performance Goal: Shape an Appropriately Skilled and Ready Future Workforce: Improve Recruitment and Retention of the Civilian Workforce**

APG Lead: DUSD(P&R), CTMO, and DCPAS

The Department’s ability to deliver relevant and timely talent is critical to building enduring competitive advantages and achieving national security objectives. Attracting and retaining civilian candidates is vital to fulfill DoD’s mission. DoD faces a unique set of workforce challenges in today’s increasingly competitive labor market, and its ability to replace skills and experience with new talent depends on the capability to recruit, hire, and retain high performing employees efficiently and effectively. Once DoD acquires critical talent, it must prioritize how it retains its talent and ensures a reliable talent resource to meet its national security mission. This requires the Department to employ a new approach in talent acquisition, retention, and development.

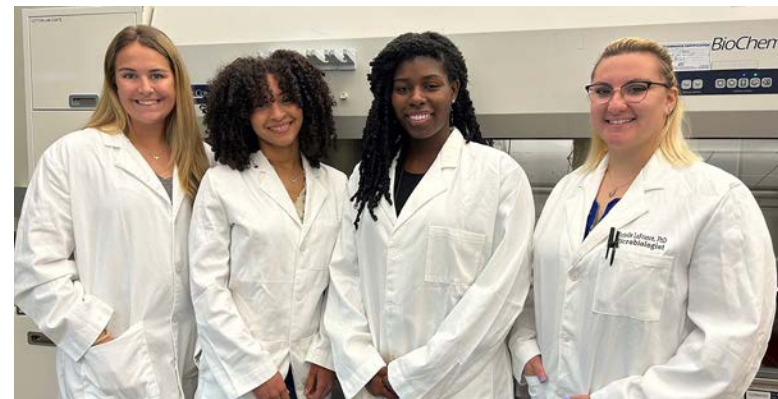
To address these challenges, by September 30, 2025, the Department will:

- Advance the use of direct hiring authorities to maintain a minimum of 80% usage rates for DHA-eligible hires while further

understanding the additional use of other priority authorities (to include veteran, military spouse, Schedule A and intern program authorities),

- Initiate test pilots to modify hiring processes that will reduce Time-to-Hire from 98 days to 85 days,
- Improve hiring manager satisfaction by 5% to achieve a satisfaction rate of 80% or higher,
- Double the current use of hiring and retention incentives,
- Improve hiring selection rates by 3%, and
- Assess impacts of these efforts by reducing civilian workforce attrition from 13% to 10%.

In addition, the establishment of DoD’s Chief Talent Management Office and its implementation of a new FY24 talent management strategy will move the Department toward a new talent management approach. This approach will actively seek out talent to address mission requirements, provide hiring and compensation flexibility in critical areas, increase the efficiency of business processes, improve the candidate experience throughout the hiring process, provide opportunities for personnel to upskill, and enable permeability to move to new positions within the Department in the future.



These young scientists work for the Army who identify soil, water, and air samples to help protect soldier.



## THE PERFORMANCE IMPROVEMENT OFFICER OF THE DEPARTMENT OF DEFENSE

The Government Performance and Results Act (GPRA) Modernization Act of 2010 (GPRMA) directs the head of each agency, in consultation with the agency's Chief Operating Officer (COO), to designate a Performance Improvement Officer.

### Functions and Responsibilities

In the Department of Defense, the Performance Improvement Officer (PIO) is dual hatted as the Director, Administration and Management (DA&M). The PIO supports the DepSecDef's role of Chief Operations Officer, working in close partnership with all Heads of Components.

The PIO is responsible for the following activities:

- Advise and assist the SecDef and DepSecDef to ensure that the mission and goals of the Department are achieved through strategic planning and performance management.
- Responsible for tracking and reporting Heads of Component's progress on the delivery of the SMP's strategic priorities.
- Serves as the Department's Defense Management Reform Lead, assisting the DepSecDef in proactively identifying and developing DoD priorities for transformation and reform, and leading these efforts when directed.
- Strengthens enduring institutional capabilities for effective defense management and oversight and facilitates coordination and integration of effort across all DoD Components in their management of enterprise business operations, including the identification and mitigation of enterprise risk.
- Chairs the Defense Performance Improvement Council, a supporting tier of governance to the Deputy's Management Action Group (DMAG); provides support to the DepSecDef's participation in the President's Management Council and serves as DoD's representative in OMB's Performance Improvement Council; and

- Partners with Heads of Components to ensure the Department seeks out and exploits opportunities for greater effectiveness and efficiency, prioritizes appropriately amongst competing business enterprise investment, management and reform initiatives, and prudently implements change to facilitate mission success.

### Functions and Responsibilities of the Deputy Performance

Improvement Officer The Deputy Performance Improvement Officer (Deputy PIO) provides support to the PIO in the execution of statutory role and functions, pursuant to the Government Performance and Results Act (GPRA) Modernization Act of 2010 (GPRAMA), and the Office of Management and Budget (OMB) Circular A-11, including the preparation of the Department's Strategic Management Plan (SMP) in coordination with all DoD Components and monitoring its implementation through the development of Pulse executive analytics' capabilities in Advana. In executing the responsibilities of this office, the Deputy PIO leads a diverse Department-wide portfolio encompassing strategic planning, performance management, defense management analysis, and the identification, assessment and reporting of the Department's performance improvement efforts. The Deputy PIO also serves as the Department's liaison with the Government Accountability Office (GAO) for DoD-wide audit management, and, in partnership with the Deputy Chief Financial Officer (Deputy CFO) is responsible for designing and implementing an Enterprise Risk Management framework for and leading the Internal Controls over Reporting for enterprise management operations.

Dr. Silvana Rubino-Hallman, Deputy Performance Improvement Officer and Evaluation Officer of DoD, during a recent visit to the Armed Forces Retirement Home in Washington, DC.



## DOD'S PERFORMANCE MANAGEMENT FRAMEWORK

To achieve the strategic priorities outlined in this SMP, the DepSecDef and PIO/DA&M engage with senior leaders across the Department to enhance management processes, systems, and practices. The SMP provides the DepSecDef and PIO/DA&M with effective levers to identify, assess and track implementation of a series of tangible and measurable activities ensuring due diligence is followed when resources are assigned to the Department's priorities. The implementation of each strategic priority in the SMP is in the purview of one or more of the OSD PSA, and all other DoD Component Heads who have delegated SecDef authority to carry out their assigned responsibilities in their functional areas.



A Marine Corps data systems administrator with Headquarters Battalion, 23rd Marine Regiment, monitors network traffic and activity on Fort Pickett, Virginia, February 6, 2022.

To track SMP implementation, the Department deployed an enterprise-wide performance management system that relies on sound performance measures and authoritative data to drive decision-making and accountability for achieving outcomes.

This approach is a realization of the DepSecDef's vision to transform the Department into a data-centric organization, to both improve

performance and to create US competitive advantage. The Department has embarked on several initiatives to accelerate data advantage, including the development of Advana, DoD's enterprise platform for executive analytics. Created by the USD Comptroller to provide Department-wide data capabilities in support of financial audits, Advana has rapidly become a repository of authoritative data, providing a "single source of truth" for objective and informed decisionmaking.

Under the leadership of the CDAO, the Advana team continues to connect to the vast number of enterprise data systems enabling the Department to analyze and provide consolidated data to DoD leadership. The continuous absorption of authoritative sources of enterprise data into Advana and the implementation of transformative initiatives to improve data access and quality have enabled the Department to establish a foundation for information sharing and optimization of enterprise functions.

### ABOUT "PULSE"

The DoD is committed to using data and analytics to track progress on implementation of SMP strategic priorities



in an outcome-driven, metrics-based manner that result in improved performance. To enable the shift to a data-driven approach for performance management, the PIO/DA&M, in partnership with the CDAO and USD(P), designed an executive analytics capability in Advana called Pulse, that uses metrics informed by authoritative data to give DoD senior leaders a strategic view of how DoD is performing against its top priorities.

Pulse refers to both the integrated data and analytics layer for performance management in Advana, as well as the governance structure for overseeing progress and escalating risks.

Pulse enables data-driven performance management by providing executives a strategic view of performance through a centralized data model. The data model and business analytics tools leverage technologies in Advana to monitor and track performance of department priorities and key indicators of organizational health in

order to put data in the hands of those responsible for monitoring and reporting DoD performance.

Performance Measures in the Pulse central data model are derived from the SMP, Performance Improvement Initiatives (PII), National Defense Strategy Implementation (NDS-I), and Business Health Metrics (BHM). Combined, these efforts support the DepSecDef's vision to transform data into a strategic asset and ensure alignment of performance improvement activities with SecDef, NDS, and SMP priorities. Pulse also supports better informed decision making around performance by way of empowering DoD Components to draw deeper insights from data, drive more efficient processes, and enable proactive performance tracking and monitoring. With the increased visibility of authoritative data, DoD also has better insight into ongoing reform and transformation efforts.

Through the implementation of Pulse executive analytics, DoD aims to:

- Develop and integrate data-informed, outcome-based metrics to show how DoD is performing against SecDef/DepSecDef priorities.
- Enable the SecDef/DepSecDef to proactively monitor how DoD is performing and be notified if there are areas where they need to engage.
- Ensure performance improvement efforts across DoD align to SecDef/DepSecDef top strategic priorities and performance goals/objectives.

Pulse is a collaborative effort across the DoD that will evolve and mature over time. Today, DoD Components increasingly use Pulse in day-to-day management operations, which helps improve the translation of core business objectives into measurable outcomes. The Pulse initiative will continue to use that momentum to refine the key indicators of organizational performance.

### Pulse Suite of Capabilities

The Pulse suite of capabilities integrate data and analytics across the SMP, NDS-I, and BHM.

This SMP application allows DoD Components to provide input for the preparation of the SMP; this is the first version of the DoD SMP prepared fully online, using the Pulse.

The SMP dashboard showcases the strategic priorities and objectives outlined in this document, the Department's performance goals and measures to implement these strategic priorities and objectives, and it enables senior leaders to view and track the status of the SMP at the Strategic Priority and Strategic Objective level, creating opportunities for swift action to ensure all performance measures are on track to meet their target.

The NDS-I application is a streamlined reporting, tracking, and communication platform that aids senior leaders in National Defense Strategy implementation and decision-making. The BHM application is a suite of dashboards that enable DoD leadership to measure performance against core business functions. It allows for high-level visibility on current performance in top functional areas, escalates potential risks, and shows how each focus area is performing across a common scale so users can quickly drill down to see how each line of effort is performing for each priority area.

Pulse capabilities integrate data and analytics across the DoD NDS-I, BHM, and SMP applications and aggregates metrics and information against SecDef and DepSecDef Priority Areas to show progress and identify opportunities for improvement through the SD/DSD Dashboards.



# ANNUAL PERFORMANCE PLAN

Fiscal Year  
2025

The DoD Annual Performance Plan (APP) for Fiscal Year (FY) 2025 presents specific performance goals and measures for FY 2024. The APP builds on the Strategic Management Plan (SMP) for FY 2022 – 2026 by defining specific performance goals and measures along with targets to ensure successful implementation of the SMP.

The Department's APP for FY 2025 was prepared in compliance with the Government Performance and Results Modernization Act of 2010, Pub. L. 111-352, under guidance from the U.S. Office of Management and Budget (OMB) Circular No. A-11 (Published August 2023), "Preparation, Submission, and Execution of the Budget."

Leaders at all levels throughout the Department are responsible for meeting the performance goals and measures set out in the APP that relate to their functional areas. Additionally, the APP performance goals and measures are used to inform critical elements of Senior Executive Service (SES) and Senior Leader performance plans, empowering leaders to focus on achieving measurable outcomes in alignment with the National Defense Strategy (NDS) and the assignment of budgetary resources.

Marines execute a pass in review during the Ceremonial Drill School evaluation at Marine Barracks Washington, D.C., October 17, 2023.

# A Letter from the Performance Improvement Officer and Director, Administration & Management

As the Performance Improvement Officer (PIO) for the Department of Defense (DoD), I am privileged to contribute to the significant effort of releasing the Department's Strategic Management Plan (SMP) for Fiscal Years 2022 - 2026. We have achieved substantial progress in cultivating a data-driven culture for performance management, transforming the SMP from a statutory report into an executive analytics platform. This evolution serves to assist the Secretary and all of us in effectively managing the Department and advancing our strategic priorities.

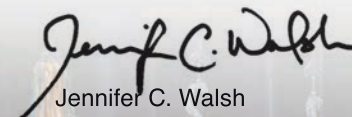
Within DoD, the SMP is not just a report; it functions as a management tool within Pulse, the Department's authoritative performance management and executive analytics platform in Advana. The SMP is now exclusively prepared in the SMP Pulse application, automatically generating the public GPRAMA report. In alignment with the FY25-29 Defense Planning Guidance, the Pulse SMP executive analytics support the DepSecDef and other senior leaders in monitoring and assessing the Department's progress in implementing enduring advantages and institutional management priorities. Pulse is utilized by deputy-led governance processes and supporting tiers of governance to routinely review SMP implementation progress.

The FY25 Annual Performance Plan sets specific targets to regularly measure progress toward SMP implementation in the near term, while the FY23 Annual Performance Report consolidates performance results from the prior fiscal year across all DoD Components. For the first time, the FY25 SMP includes outcome-driven performance goals and measures, from the Military Departments and other Principal Staff Assistants, vertically integrating them within OSD Principal Staff Assistant-led strategic objectives.

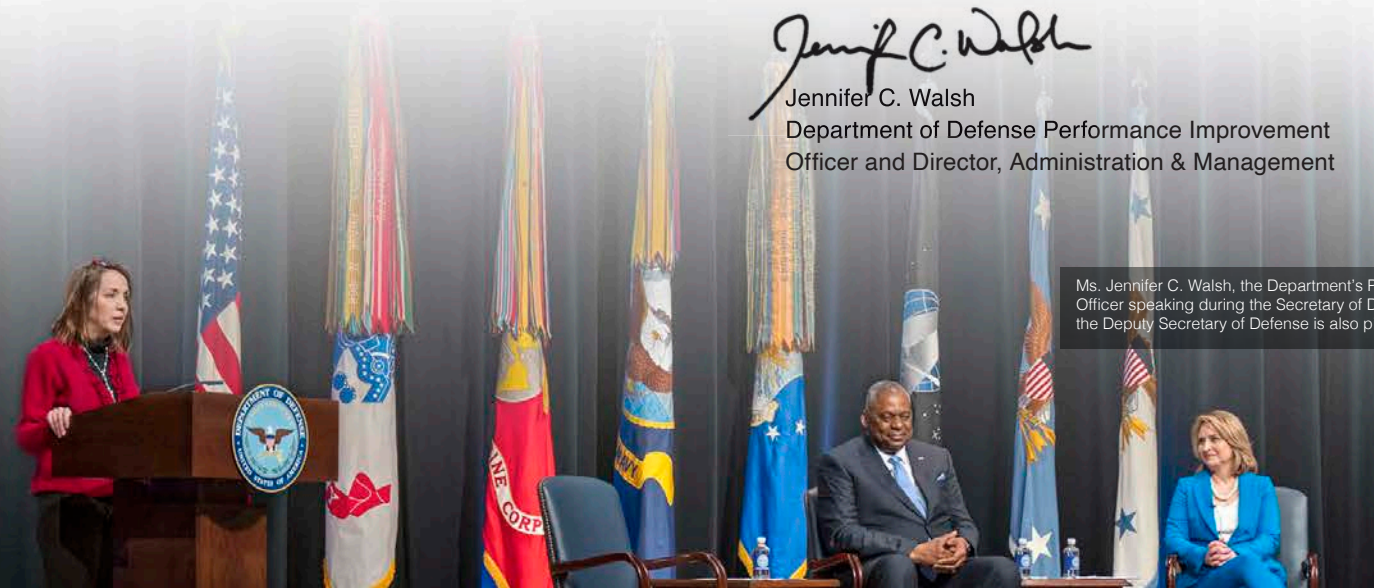
The FY22 - 2026 SMP focuses on five strategic priorities:

1. Take Care of Our People and Cultivate the Workforce We Need
2. Transform the Foundation of the Future Force
3. Make the Right Technology Investments
4. Strengthen Resilience and Adaptability of Our Defense Ecosystem
5. Address Institutional Management Priorities

As the Department's Performance Improvement Officer, I am committed to realizing the Deputy Secretary's vision of balancing institutional stability with innovation throughout the Department, promoting transparency and accountability in our relentless drive for successful outcomes.



Jennifer C. Walsh  
Department of Defense Performance Improvement  
Officer and Director, Administration & Management



Ms. Jennifer C. Walsh, the Department's Performance Improvement Officer speaking during the Secretary of Defense's OSD Townhall; the Deputy Secretary of Defense is also pictured.

# Strategic Management Framework

The strategic priorities and objectives, coupled with the performance goals and measures outlined in the FY 2025 APP, describe how the Department intends to achieve its goals and priorities and succeed through teamwork with our allies and partners.

The strategic management framework as defined in the FY 2022 - 2026 SMP is presented below. Each Strategic Priority (SP) is tied to one (1) or more Strategic Objectives (SO), which are tied to a Performance Goal (PG) or Agency Priority Goal (APG).



1

### Strategic Priority 1

Take Care of Our People and Cultivate the Workforce We Need



2

### Strategic Priority 2

Transform the Foundation of the Future Force



3

### Strategic Priority 3

Make the Right Technology Investments



4

### Strategic Priority 4

Strengthen Resilience and Adaptability of Our Defense Ecosystem



5

### Strategic Priority 5

Address Institutional Management Priorities

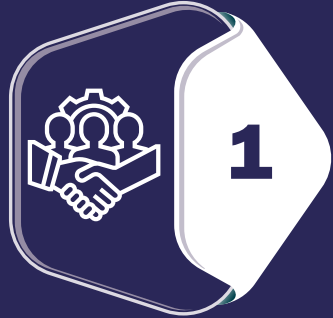
Strategic Objectives	Strategic Objectives	Strategic Objectives	Strategic Objectives	Strategic Objectives
1.1 Cultivate talent management through the adoption of contemporary workforce development and talent acquisition approaches that positions the Department as an employer of choice for both uniformed and civilian service* (P&R)	2.1 Deliver, optimize, and/or enable the Department with resilient Enterprise-Wide Information Technology and systems, services, and capabilities at speed of relevance and mission effectiveness (CIO)	3.1 Focus on the Joint Mission by investing in information systems and establishing processes for rigorous, threat informed analysis that will better enable the Department to make informed choices in its science and technology investments (R&E)	4.1 Enhance the DoD's Integrated Installation Resilience* (A&S)	5.1 Accelerate the path to an unmodified audit opinion (COMPT)
1.2 Promote the health, wellbeing, and safety of the Force and families (P&R)	2.2 Drive competitive advantage by acquiring effective capabilities to deter and, if necessary, defeat pacing threats (A&S)	3.2 Create and field capabilities at speed and scale by fostering a more vibrant defense innovation ecosystem, accelerating the transition of new technology into the field, and communicating effectively inside and outside the Department (R&E)	4.2 Ensure supply chain resilience through a modernized Defense Industrial Ecosystem (A&S)	5.2 Strengthen Data Governance and Remove Policy Barriers (CDAO)
1.3 Change the culture of the Department to build a climate of dignity and respect, eliminate stigma, prevent harmful behaviors - including self-harm, and inculcate DEIA principles across all DoD efforts (P&R)	2.3 Modernize and sustain the nuclear deterrent and protect against chemical and biological threats (A&S)	3.3 Invest in Interoperable, Federated Infrastructure (CDAO)	4.3 Ensure the foundations for research and development by recruiting, retaining, and cultivating talent; revitalizing our physical infrastructure; upgrading our digital infrastructure; and nurturing stronger collaboration across all stakeholders (R&E)	5.3 Elevate security and counterintelligence to the maximum extent across the Department (I&S)
	2.4 Advance strategic readiness** (P&R)		4.4 Enhance the DoD's cybersecurity posture (CIO)	5.4 Modernize DoD Business Systems (CIO)
	2.5 Provide the Department with a decision advantage over adversaries, paced to the global challenge posed by the PRC** (I&S)		4.5 Increase the resiliency of C3 capabilities (CIO)	5.5 Optimize budget to execution and foster a high integrity funds control environment (COMPT)
	2.6 Provide timely, relevant, highest quality analytic decision support to improve Department outcomes** (CAPE)		4.6 Deliver Capabilities for Enterprise Business and Joint Warfighting Impact (CDAO)	5.6 Advance data, AI, analytics ecosystem (CDAO)
			4.7 Deliver Sustainment Outcomes That Drive Integrated Deterrence And Enable Effective Operations In Contested Logistics Environments (A&S)	5.7 Establish a Department-wide Enterprise Performance Management System (DoD PIO)
			4.8 Operationalize defense intelligence and security partnerships across the Department, U.S. Government, Private Sector, Academia, and International Allies and Partners** (I&S)	5.8 Strengthen OSD as a Component (DA&M)
				5.9 Improve foundational data management (CDAO)

\*Agency Priority Goal.

\*\* Performance Measure information is classified.



An Air Force airman returning from deployment is greeted by her family at Patrick Space Force Base, Florida, July 7, 2023.



## Strategic Priority 1

### Take Care of our People and Cultivate the Workforce We Need

The Department must continue to focus on attracting, recruiting, retaining, and training its workforce to ensure the Total Force has the right tools to both meet and keep pace with the ever-evolving threats to our Nation. This includes personnel systems and analytics that will provide the best data to support workforce forecasting and development.

Enhancing readiness through a diverse and inclusive Total Force will foster innovation and collaboration and enable the Force to best represent the population it is dedicated to protecting. Focusing on readiness will also require the Department to protect the health, safety, and welfare of the Force by ensuring a safe and supportive environment for all, preventing problematic behaviors, supporting victims, and holding offenders appropriately accountable. In particular, we must strive to counter behaviors – such as sexual assault/harassment, and participation in extremist activities – that erode our force readiness. Finally, the Department recognizes the crucial role family members play in sustaining the Total Force and will work to address their needs.

In line with DoD leadership's priority to innovate and modernize the Department, we will continue to modernize our healthcare capabilities. An integrated and transformed Military Health System, with a state of the art electronic health record, will achieve the Quadruple Aim for the Total Force and military families: improved readiness, better health, better care, and lower cost.



## Strategic Priority 1

### Take Care of our People and Cultivate the Workforce We Need

#### STRATEGIC OBJECTIVE 1.1 - CULTIVATE TALENT MANAGEMENT THROUGH THE ADOPTION OF CONTEMPORARY WORKFORCE DEVELOPMENT AND TALENT ACQUISITION APPROACHES THAT POSITIONS THE DEPARTMENT AS AN EMPLOYER OF CHOICE FOR BOTH UNIFORMED AND CIVILIAN SERVICE.

##### *Strategic Objective Lead: Office of the Under Secretary of Defense for Personnel and Readiness (USD(P&R))*

Cultivate talent management through a human capital management paradigm shift - evolving the relationship between the Department, our current workforce, and prospective talent in the marketplace through the adoption of contemporary workforce development and talent acquisition approaches - that attracts and retains the best people to meet the challenges of the global security environment and imperatives of the National Defense Strategy and positions the Department as an employer of choice for both uniformed and civilian service. The DoD Workforce: Military – Active, Reserve, and National Guard – and Civilian personnel are the foundation of the Department and constitute its most valued asset. As such, DoD personnel must have the full support of the Nation to ensure the DoD successfully accomplishes the foundational mission of defending the United States. That means the DoD 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 taxpayers' dollars. Recruiting, developing, and retaining a highly skilled military and civilian workforce of diverse talent is essential for warfighting success. The budget submission is designed to strengthen our ability to achieve a Total Force reflective of the vast diversity and talents of our Nation, and ensure the Department is prepared to provide the forces needed to deter war and keep the Nation secure. We must invest in human capital initiatives to compete for, hire, develop, and retain highly skilled experts in the ever-changing talent acquisition landscape.

##### **Agency Priority Goal 1.1.1 - Shape an appropriately skilled and ready future workforce: improve recruitment and retention of the civilian workforce.**

##### **Agency Priority Goal Lead: OUSD(P&R)**

The DoD must ensure a resilient and highly skilled civilian workforce capable of advancing the Department's strategy for readiness and competitive advantage to deter conflict in any domain. The DoD's civilian workforce is vital to implementing strategies and priorities to ensure the Department succeeds in achieving national security objectives. The 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.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 1.1.1.1 - DoD Direct Hire Authority (DHA) Hire Rate*	85.0%	80.0%	80.0%
PM 1.1.1.2 - DoD Average Time-to-Hire (T2H)*	90 days	85 days	80 days
PM 1.1.1.3 - Civilian Workforce Attrition Rate*	12% or lower	10% or lower	10% or lower
PM 1.1.1.4 - DoD Civilian Hiring Selections Rate*	8.0%	Increase selection rate by 10%	Maintain 10% increase or greater each year
PM 1.1.1.5 - DoD Use of Hiring Incentives*	1.5%	2.0%	Maintain 2% from previous FY
PM 1.1.1.6 - DoD Use of Retention Incentives*	2.0%	2.0%	Maintain 2% from previous FY
PM 1.1.1.7 - DoD Hiring Manager Satisfaction Scores*	77.0%	80.0%	85.0%
PM 1.1.1.8 - Measure Representation of Employees with Disabilities	Increase/ Remain above baseline	12% Individuals with Disabilities	12% Individuals with Disabilities
PM 1.1.1.9 - Demographic Representation of Civilian Retention - Women	Decrease from baseline	Decreased separation from prior FY	Decreased separation from prior FY



# Strategic Priority 1

## Take Care of our People and Cultivate the Workforce We Need

PM 1.1.1.10 - Demographic Representation of Civilian Retention - Racial/ethnic minorities	Increased representation from baseline	Increased representation from prior FY	Increased representation from prior FY
PM - 1.1.1.11 Measure Representation of Employees with Targeted Disabilities	Increase/ Remain above target	2% Individuals with Targeted Disabilities	2% Individuals with Targeted Disabilities

### Performance Goal 1.1.2 - Provide our service members and civilians relevant education and training to promote development and engagement.

#### Performance Goal Lead: OUSD(P&R)

People drive the core of the Department's readiness to meet its assigned missions and represent our greatest asymmetric advantage over our competitors. Training and education are two (2) of the pillars for developing our service members to ensure they are prepared to address the nation's security challenges in today's complex global environment. Training governance is essential to mitigating existing readiness risk and building a ready, combat-credible force. Developing DoD- wide oversight over training capabilities through the newly chartered Military Training Executive Steering Group (MTESG) will drive implementation of the Joint Operational Training Infrastructure (JOTI) strategy to ensure U.S. training capabilities meet the requirements of the NDS. Implementation of outcomes-based military education ensures that we are preparing our leaders with the competencies, knowledge, skills, and abilities they will require to successfully perform in various roles at various levels of responsibility. Improving education governance and capturing learner data will support talent and workforce management. Improving the fidelity of the demand signal of requirements that military education programs should strive to meet and recasting their curricula and assessment methodologies will improve the efficacy of their programs and enterprise.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 1.1.2.1 - # of military education programs that utilize Outcomes-Based Military Education (OBME) assessment methodologies	0	0	2
PM 1.1.2.2 - Increase % of Financial Management workforce holding relevant certifications (Lead: OUSD (C)/CFO)	95.0%	95.0%	95.0%

### Performance Goal 1.1.3 - Recruit from the breadth and depth of America.

#### Performance Goal Lead: OUSD(P&R)

The DoD is in a competition for talent. Changes in the market labor force and population demographics, and the increasing need to be more technical, flexible, and innovative to stay ahead of competitors and adversaries, greatly impact the DoD's ability to recruit and retain the civilian personnel workforce it needs for the 21st century. The Department will maintain its high standards and is committed to helping those who desire to serve, meet, and exceed the standards. We will continue to invest in recruiting and retaining the talented men and women who make up our All-Volunteer Force.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 1.1.3.1 - Increased Demographic Representation of Military: Officers (Sex)	Increased representation from baseline	Increased representation from prior FY	Increased representation from prior FY
PM 1.1.3.2 - Increased Demographic Representation of Civilian: Race/Ethnicity	Remain at baseline	Increased representation from prior FY	Increased representation from prior FY
PM 1.1.3.3 - Increased Demographic Representation of Military: Officers (Race/ethnicity)	Increased representation from baseline	Increased representation from prior FY	Increased representation from prior FY
PM 1.1.3.4 - Increased Demographic Representation of Civilian: Sex	Remain at baseline	Increased representation from prior FY	Increased representation from prior FY





## Strategic Priority 1

### Take Care of our People and Cultivate the Workforce We Need

**Performance Goal 1.1.4 - Expand talent management of data, analytics, and AI work roles.**

**Performance Goal Lead: CDAO**

Broaden our data, analytic, and AI talent management strategies to attract, retain, and develop top-tier technology professionals.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 1.1.4.1 - % of DoD MAJCOM billets coded in manpower systems for Data, Analytics, and AI work roles.	15.0%	50.0%	100.0%

**Performance Goal 1.1.5 - Reduce time to hire timelines by leveraging talent across the Federal enterprise to meet PFPA law enforcement workforce requirements through training reciprocity.**

**Performance Goal Lead: PFPA**

Drive improvement to hire qualified personnel to meet PFPA law enforcement mission requirements.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 1.1.5.1 - # of federal law enforcement officers that meet training requirements prior to hiring	100	100	100
PM 1.1.5.2 - # of officers hired	100	100	100

## STRATEGIC OBJECTIVE 1.2 - PROMOTE THE HEALTH, WELLBEING, AND SAFETY OF THE FORCE AND FAMILIES.

**Strategic Objective Lead: Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R))**

The Department will keep faith with military members and their families by continuing to provide military family assistance through programs that include childcare, youth development and school liaisons, support for family members with special needs, relocation assistance, non-medical counseling, Morale, Welfare, and Recreation, and other military family support programs. The Department strives to build and sustain an agile system to support the resilience of members and families of the military community where they live and work. Finally, the Department will take care of our people and preserve our resources by emphasizing a data-driven approach to enterprise risk management and fostering a culture that prioritizes the safety and wellbeing of our people.

**Performance Goal 1.2.1 - Take care of our families.**

**Performance Goal Lead: OUSD(P&R)**

The Department of Defense remains focused and committed on taking care of our people. Our people are our greatest strength and the foundation of our military readiness and national security. Military Service presents unique challenges for service members and their families. One (1) of these challenges is access to childcare. The Department must continue to ensure that this essential need is met and continue to provide options for affordable, quality, and licensed childcare.



# Strategic Priority 1

## Take Care of our People and Cultivate the Workforce We Need

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 1.2.1.1 - Increase in the # of users on MC&FP digital platforms that indicate intent to use resources through a "high value action"	5% increase from previous FY	10% increase from previous FY	Increase from previous FY
PM 1.2.1.2 - Increase in the # of sessions on MC&FP digital platforms that indicate intent to use resources through a "high value action"	5% increase from previous FY	10% increase from previous FY	Increase from previous FY
PM 1.2.1.3 - Provide at least 25% savings at commissaries compared to local market surveys	25.0%	25.0%	25.0%

### Performance Goal 1.2.2 - Create a culture of safety across the Department.

#### Performance Goal Lead: OUSD(P&R)

Service members and DoD civilians trust the Department to protect them from preventable mishaps and occupational illnesses and injuries. It is essential to emphasize the safety and preservation of our personnel and strategic assets, target specific areas for action, utilize data to make informed decisions, and change the culture from reactive to proactive. The Department cannot afford to maintain the "status quo" to reach a goal of zero fatalities from preventable mishaps.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 1.2.2.1 - Progress Towards Zero - Fatal non-combat mishaps	5% reduction compared to the prior FY	5% reduction compared to the prior FY	5% reduction compared to the prior FY

### Performance Goal 1.2.3 - Ensure safe, quality, and well-maintained on-base housing that provides a positive living experience for Service members and their families.

#### Performance Goal Lead: OUSD(A&S)

The Department recognizes that the environment where service members and their families live impacts their quality of life, their ability to do their jobs, and the Department's ability to recruit and retain the force. The Department must ensure that our military members and their families have access to safe, quality homes and a positive living experience. Under the overall leadership and direction of the Assistant Secretary of Defense for Energy, Installations, and Environment (ASD(EI&E)), the DoD official designated as the Department's Chief Housing Officer, the Department has significantly enhanced the Military Housing Privatization Initiative (MHPI) program and the DoD's oversight of the private sector companies that own, operate, and maintain the MHPI housing projects, as well as the DoD's oversight of government-owned and government-controlled housing to include conditions in unaccompanied housing. The Department remains committed to implementing reforms that increase the safety, quality, and habitability of the DoD's privatized, government-owned, and government-controlled housing and to providing continued enhanced oversight of the DoD's housing portfolio, to include the performance and long-term financial viability of the MHPI program and projects.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 1.2.3.1 - % Completion of one-time condition inspections of privatized family and unaccompanied housing and government-owned/controlled family housing	75.0%	100.0%	
PM 1.2.3.2 - % of Unaccompanied Housing with completed renovations targeted for immediate improvements identified in FY24 (Per DSD)	50.0%	100.0%	



# Strategic Priority 1

## Take Care of our People and Cultivate the Workforce We Need

PM 1.2.3.3 - % of MHPI projects with trailing 12-month debt service coverage ratios > 1.25	88.0%	90.0%
PM 1.2.3.4 - % Population of government owned/controlled and MHPI housing inventories in the DoD enterprise Military Housing (eMH) database	100.0%	100.0%

### Performance Goal 1.2.4 - Offer quality schooling/education for DoD dependents.

#### Performance Goal Lead: OUSD(P&R)

The Department of Defense Education Activity (DoDEA), as one (1) of only two (2) federally-operated school systems, is responsible for planning, directing, coordinating, and managing pre-kindergarten through 12th grade educational programs on behalf of the DoD. DoDEA is globally positioned, operating 160 accredited schools in 8 districts located in 11 foreign countries, 7 states, Guam, and Puerto Rico. DoDEA instructional program provides a comprehensive College and Career Ready Curriculum that is dedicated to attaining high student achievement. DoDEA measures student progress with multiple criterion-referenced assessments aligned to the curriculum. All DoDEA school districts are accredited by Cognia (formerly AdvancED), which provides each district with an independent evaluation.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 1.2.4.1 - Student performance on national assessments continues to progress with DoDEA schools leading the nation in overall performance	2 percentage points of improvement in proficiency on each assessment	2 percentage points of improvement in proficiency on each assessment	2 percentage points of improvement in proficiency on each assessment

### Performance Goal 1.2.5 - Provide access to quality care wherever our service members and families are stationed.

#### Performance Goal Lead: OUSD(P&R)

We are proud of our track record and recent improvements, but there is always more to accomplish. We continue to advance health care that is safe, timely, effective, efficient, equitable, and patient and family-centered. Our goal is to improve, maintain, and restore the health of the fighting force as well as all entrusted to our care. Doing so reduces the frequency of visits to our military hospitals and clinics by keeping the people we serve healthy.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 1.2.5.1 - Count of Reserve Component Service Members (RCSMs) enrolled in TRICARE Dental Plan (TDP)	18.0%	18.0%	19.0%
PM 1.2.5.2 - Count of Reserve Component Service Members (RCSMs) enrolled in TRICARE Reserve Select (TRS)	25.0%	25.0%	26.0%
PM 1.2.5.3 - Beneficiaries satisfied with their healthcare	64.0%	64.0%	65.0%
PM 1.2.5.4 - Access to Primary Care for Active Duty Service Members (ADSM)	1 days	1 days	1 days
PM 1.2.5.5 - Access to Specialty Care for Active Duty Service Members (ADSM)	15 days	15 days	15 days





## Strategic Priority 1

### Take Care of our People and Cultivate the Workforce We Need

#### Performance Goal 1.2.6 - Promote the Mental and Physical Well-Being of Our People.

##### Performance Goal Lead: OUSD(P&R)

We are making the transformation from health care to health by encouraging healthy behaviors, increasing health resilience, and decreasing the likelihood of illness through focused prevention. Doing so reduces the frequency of visits to our military hospitals and clinics by keeping the people we serve physically and mentally healthy.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 1.2.6.1 - % of TRICARE population respondents that rate their health as excellent, very good, or good (not fair or poor)	87.0%	87.0%	88.0%
PM 1.2.6.2 - Surgical Morbidity (National Surgical Quality Improvement Program (NSQIP))	45th percentile	45th percentile	44th percentile
PM 1.2.7.3 - Level of Mental Illness in TRICARE population	16.8%	16.5%	16.5%
PM 1.2.6.4 - Level of Physical and Mental Disability in TRICARE population number of days lost per month due to mental or physical health	13.5%	13.0%	13.0%
PM 1.2.6.5 - Level of Physical Illness in TRICARE population	15.5%	15.0%	15.0%

## STRATEGIC OBJECTIVE 1.3 - CHANGE THE CULTURE OF THE DEPARTMENT TO BUILD A CLIMATE OF DIGNITY AND RESPECT, ELIMINATE STIGMA, PREVENT HARMFUL BEHAVIORS - INCLUDING SELF-HARM, AND INCULCATE DEIA PRINCIPLES ACROSS ALL DOD EFFORTS.

### Strategic Objective Lead: Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R))

The DoD will foster and further develop workplace environments that preserve and enhance dignity and respect for all DoD personnel through comprehensive efforts to: (1) enhance diversity, equity, inclusion, and accessibility; (2) combat problematic behaviors such as sexual assault, harassment, discrimination, and extremism; and (3) ensure appropriate accountability of leaders to meet our high expectations.

#### Performance Goal 1.3.1 - Prevent sexual assault and sexual harassment.

##### Performance Goal Lead: OUSD(P&R)

The DoD is creating a specialized prevention workforce staffed with personnel who not only prevent incidents like sexual assault but also other harmful behaviors including harassment, suicide, domestic abuse, and child abuse. The Department has laid the foundation for this workforce by developing education requirements, a tiered credentialing system, and a prevention workforce model for the Services. In turn, the Services are aiming to hire over 2,000 prevention personnel through FY 2027. This monumental effort will fundamentally change our ability to build healthy command climates, help service members in need, and stop harmful behaviors like sexual assault before they occur.



## Strategic Priority 1

### Take Care of our People and Cultivate the Workforce We Need

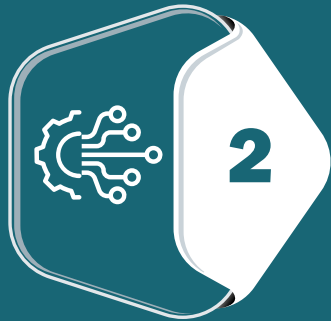
PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 1.3.1.1 - Improved Recruitment for the Integrated Primary Prevention (IPP) Workforce	900	1300	1700

#### Performance Goal 1.3.2 - Build a climate of dignity and respect.

##### Performance Goal Lead: OUSD(P&R)

The DoD DEIA Strategic Plan includes one (1) section that focuses on workplace safety and harassment prevention and response: Develop Safe Workplace Framework. The intent of this goal is to foster and maintain a dignified and healthy workplace environment across the DoD by minimizing risks to the physical, mental, and emotional well-being of the workforce. This goal and its associated objectives seek to build upon other DoD prevention and response efforts and to further synchronize and ensure a safe work environment across the Department, where all members are treated with dignity and respect. Collectively, the goal and objectives ensure consistent and comprehensive safe workplace policies are in place, educational resources are updated and disseminated, the availability of support services is effectively communicated to the workforce, and initiatives are implemented to reduce the stigma of reporting incidents and the fear of retaliation. This section of the DEIA Strategic Plan was informed by one (1) of the plan's underlying principles: the DoD institutes a model workplace and environment that furthers safety and prevention policies, programs, and practices, preventing and addressing all forms of workforce harassment, sexual assault, discrimination, or retaliation.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 1.3.2.1 - Increase in On-Site Installation Evaluation (OSIE) prevention metrics (priority, preparation, implementation of healthy environments, integrated prevention, and stakeholder engagement)	10% increase from 2021 OSIE prevention metrics	10% increase from 2021 OSIE prevention metrics	10% increase in prevention metrics compared to 2023 sites

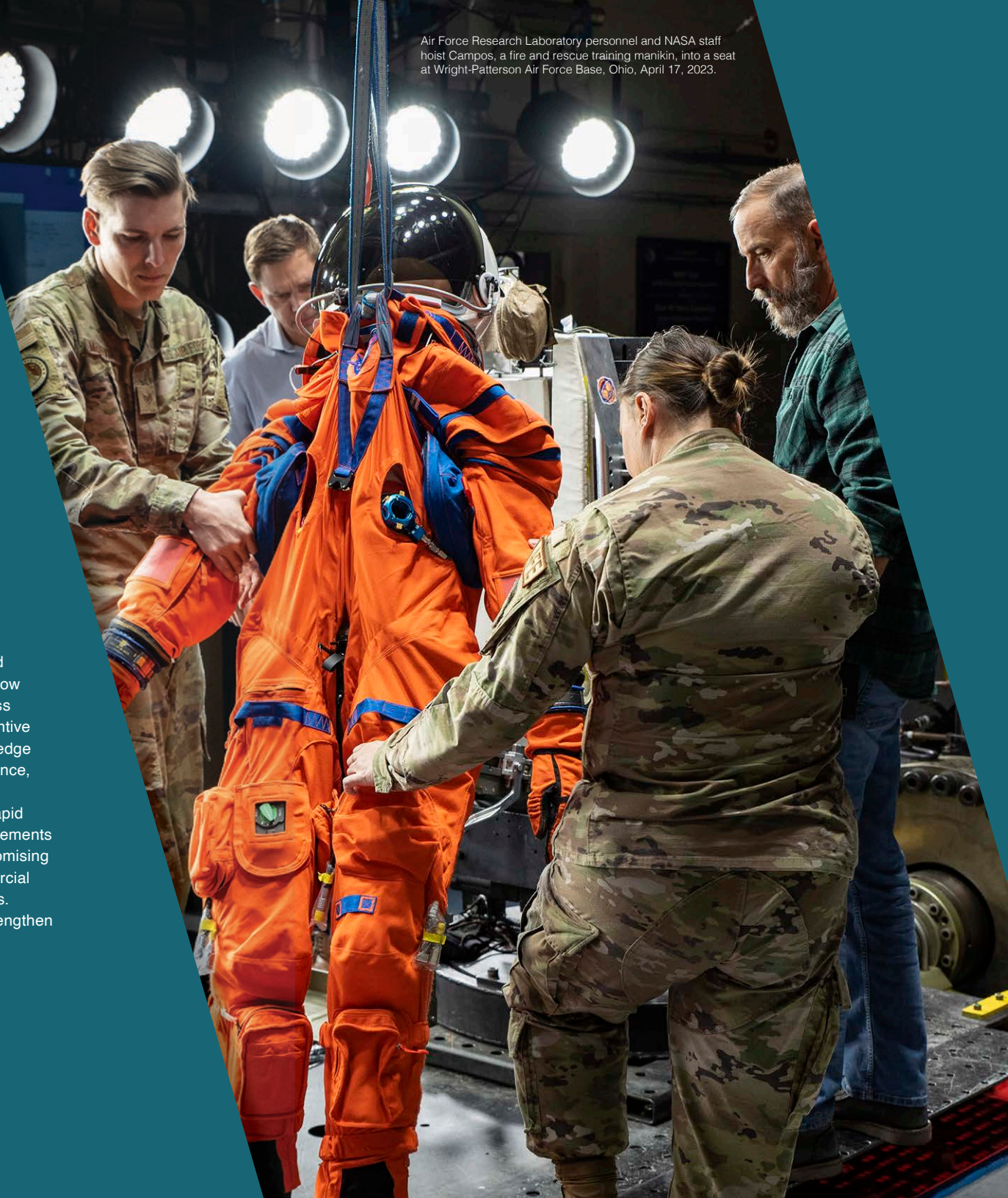


## Strategic Priority 2

### Transform the Foundation of the Future Force

Building enduring advantages across the enterprise requires overhauling the Department's force development, design, and business management practices. Our current system is too slow and too focused on acquiring systems not designed to address the most critical challenges. This orientation leaves little incentive to design open systems that can rapidly incorporate cutting-edge technologies, creating longer term challenges with obsolescence, interoperability, and cost effectiveness. The Department is transitioning to processes and systems that instead reward rapid experimentation, acquisition, and fielding. We will align requirements and undertake a campaign of learning to identify the most promising concepts, incorporating emerging technologies in the commercial and military sectors for solving our key operational challenges. These efforts will ensure the Department can sustain and strengthen deterrence and investments that build enduring advantages.

Air Force Research Laboratory personnel and NASA staff hoist Campos, a fire and rescue training manikin, into a seat at Wright-Patterson Air Force Base, Ohio, April 17, 2023.







## Strategic Priority 2

### Transform the Foundation of the Future Force

#### STRATEGIC OBJECTIVE 2.1 - DELIVER, OPTIMIZE, AND/OR ENABLE THE DEPARTMENT WITH RESILIENT ENTERPRISE-WIDE INFORMATION TECHNOLOGY AND SYSTEMS, SERVICES, AND CAPABILITIES AT SPEED OF RELEVANCE AND MISSION EFFECTIVENESS.

##### *Strategic Objective Lead: Chief Information Officer for the Department of Defense (DoD CIO)*

Delivering Information Technology (IT) capabilities with greater efficiency and performance requires the Department to reform the way it operates. In particular, the Department must accelerate the evaluation and implementation of suitable industry best current practices and proven technologies. The Department must also improve oversight of IT spending. The objectives in this goal include shifting to an enterprise-wide operations and defense model, promoting modern software practices, and establishing enterprise-wide modern compute and storage capabilities.

##### **Performance Goal 2.1.1 - Modernize and consolidate DoD Networks and Services.**

##### *Performance Goal Lead: DoD CIO*

The 4th Estate Cloud and Data Center Optimization IT reform initiative was established in 2018 to migrate DAFA applications/systems to more optimal hosting environments, enable the closure of vulnerable data centers, and facilitate the transition to a cloud-enabled future. Cloud and Data Center Optimization accelerates the overarching DoD Data Center Optimization Initiative (DCOI) and continues the aggressive advancement of data center optimization across the DoD.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 2.1.1.1 - Cloud & Data Center Optimization - Migrate DAFA applications/systems to optimal hosting environments (affects 14 DAFAs, 923 apps/systems, and 61 data centers)	98.0%	100.0%	N/A

##### **Performance Goal 2.1.2 - Adopt modern software practices.**

##### *Performance Goal Lead: DoD CIO*

The Military Departments and DISA will make the investments necessary to ensure that 75 percent of new custom software development efforts and 10 percent of all systems utilizing custom software development use modern software methodologies like Agile/Lean/Development, Security, and Operations (DevSecOps) by FY 2025. This requirement will be measured using the “Custom Software Development” and “DevSecOps Approach” flags in the DoD IT Portfolio Repository (DITPR) coupled with investment data captured in the DoD IT Investment Portal/Select and Native Programming Data Input Systems for IT (DITIP/SNaP-IT.) The metrics in the table below outline the expected percentage per FY. This includes software systems using DevSecOps platforms, such as the Air Force’s Platform One, Army’s Code Repository and Tools Environment (CReATE), or the Navy’s Overmatch Software Armory. Custom software development is defined as software that is developed for a specific organization or user. It is not commercial-off-the-shelf software or existing free software. Custom software-related investments will be self-reported and reviewed at the DoD Portfolio Management, Modernization and Capabilities (PM2C) Council.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 2.1.2.1 - % of all custom software development systems using DevSecOps	7.0%	10.0%	15.0%
PM 2.1.2.2 - % of new custom software development systems using DevSecOps	45.0%	75.0%	90.0%



## Strategic Priority 2

### Transform the Foundation of the Future Force

**Performance Goal 2.1.3 - Increase the percentage availability of enterprise-wide network availability.**

**Performance Goal Lead: DA**

This goal drives toward full availability of network services. Network availability is crucial for DoD communications.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 2.1.3.1 - % Availability of LAN/ICAN Network	99.0%	99.0%	99.0%

**Performance Goal 2.1.4 - Accelerate cloud adoption.**

**Performance Goal Lead: DoD CIO**

DoD Components shall maximize the use of cloud hosting and minimize the need for DoD owned and operated fixed data centers to the maximum extent possible. Cloud-related investments include any investment identified as a cloud computing investment which addresses infrastructure-as-a-service (IaaS), platform-as-a-service (PaaS), and software-as-a-service (SaaS). Cloud-related investments should target the approved DoD Enterprise Cloud Environment contracts such as, but not limited to, the Army's c-Army, the Air Force's CloudOne, DISA's Stratus, the DoD Joint Warfighting Cloud Capability, and the Intelligence Community's (IC's) Commercial Cloud Enterprise for defense intelligence and intelligence-related activities. In addition, Military Departments and DISA will conduct customer experience surveys of DECE environments to foster efficiency, accessibility, and privacy. Results will be analyzed for trends and reported annually. DoD Components shall perform cloud smart system rationalization, as defined in DoD and Federal digital modernization strategies, in order to increase cloud services (e.g., IaaS, PaaS, and SaaS) with the goal of modernizing IT capabilities, reducing technical debt, while continuing to make hardware investments where necessary to enable modern software development practices. This requirement will be measured in accordance with the metrics in the table below, outlining the number (#) of system reported in DITPR that are capable of being hosted in a cloud environment with expected percentage (%) of system migration within the Chief Information Officer for the DoD (DoD CIO) Information Technology/Cyberspace Activities Budget per FY. Cloud-related investments will be self-reported and reviewed at the Portfolio Management, Modernization, and Capabilities (PM2C) Council.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 2.1.4.1 - % of Systems Migrated to Cloud	20.0%	40.0%	60.0%
PM 2.1.4.2 - % of Systems Modernized and Cloud Ready	40.0%	50.0%	75.0%

**Performance Goal 2.1.5 - Establish a continuously learning, always advancing DON IT culture.**

**Performance Goal Lead: DON**

Accelerate innovation by creating an ecosystem of Digital Innovation Centers. These innovation centers will bring together DoD personnel to develop software solutions through user-centered design in DevSecOps with known tools and libraries. Each Innovation Center will share its solutions enterprise-wide, avoiding the redundancy of multiple teams "relearning" the same lessons. Rationale: Included as 3.3.1 in DON Information Superiority Vision.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 2.1.5.1 - Increase the % of DevSecOps standard capabilities, tools, and libraries across the DON enterprise	10.0%	20.0%	10.0%



## Strategic Priority 2

### Transform the Foundation of the Future Force

#### STRATEGIC OBJECTIVE 2.2 - DRIVE COMPETITIVE ADVANTAGE BY ACQUIRING EFFECTIVE CAPABILITIES TO DETER AND, IF NECESSARY, DEFEAT PACING THREATS.

##### *Strategic Objective Lead: Office of the Under Secretary of Defense for Acquisition and Sustainment (OUSD(A&S))*

To pace the threat and secure our military advantage in a rapidly evolving security environment, the OUSD(A&S) will lead the Department in adopting a systems- and portfolio-based framework that aligns strategic decision-making for capabilities to the mission areas required for integrated deterrence. A holistic approach to enterprise acquisition and sustainment is necessary, one that leverages data as a strategic asset to maximize capability delivery and availability to the warfighter.

**Performance Goal 2.2.1 - Evolve and align enterprise acquisition processes (e.g., requirements and funding) to deliver effective capabilities to the warfighter.**

##### *Performance Goal Lead: OUSD(A&S)*

Fundamental business processes in requirements (Joint Capabilities Integration and Development System), resourcing (Planning, Programming, Budgeting, and Execution [PPBE]), and acquisition management (Defense Acquisition System) must evolve and better align to identify and fill critical capability gaps faster, as well as to transition emerging technology at scale. OUSD(A&S) will drive integration across the Department to redefine programmatic success beyond the cost, schedule, and performance parameters and ensure the rapid fielding of the right technologies and product support at speed throughout the life cycle. The OUSD(A&S) will deliver more effective capabilities to the warfighter by updating the governing directive for portfolio management; conducting mission-focused acquisition portfolio and program reviews; driving continued implementation of the Adaptive Acquisition Framework (AAF); and ensuring key Research and Development (R&D) or nontraditional capabilities are, when ready, adopted by Services in a timely and effective transition to fielding and sustainment.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 2.2.1.1 - Adaptive Acquisition Framework (AAF): Drive increased Military service use of the AAF across all pathways as well as hybrid approaches	<ul style="list-style-type: none"> <li>a) Conduct a policy review for Adaptive Acquisition Framework (AAF)</li> <li>b) Catalogue existing training material on how we are implementing the AAF and develop an action plan to update the training materials and resources available</li> </ul>	<ul style="list-style-type: none"> <li>a) Initiate training plan to improve workforce education on use of the AAF across all pathways as well as hybrid approaches</li> <li>b) Establish process for routine review and improvement to training</li> </ul>	N/A
PM 2.2.1.2 - Supporting the warfighter and defending the nation requires an acquisition and sustainment enterprise that is able to compete for talent across a broad spectrum of skillsets and opportunities	<ul style="list-style-type: none"> <li>a) Publish the Workforce Framework and Defense Acquisition Workforce Account (DAWDA) Memo</li> <li>b) Enhance the Defense Civilian Training Corps (DCTC) program</li> </ul>	<ul style="list-style-type: none"> <li>a) Review progress made on the four pillars of the Workforce Framework and develop updated metrics of success.</li> </ul>	N/A
PM 2.2.1.3 - Drive strategic alignment through Capability Portfolio Management (CPM) across planning, requirements, technology, acquisition, sustainment, programming, budgeting, and execution to optimize mission outcomes	<ul style="list-style-type: none"> <li>a) Draft Integrated Acquisition Portfolio Review (IAPR) Policy Guidance and SOP</li> <li>b) Execute the FY24 IAPR Schedule</li> <li>c) Pilot Plan - exercise all CPM review processes to path-find information needs to improve the budget</li> <li>d) Initiate development of draft DoDI to capture the instructions and guidance to implement CPM</li> <li>e) Capture lessons learned in final DoDI</li> </ul>	<ul style="list-style-type: none"> <li>a) Execute the FY25 IAPR Schedule</li> <li>b) Finalize DoDI to capture the instructions and guidance to implement CPM</li> </ul>	N/A
PM 2.2.1.4 - Support the Department's senior leaders in facilitating the urgent delivery of capabilities in response to quick action requirements (QARs) for U.S. and partner requirements	<ul style="list-style-type: none"> <li>a) Support JRAC in the oversight of Warfighter Senior Integration Group (SIG) process</li> <li>b) Support JRAC in the in meeting the 30-day JROC review and 30-day program kickoff</li> <li>c) Complete SIG action items by the require date</li> </ul>	<ul style="list-style-type: none"> <li>a) Support JRAC in review of Warfighter Senior Integration Group (SIG) process</li> </ul>	



## Strategic Priority 2

### Transform the Foundation of the Future Force

#### Performance Goal 2.2.2 - Accelerate military capability delivery to allies and partners.

##### Performance Goal Lead: DSCA

Delivering defense articles, services, and technology, by sale or grant to our allies and partner nations with greater efficiency and performance requires the Department to reform the way it operates. The Department must accelerate delivery of military capabilities to our foreign partners to ensure our mutual goal of deterring and defeating pacing threats. This reform requires aggressive, continuous process improvements to the Foreign Military Sales (FMS) ecosystem.

The FMS ecosystem operates most effectively when requirements are clear and production capacity is available, but measures can and must be taken to accelerate delivery to our allies and partners. To that end, the Defense Security Cooperation Agency, in partnership with the Office of the Under Secretary for Policy, the Office of the Under Secretary for Acquisition and Sustainment, the Joint Staff, the Military Departments and the other FMS Implementing Agencies will enact process improvement recommendations across six primary pressure points endemic in the FMS ecosystem:

- Improve the Department's understanding of ally and partner nation requirements,
- Enable efficient reviews for release of technology,
- Provide allies and partner nations relevant priority capabilities,
- Accelerate acquisition and contracting support,
- Expand the Defense Industrial Base, and
- Ensure broad U.S. Government support

The Department has statutory responsibility for management of Security Assistance under the Foreign Assistance Act of 1961, as amended; the Arms Export Control Act; and under Executive Orders relating to the administration of security cooperation. The Department is responsible for planning, coordinating, administering, and supervising DoD programs for transfers of defense articles, services, and technology, by sale or grant to foreign governments. These programs include Foreign Military Sales (FMS) under which defense articles and services are sold to foreign countries. The program serves as the U.S. Government's primary method to transfer defense articles and defense services to allies and partner nations. An efficient and effective FMS ecosystem ensures the competitive advantage of our allies and partners to deter and defeat our mutual pacing threats.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 2.2.2.1 - Adopt new recommendations to improve the DoD Foreign Military Sales ecosystem	16	5	N/A
PM 2.2.2.2 - Implement 2023 Foreign Military Sales Tiger Team Recommendations	59	12	N/A





## Strategic Priority 2

### Transform the Foundation of the Future Force

#### STRATEGIC OBJECTIVE 2.3 - MODERNIZE AND SUSTAIN THE NUCLEAR DETERRENT AND PROTECT AGAINST CHEMICAL AND BIOLOGICAL THREATS.

##### *Strategic Objective Lead: Office of the Under Secretary of Defense for Acquisition and Sustainment (OUSD(A&S))*

To ensure that the U.S. nuclear deterrent remains safe, secure, reliable, and effective, the OUSD(A&S) will continue guiding and directing the highly complex and interdependent set of nuclear modernization and sustainment programs. As growing chemical and biological threats emerge and converge, we will similarly reform approaches to surveillance, detection, preparedness, and response, as well as advance development of revolutionary defense capabilities.

##### **Performance Goal 2.3.1 - Support the fielding of modernized radiological/nuclear (RN) detection capabilities to enable the Joint Force to operate more effectively in a RN contaminated environment.**

##### *Performance Goal Lead: OUSD(A&S)*

Ensure the protection of the Joint Force in a radiological/nuclear environment by focusing investments on detection and identification equipment and protection equipment. Serve as the central node for Radiological and Nuclear Defense development, enhancing integration and provide for standardization of systems and equipment across the Joint Force.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 2.3.1.1 - Deliver modern radiological/nuclear (RN) detection capabilities to the National Guard Bureau	Provide improved identification and detection capability to 12 of 57 WMD-CSTs	Provide improved identification and detection capability to 8 of 57 National Guard Bureau WMD-Civil Support Teams (CST)	All WMD-CSTs fully equipped
PM 2.3.1.2 - Invest in the advanced development and modernization of RN detection capabilities for eventual fielding to, and sustainment by, the Joint Force	Establish annual portfolio and requirements reviews with end-user partners to understand emerging requirements and known capability gaps		Transition 3 new or modernized R/N capabilities to CWMD mission units, the Joint Force, and the National Guard Bureau WMD-Civil Support Teams
PM 2.3.1.3 - Organize field exercises of fielded capabilities to evaluate and demonstrate impact, derive future requirements, and plan for long-term sustainment by new end users	Execute one Field Experiment for to evaluate and demonstrate possible future capabilities	Execute one Field exercise for fielded capabilities	Execute one Field exercise for fielded capabilities
PM 2.3.1.4 - Establish Enduring Funding to meet Department's Radiological and Nuclear Defense requirements	Appropriately adjust the spend plan for FY24 to ensure full obligation of the available RDTE and Procurement funding due late availability for this new start program.	Secure funding to meet Joint Force and National Guard capability needs to meet NDS objective to survive, operate and prevail in an RN environment.	Establish additional funding to buy-down risk and meet the identified gaps in the Radiological and Nuclear Defense portfolio



## Strategic Priority 2

### Transform the Foundation of the Future Force

#### Performance Goal 2.3.2 - Modernize the nuclear deterrent to ensure that the U.S. nuclear deterrent remains safe, secure, reliable, and effective.

##### Performance Goal Lead: OUSD(A&S)

To ensure that the U.S. nuclear deterrent remains safe, secure, reliable, and effective, OUSD(A&S), in collaboration with the National Nuclear Security Administration, will continue guiding and directing the highly complex and interdependent set of nuclear modernization and sustainment programs. The enterprise will continue to create a production enterprise capable of developing a flexible and balanced stockpile that can respond to emerging threats in a timely manner.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 2.3.2.1 - In partnership with the NNSA, implement a plan for the U.S. nuclear weapons stockpile and infrastructure that meets requirements, creates a balanced and flexible stockpile, and ensures a resilient nuclear weapons production infrastructure.	<ul style="list-style-type: none"> <li>Publish an FY24 Requirements and Planning Document that addresses constraints and documents strategic decisions associated with the 2040s.</li> <li>Secure funding in Services and NNSA to begin Phase 1 program studies.</li> </ul>	<ul style="list-style-type: none"> <li>Refine and Publish an RPD that continues to address the Departments most strategic threats to the nuclear deterrent.</li> <li>Initiate Phase 1 program studies.</li> </ul>	<ul style="list-style-type: none"> <li>Refine and Publish an RPD that continues to address the Departments most strategic threats to the nuclear deterrent.</li> <li>Review Phase 1 findings and assess technical feasibility of program recommendations.</li> </ul>
PM 2.3.2.2 - Nuclear Forensics Strategy	In coordination with the Services, develop, and publish the Forensics Strategy implementation.	Secure funding to meet POTUS-directed requirements.	Reassess Department resourcing strategy to meet long-term mission requirements
PM 2.3.2.3 - Cyber Security and Surety Standard	In coordination with the Services, develop, revise, and publish the 4th Surety Standard.	In coordination with the Services, monitor and assess initial 4th Surety Standard implementation into legacy and modernization programs.	Monitor and assess 4th Surety Standard implementation into legacy and modernization programs.
PM 2.3.2.4 - Conduct the Congressionally directed independent Failsafe Review	Complete and Publish the Failsafe report to Congress.	In coordination with the Services, develop, and publish a plan for Failsafe implementation.	Review and assess Failsafe implementation
PM 2.3.2.5 - Develop and execute an integrated risk and opportunity management framework for the nuclear deterrent.	Continue to conduct comprehensive risk and opportunity identification analysis, reviewing platform requirements and programs, and enterprise production capabilities to identify highest risk areas and most promising opportunities in the nuclear enterprise.	Continue to conduct comprehensive risk and opportunity identification analysis, reviewing platform requirements and programs, and enterprise production capabilities to identify highest risk areas and most promising opportunities in the nuclear enterprise.	Continue to conduct comprehensive risk and opportunity identification analysis, reviewing platform requirements and programs, and enterprise production capabilities to identify highest risk areas and most promising opportunities in the nuclear enterprise.
PM 2.3.2.6 - Conduct Semi-Annual Nuclear and Nuclear Command, Control, and Communication (NC3) Deputy Management Group Meetings	Conduct Nuclear DMAG sessions, continuing to review progress on previous risk-reduction decisions, and teeing up new, actionable decisions and data/analysis needs based on the dynamic security environment.	Conduct Nuclear DMAG sessions, continuing to review progress on previous risk-reduction decisions, and teeing up new, actionable decisions and data/analysis needs based on the dynamic security environment.	Conduct Nuclear DMAG sessions, continuing to review progress on previous risk-reduction decisions, and teeing up new, actionable decisions and data/analysis needs based on the dynamic security environment.

#### Performance Goal 2.3.3 - Align integrated chemical and biological defense to future operating environment.

##### Performance Goal Lead: OUSD(A&S)

Biological and chemical incidents risk undermining DoD's ability to successfully achieve National Defense Strategy objectives. Coordinating across the Department, OUSD(A&S) will continue to reform approaches to develop, deliver, and integrate chemical and biological (CB) capabilities that enable a resilient Joint Force to maximize deterrence, prevail in CB-contested environments, and protect and defend the nation.



## Strategic Priority 2

### Transform the Foundation of the Future Force

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 2.3.3.1 - Support establishment of a DoD Biosurveillance Program strategy and implementation plan	In coordination with OUSD(P&R), complete strategy and implementation plan.	Working through the Biosurveillance Program Group, a sub-group of the Biodefense Council (BDC), implement the Biosurveillance Strategy and subsequent taskings from the BDC	Working through the Biosurveillance Program Group, continue to implement the Biosurveillance Strategy and subsequent taskings from the BDC
PM 2.3.3.2 - Buy down risk to The Total Force operating in chemical and biological contested environments	<ul style="list-style-type: none"> <li>Collect relevant Service data from the DoD's decision-systems to support assessments of CBD enterprise's portfolio health through an integrated and layered lens to align resources with strategic outcomes</li> <li>Collaborate with Joint Staff to reform CBDP requirements processes.</li> <li>Identify data threads for the CBD portfolio health assessment framework to enable OSD and CBDP senior leader decision-making on optimizing investments and mitigating military risks in support of DoD guidance</li> <li>Secure access to ADVANA or Service data streams for use in the enterprise portfolio health framework</li> <li>Assess portfolio health, improve acquisition efficiency, and identify CB programmatic gaps in operational environments</li> </ul>	<ul style="list-style-type: none"> <li>Collect relevant Service data from the DoD's decision-systems to support assessments of CBD enterprise's portfolio health through an integrated and layered lens to align resources with strategic outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Collect relevant Service data from the DoD's decision-systems to support assessments of CBD enterprise's portfolio health through an integrated and layered lens to align resources with strategic outcomes</li> </ul>
PM 2.3.3.3 - Increase understanding of Biological Threats	Develop CBDP Biodetection Strategy for Integrated Early Warning. Develop and deliver prioritized framework of threat agents based on operational characterization (formerly known as Threat Agent Science).	Deliver CBDP Biodetection Strategy for Integrated Early Warning to Chemical and Biological Defense Management Council	N/A
PM 2.3.3.4 - Demonstrate medical architecture: Rapid Response System	Invest in innovative S&T projects tied to Sprint Goals. Continue to mature advanced development capabilities required for initial demonstration of the system in FY28	Limited pilot test in cooperation with the Defense Health Agency	Continue to work toward a FY28 demonstration of the Medical Architecture Sprint Goals
PM 2.3.3.5 - Integrate outcomes of DoD Physiological Monitoring (aka "Wearables") Pilot Program	The Pilot was completed in FY23, and report released in FY24	Integrate the Wearables Pilot Study outcomes to support the broader biosurveillance efforts as part of the BDC work plan	Continue integration of Study outcomes
PM 2.3.3.6 - Evaluate and address chemical and biological defense operational gaps during contingency operations	Execute a CWMD tabletop exercise in partnership with Defense Threat Reduction Agency and partner nation(s). Exercise will test the credibility of the command's theater level integrated biological surveillance and reporting while examining medical protection, collection, evaluation, and treatment capability and capability	Capability issues identified during the exercise will be used to inform resourcing planning and decisions. Non-capability issues and lessons learned will be shared with the Joint Staff	Working with Joint Staff, leverage data from Service and Combatant Command CBRN exercises to inform capability resourcing needs
PM 2.3.3.7 - Assess specific chemical and biological Integrated Early Warning (IEW) needs of the warfighter	Execute RDT&E exercise for warfighters to use fielded and in development technologies: Deploy chemical and biological early warning and biosurveillance technologies in a synchronized fashion in multiple locations to assess the operational value and approach to move information from point of the "sensor" to the point of information fusion and decision support	Using data generated from exercise, assess IEW needs of the warfighter and prioritize chemical and biological capability investments	Continue to phase in identified IEW capability needs as determined by exercise results





## Strategic Priority 2

### Transform the Foundation of the Future Force

**Performance Goal 2.3.4 - Strengthening nonproliferation and disarmament efforts by completing the Chemical Demilitarization Program mission and ensuring readiness for the safe and secure destruction of foreign and domestic chemical and biological weapons threats.**

**Performance Goal Lead: OUSD(A&S)**

Complete closure of the Chemical Weapons Destruction facilities at Pueblo, CO, and Blue Grass KY, ensuring safe and environmentally compliant decommissioning, decontamination, and demolition. Ensure DoD maintains adequate materiel readiness to support chemical and biological weapons (CBW) elimination activities, independent of size and location. Provide warfighters with the capability to prevent proliferation and use of CBW. Promote readiness of international partners to support or conduct CBW elimination activities.


PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 2.3.4.1 - End treaty verification			End treaty verification Nov of 2025
PM 2.3.4.2 - Closure of the Colorado main destruction facility	Continue initial closure of the Colorado main plant destruction facility	On track to meet closure milestones	100% Decontamination and Decommissioning of main plant
PM 2.3.4.3 - Complete destruction of chemical surety materials and secondary waste.	100% Complete destruction of chemical surety materials and secondary waste at PCAPP	100% Complete destruction of chemical surety materials and secondary waste at BGCAPP	
PM 2.3.4.4 - Closure of the Kentucky main destruction facility	Continue initial closure of the Kentucky main plant destruction facility		100% Decontamination and Decommissioning of Main Plant Complete
PM 2.3.4.5 - Close-out of the Chemical Stockpile Emergency Preparedness Program		Begin the close-out of the Chemical Stockpile Emergency Preparedness Program	Complete closeout of Chemical Stockpile Emergency Preparedness Program
PM 2.3.4.6 - Closure of Kentucky remaining destruction facilities and continue closure of the remaining Colorado destruction facilities	Continue closure of the remaining Colorado destruction facilities	Complete Decon and Decom of PCAPP remaining destruction facilities and begin Decon and Decom of remaining Kentucky destruction facilities	Complete Decon and Decom of remaining Kentucky destruction facilities
PM 2.3.4.7 - Establish Enduring CBWE Portfolio Funding	Establish and implement CBWE program elements	Transition RCWM Program Support Function funding to TRAC portfolio	Establish additional funding to buy-down risk for large-scale foreign destruction missions
PM 2.3.4.8 - Advance partner capabilities and increase burden sharing	Formalize engagement with ROK office of primary responsibility for chemical and biological weapons elimination (CBWE)	Execute elimination studies in accordance with U.S.-ROK CBWE workplan; Execute biological weapons elimination workshop with UK partners	Execute elimination studies in accordance with U.S.-ROK CBWE workplan; Identify mutual capability gaps the U.S.-UK CBWE assessment process
PM 2.3.4.9 - Demolition and final closeout of both facilities			Begin demolition and final closeout
PM 2.3.4.10 - Advance material readiness and contingency planning for large scale destruction missions	Finalize plan for disposition of Static Detonation Chambers (SDCs)	Complete disposition of available SDCs	Test and validate SDCs for foreign operations
PM 2.3.4.11 - Deliver material solutions to end user	Deliver MPAD, a man-portable delay solution	Deliver Thermite Bag, a man-portable destruction system	Deliver ATOMICA, a non-intrusive assessment solution



## **Strategic Priority 3**

### **Make the Right Technology Investments**

To maintain the U.S. military's technological advantage, the Department continues to champion research, science, technology, engineering, and innovation. The Department will support the innovation ecosystem, both at home and in expanded partnerships with our allies and partners. Innovation has always been a strength of the United States, and the Department will harness that innovation by focusing development resources on unique capabilities needed by the military and will quickly adopt the best commercial dual use technologies. The DoD will develop and prototype critical technologies and conduct continuous campaigns of joint experimentation to improve those technologies and deliver capabilities to the warfighter.



The U.S. Army Space and Missile Defense Command launch a missile target at White Sands Missile Range, N.M., February 8, 2023, while testing new Patriot missile software.



## Strategic Priority 3 Make the Right Technology Investments

### STRATEGIC OBJECTIVE 3.1 - FOCUS ON THE JOINT MISSION BY INVESTING IN INFORMATION SYSTEMS AND ESTABLISHING PROCESSES FOR RIGOROUS, THREAT INFORMED ANALYSIS THAT WILL BETTER ENABLE THE DEPARTMENT TO MAKE INFORMED CHOICES IN ITS SCIENCE AND TECHNOLOGY INVESTMENTS.

#### *Strategic Objective Lead: Office of the Under Secretary of Defense for Research and Engineering OUSD(R&E)*

The NDS requires us to “make the right technology investments.” That means making carefully crafted decisions that bolster our comparative advantages rather than engaging in wasteful technology races. Whenever possible, we will place emphasis on developing asymmetric capabilities for the Joint Force. To achieve the objectives of the NDS we must leverage critical emerging technologies. The Under Secretary of Defense for Research and Engineering’s Technology Vision for an Era of Competition and the Department’s Critical Programs and Technologies List identify critical technologies to guide and protect investments for the Joint Force. In 2022 the Department designated these Critical Technology Areas to address the key national security challenges the nation faces, including the Department’s pacing challenge, the People’s Republic of China. These Technology Areas are grouped in three categories that represent the broad approaches required to advance technologies crucial to the Department: (1) seed areas of emerging opportunity, including biotechnology, quantum science, future-generation wireless, and advanced materials; (2) effective adoption areas where there is vibrant existing commercial activity, including trusted artificial intelligence and autonomy, integrated networked systems-of-systems, microelectronics, renewable energy generation and storage, advanced computing and software; and human-machine interfaces; and (3) defense-specific areas, including directed energy, hypersonics, and integrated sensing and cyber. By focusing efforts and investments in these Critical Technology Areas the Department will accelerate the transition of key capabilities to the Military Services and the Combatant Commands. No single critical technology is a stand-alone capability, nor should any recommendation be treated as static. Instead, continuous and rigorous assessment is needed to ensure the Department updates its scientific and technological priorities based on the best available data and analytic capabilities. This will ensure the DoD is focused on the right technologies for strategic competition.

#### **Performance Goal 3.1.1 - Rigorous analysis.**

#### *Performance Goal Lead: OUSD(R&E)*

To build enduring advantages for the Joint Force in a resource-constrained environment, we must establish a methodological process to identify and prioritize investments in capabilities with the greatest potential to meet current and future warfighting needs. Making the right technology investments will require the DoD to harness the analytic power of modeling and simulation to inform our assessments of emerging technologies that have greater operational value. Developing highly accurate campaign-level system-of-systems models and simulations will help us identify capabilities and determine the mission contributions of specific technologies. Integrating physics-based models into campaign-level system-of-systems models will improve the accuracy of our assessments. These robust models and simulations will be coupled with comprehensive technology watch and horizon scanning efforts to inform future critical technology investments.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 3.1.1.1- % of physics-based Modeling & Simulation analysis that informs decisions for identification, selection and transition of prototyping concepts or other S&T investments	80.0%	80.0%	80.0%





## Strategic Priority 3 Make the Right Technology Investments

### Performance Goal 3.1.2 - Joint experimentation.

#### Performance Goal Lead: OUSD(R&E)

Analysis alone cannot improve our ability to fight and win. The DoD will amplify and accelerate its capacity to convert joint warfighting concepts to capabilities through continuous and iterative joint experimentation to advance the NDS goals. The DoD research and engineering enterprise will leverage the best and brightest from the Military Services, the Combatant Commands, the Joint Staff, the OSD Components, and industry to identify promising joint solutions and technologies that are ready to be prototyped and experimented with in the field. These efforts will place particular emphasis on prototyping and experimenting with capabilities necessary to achieve the vision laid out in the NDS.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 3.1.2.1 - % of completed RDER experiments, by Experimentation Series, focused on Concept Required Capabilities (CRCs) functional battles	75.0%	75.0%	75.0%

## STRATEGIC OBJECTIVE 3.2 - CREATE AND FIELD CAPABILITIES AT SPEED AND SCALE BY FOSTERING A MORE VIBRANT DEFENSE INNOVATION ECOSYSTEM, ACCELERATING THE TRANSITION OF NEW TECHNOLOGY INTO THE FIELD, AND COMMUNICATING EFFECTIVELY INSIDE AND OUTSIDE THE DEPARTMENT.

### Strategic Objective Lead: Office of the Under Secretary of Defense for Research and Engineering (OUSD(R&E))

The DoD cannot afford for useful research to languish in the laboratory, for bureaucratic processes to prevent engagement with innovative private companies, or to allow old paradigms to prevent collaboration with some of our most trusted partners. Instead, the DoD will make the changes necessary to foster a more vibrant ecosystem that brings in new partners to grow our research and collaboration base. We will also recalibrate our technology protection paradigms to bring in our most trusted allies and partners, while enhancing protective measures for our critical technologies that contribute to our military advantage. To increase the vibrancy of the ecosystem and enhance the effectiveness of research efforts, we will continuously communicate with our allies and partners to generate more opportunities to collaborate. We cannot endlessly quest for exquisite capabilities at the expense of pragmatic solutions. The DoD will accelerate the process of turning ideas into capabilities by creating new pathways to rapidly experiment with asymmetric capabilities and deliver new technologies at scale. Doing so requires that we bridge the valley of death between prototypes and full-scale production. We will bridge the valley of death by improving the alignment of research and engineering processes with acquisition and sustainment processes. This requires closer alignment between research and engineering scientists and engineers and acquisition and sustainment contracting officers and program executive offices, as well as alignment with industry and warfighters throughout. The DoD must foster a more vibrant innovation ecosystem by leveraging teamwork, which includes our allies and partners, research networks, and industry. Bringing our processes and systems into sync will enable the DoD to continuously transition joint solutions to procurement.



## Strategic Priority 3 Make the Right Technology Investments

### Performance Goal 3.2.1 - Foster a more vibrant ecosystem.

#### Performance Goal Lead: OUSD(R&E)

In keeping with our guiding principles, the DoD will not research and develop military capabilities alone but will instead continue to build upon our vast network of allies and partners to strengthen the competitive advantage our innovation ecosystem provides to the United States. A vibrant innovation ecosystem depends upon clear communication to ensure partners have accurate information and can build complementary processes to enable effective collaboration. True innovation requires novel approaches to challenging problems that often emerge in unexpected circumstances. Fostering a vibrant ecosystem that includes numerous partners and encourages cross-collaboration will create more opportunities for insights to emerge. We will increase partnerships with both traditional and non-traditional members of the defense innovation ecosystem. These partnerships include: academia, FFRDCs, UARCs, national laboratories, the Military Services' Innovation Centers, non-profit entities, commercial industry, other Government departments and agencies, and our international allies and partners. At the same time, we recognize that increasing the number of participants in the innovation ecosystem will increase the associated risk of unauthorized technology transfers, requiring the DoD to take steps to ensure that sufficient technology protections are in place and that partners have demonstrated the ability and intent to protect sensitive and critical technologies.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 3.2.1.1 - % Year-over-year increase in new Manufacturing Innovation Institute (MII) projects funded with DoD and other federal partners outside the ManTech allotment	5.0%	5.0%	5.0%

### Performance Goal 3.2.2 - Continuously transitioning capabilities.

#### Performance Goal Lead: OUSD(R&E)

Transitioning capabilities from research and development into production requires continuous campaigns of prototyping and experimentation to identify capabilities early that provide operational benefit. Rapid innovation is a continuous cycle that demands the DoD evolve its approach to be more engaged throughout the technology transition process. As we experiment with emerging technology prototypes, we will use feedback from end users early and often to find and fix problems and make early decisions to reprioritize resources should a prototype prove non-beneficial. Leveraging this feedback to our advantage, we will accelerate the transition of the technologies that have the most operational value from prototypes into products and prepare for production and acquisition early on. To fast track this effort, the Office of the Under Secretary of Defense for Research and Engineering will collaborate with the Under Secretary of Defense Acquisition and Sustainment to develop new processes, procedures, and forums to drive close collaboration with the Military Services' and OSD acquisition and sustainment communities to spearhead rapid fielding of capabilities at speed and scale.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 3.2.2.1 - % of OSD Transitions SBIR/STTR Technology (OTST) projects transitioning into Phase III SBIR/STTR awards	15.0%	15.0%	15.0%
PM 3.2.2.2 - % Increase in successful transitions across 14 Critical Technology Areas (CTAs)	5.0%	5.0%	5.0%
PM 3.2.2.3 - % of successful RDER projects, by Experimentation Series, assigned with an approved acquisition strategy and follow-on funding	75.0%	75.0%	75.0%
PM 3.2.2.4 - % Increase in technology transfer from Service laboratories to industry (licenses, patent filings, CRADAs etc)	Greater than or equal to 3	Greater than or equal to 3	Greater than or equal to 3



## Strategic Priority 3 Make the Right Technology Investments

### Performance Goal 3.2.3 - Protecting Critical Technologies.

#### Performance Goal Lead: OUSD(R&E)

Our competitors are equally aware of the strength of our innovation ecosystem and are actively attempting to acquire technologies from the United States through licit and illicit means. Maintaining our technology advantage requires the DoD to ensure we are taking the appropriate safeguards to protect sensitive technologies and military programs against intellectual property theft and technology diversion and exploitation. Neither the DoD nor the rest of the U.S. Government can protect technology alone. We must work in close coordination with partners and allies in Government, industry, and academia, at home and abroad. We are confident that America and our unparalleled network of allies and partners can out-compete and out-innovate strategic competitors by taking full advantage of open science, collaborative research, and free enterprise, while at the same time taking steps to ensure our technological advances and innovations do not benefit the militaries of our strategic competitors.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 3.2.3.1 - # of outreach events where technology and program protection principles/policies/guidance/training are shared with Defense Innovation Ecosystem, including academic engagements	14	14	14
PM 3.2.3.2 - # of hardware/software (HW/SW) assurance tools delivered for the Defense Enterprise	7	7	7
PM 3.2.3.3 - % of basic research proposals that are declined by DoD Components based on the basic research protection framework	Less than or equal to 2	Less than or equal to 2	Less than or equal to 2

### Performance Goal 3.2.4 - Non-Traditional partnerships.

#### Performance Goal Lead: OUSD(R&E)

We must establish new pathways to apply dual-use technologies that solve national security problems. The Defense Innovation Unit (DIU), the U.S. Air Force's AFWERX, the U.S. Navy's NavalX, the U.S. Army's Rapid Capabilities and Critical Technologies Office (RCCTO), U.S. Army's XTECH, the U.S. Special Operations Command's SOFWERX, the U.S. Space Force's SpaceWERX, and others in the Department all actively engage commercial companies to identify opportunities to leverage their dual-use technologies for military applications. To advance joint solutions, the DoD will develop new processes, procedures, and forums to more closely connect members of this innovation ecosystem to each other. Moreover, the DoD will tap into the innovation potential of our nation's small businesses by expanding engagements with and investments into this community to support their ability to prototype and scale their products into production. Innovation in some critical technologies, particularly those that have unique military applications, may be underinvested in by private capital markets. Potential market failures make it difficult for the DoD to form partnerships to fund the prototyping of technologies critical to national security. To create the necessary innovation environments for these technologies, the DoD must forge new investment pathways to increase U.S. access to developing defense capabilities. The Department will identify and prioritize technology gaps that are underinvested, up and down the supply chain. The DoD will then partner DoD strategic capital with private capital markets to fill those gaps, increase DoD access to critical technologies, and protect critical industries from predatory foreign investment.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 3.2.4.1 - % Increase in new entrants awarded SBIR/STTR projects	10.0%	10.0%	10.0%
PM 3.2.4.2 - % of Accelerate the Procurement and Fielding of Innovative Technologies (APFIT) efforts with small/non-traditional partners that result in follow-on Service or Agency Investment	80.0%	80.0%	80.0%



## Strategic Priority 3 Make the Right Technology Investments

### Performance Goal 3.2.5 - Strengthening collaboration with international allies and partners.

#### Performance Goal Lead: OUSD(R&E)

We know that U.S. strategic advantage in achieving our national security goals and maintaining our technological edge lies in our relationships with allies and partners. We will further strengthen our science and technology defense cooperation with allies and partners through both bilateral and multilateral initiatives, including our North Atlantic Treaty Organization (NATO) allies in the NATO Science and Technology Organization (STO), the Australia - United Kingdom (UK) - United States (AUKUS) partnership, the longstanding “Five Eyes” (Australia, Canada, New Zealand, the UK, and the United States), The Technical Cooperation Program (TTCP) alliance, the Quadrilateral Security Dialogue (QSD) with Australia, India, Japan, and the United States, and new initiatives such as the NATO Defense Innovation Accelerator for the North Atlantic (DIANA). The DoD will look to expand on bilateral and multilateral engagements to create new science and technology partnerships with countries that share our values, that innovate to create new technologies, and that are committed to protecting technologies from competitors who seek to erode our advantages. In so doing, we will continue to share our respective priorities and identify opportunities for information and technical exchanges as well as seek opportunities for collaborative prototyping, experimentation, and co-development. Defense science and technology cooperation with our allies and partners will help create more capabilities, increase shared production capacity, and reinforce our shared commitment to, and therefore the credibility of, integrated deterrence.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 3.2.5.1 - % of Foreign Comparative Testing prototype projects that move to Service procurement (i.e. FCT transition rate)	60.0%	60.0%	60.0%
PM 3.2.5.2 - % of experiments completed with multiple partner nations	50.0%	50.0%	50.0%
PM 3.2.5.3 - % of experiments conducted, by Experimentation Series, with International Allies and Partners that demonstrate interoperability	80.0%	80.0%	80.0%

### Performance Goal 3.2.6 - Communicating clearly.

#### Performance Goal Lead: OUSD(R&E)

We have multiple audiences to speak with and hear from across the Department, Congress, U.S. Government departments and agencies, industry, academia, allies and partners, and, above all, the American public. Effective communication is vital to ensuring the vast network that makes up our innovation ecosystem can contribute effectively and collaboratively on the most pressing challenges the warfighter faces and will face in the years to come. Furthermore, communication ensures the DoD receives useful feedback that improves the Department’s decision-making on the capabilities it aims to create and field and process improvements to ensure effective partnerships. Clear communication also informs investment decisions by industry and our international partners, enhances technology protection, and increases credible deterrence. To enhance communication inside the Department we will leverage the convening power of cross-organizational committees such as the Innovation Steering Group (ISG). The ISG was established by the Deputy Secretary of Defense to provide a forum to elevate discussion of research and engineering issues across the Military Services, the Joint Staff, and the Combatant Commands. The Department will continue to leverage the ISG to drive change through the research and engineering enterprise to better posture the DoD for strategic competition. Outside the Department we will enhance communication with industry and academia, not only by communicating more, but also by increasing transparency about our core operational problems. The DoD will actively seek to engage with the press, trade associations, academic conferences, and discussions with executives at small, medium, and large technology companies. We will also strengthen our communication with other Government organizations, such as the Department of Energy, the Department of State, and the Department of Commerce, to advocate for DoD equities that enable our objectives of integrated deterrence, campaigning, and enduring advantage to be achieved. We will identify areas of mutual concern as we each tackle shared challenges. The Department will continue to use external advisory groups, such as the Defense Science Board and Defense Innovation Board, to perform independent assessments and provide outside recommendations. To enhance communication with both the commercial and defense industries, we have increased government attendance and speaking roles at industry conferences as well as government-sponsored conferences. Consistent with our overarching national security interests and this Strategy’s guiding principles, we are prepared to accept more risk to share more information with allies and partners who share with us and protect sensitive information. The DoD is actively engaged in efforts to address over-classification with the objective to protect classified information while expanding





## Strategic Priority 3 Make the Right Technology Investments

collaboration with allies and partners. Finally, signaling to our adversaries is important when it comes to military capabilities. We will continue to use uncertainty to our advantage, complicating our competitors' military preparations. We will also make deliberate decisions about what to conceal and reveal and when to do so, leveraging science and technology to both reassure our allies and deter potential adversaries.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 3.2.6.1 - # of unsolicited industry proposals that result in project initiation	40	40	40
PM 3.2.6.2 - # of industry conferences and engagements attended	5	5	5
PM 3.2.6.3 - % Year-over-year increase in the capture of defense scientific and technical information (Technical Reports, Journal Articles, URED, IR&D) to share across the DoD enterprise by the Defense Technical Information Center (DTIC)	8.0%	8.0%	8.0%

### Performance Goal 3.2.7 - Innovation in industrial processes.

#### Performance Goal Lead: OUSD(R&E)

Building enduring advantages requires not only enhancements to end products but also innovations in industrial production. To improve industrial processes for defense while meeting the current and future needs of the Joint Force, the DoD has established nine Manufacturing Innovation Institutes (MII) as public-private partnerships. These DoD MIIs are focused on advancing manufacturing technologies and processes, building strong supporting ecosystems, and providing advanced manufacturing education and workforce development. We must build on these efforts to reduce the timelines for producing critical items and significantly increase our ability to manufacture new technologies at speed and scale.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 3.2.7.1 - % Year-over-year increase in investment from Manufacturing Innovation Institute (MII) industrial partners on innovative processes	5.0%	5.0%	5.0%



## Strategic Priority 3 Make the Right Technology Investments

### STRATEGIC OBJECTIVE 3.3 - INVEST IN INTEROPERABLE, FEDERATED INFRASTRUCTURE.

#### *Strategic Objective Lead: Chief Digital and Artificial Intelligence Office (CDAO)*

Optimize the Department's federated infrastructure to support scaling data, analytics, and AI adoption and improve interoperability.

#### **Performance Goal 3.3.1 - Establish a prototype of the Data Mesh's initial infrastructure on appropriate platforms.**

##### **Performance Goal Lead: CDAO**

Establishing an interoperable federated infrastructure to promote semi-autonomous data collection and sharing. Deliver a prototype of fully-serviced Data Mesh comprised of 15 services.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 3.3.1.1 - # of Data Services.	13	14	15

#### **Performance Goal 3.3.2 - Deliver AI Scaffolding Services at DoD-scale that enable or accelerate service efforts**

##### **Performance Goal Lead: CDAO**

Develop, provide, broker, and advise on the creation of infrastructure, apps, tools and services needed by DoD customers to enable the development and adoption of AI.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 3.3.2.1 - # of successful DoD and Service AI programs enabled through CDAO facilitation	3	1	1



## Strategic Priority 4 Strengthen Resilience and Adaptability of Our Defense Ecosystem

The Department will strengthen our Defense Industrial Base (DIB) to ensure that we produce and sustain the full range of capabilities needed to give U.S. allied and partner forces a competitive advantage. We will bolster support for our unparalleled network of research institutions, both university-affiliated and federally funded research and development centers, as well as small businesses and innovative technology firms. The Department will act urgently to better support advanced manufacturing processes to increase our ability to reconstitute the Joint Force in a major conflict. Industry plays a key role in both the effort to strengthen the defense ecosystem and to project military force: our industry Partners provide critical transportation capability and the global networks we need to meet day-to-day warfighting requirements. The Department's approach will be eminently proactive, developing vibrant relationships with commercial Partners in order to create sufficient military capacity to satisfy wartime demands at acceptable risk levels.

Students at Purdue University collaborate to develop an algorithm using industry-dictated aeronautical engineering principles that also allow for measurable cybersecurity. The Air Force Research Laboratory's, or AFRL, Regional Hub Network began its second year of the five-year experiment working with Purdue University.





## Strategic Priority 4 Strengthen Resilience and Adaptability of Our Defense Ecosystem

### STRATEGIC OBJECTIVE 4.1 - ENHANCE THE DOD’S INTEGRATED INSTALLATION RESILIENCE.

**Strategic Objective Lead: Office of the Under Secretary of Defense for Acquisition and Sustainment (OUSD(A&S))**

The Department must take bold steps to accelerate integrated installation resilience to meet current and future all-hazards challenges. These efforts must align with our strategic objectives and mission requirements, ensuring that our military can deter aggression and defend the nation under all conditions. We must understand integrated installation resilience requirements, and we must develop new policies and guidance, improved construction codes and standards, tools to assess and evaluate all-hazards exposure at installations, and comprehensive installation master planning. By September 30, 2025, we will achieve all-hazards resilience planning at installations and plans and will integrate Black Start Exercises and Cyber Resilience Readiness Exercises.

**Performance Goal 4.1.1 - Increase the quality ratings of real property assets.**

**Performance Goal Lead: DA**

This goal supports improving real property asset quality.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.1.1.1 - % of real property assets at Q1/Q2	90.0%	90.0%	90.0%

**Performance Goal 4.1.2 - Increase the quality of soldier housing.**

**Performance Goal Lead: DA**

This goal supports improving housing condition status.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.1.2.1 - % of barracks at Q1/Q2	90.0%	90.0%	90.0%

**Performance Goal 4.1.3 - Fortify and reduce risks to DoD Installations from extreme weather events through adaptation, mitigation, and resilience.**

**Performance Goal Lead: OUSD(A&S)**

The OUSD(A&S) will implement tools to improve decision-making, adapt our business processes, and make specific investments in resilience. We will accelerate the Climate Resilience research area within the DoD Strategic Environmental Research and Development Program (SERDP) and the Environmental Security Technology Certification (ESTCP) program. We will strengthen the DoD Climate Assessment Tool (DCAT) by updating it with authoritative projected climate information, expand its application to all major installations, and transition to a classified environment to conduct installation climate vulnerability assessments. The Department will reinforce its efforts to meet the Nation’s warfighting needs under increasingly extreme environmental conditions, and integrate climate requirements into operations, planning, and business and decision-making processes. In July 2021, the Readiness and Environmental Protection Integration (REPI) program identified three (3) strategic goals to guide future resilience activities and project outcomes, including increasing the number of REPI resilience projects, increasing the percentage of REPI funding allocated towards resilience projects, and prioritizing REPI resilience projects based on climate change vulnerabilities.





## Strategic Priority 4 Strengthen Resilience and Adaptability of Our Defense Ecosystem

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.1.3.1 - % REPI resilience projects located in high climate exposure risk areas.	74.0%	75.0%	75.0%
PM 4.1.3.2 - % of overall Readiness and Environmental Protection Integration (REPI) projects that are resilience focused	27.0%	31.0%	34.0%
PM 4.1.3.3 - % of overall REPI funding allocated to resilience-focused projects	40.0%	45.0%	48.0%

### Performance Goal 4.1.4 - Deliver forward-looking, sustainable energy solutions to address emerging power requirements in defense.

#### Performance Goal Lead: OUSD(A&S)

The OUSD(A&S) will oversee the use of tools to inform sustainable energy solutions to address risks to critical missions and maximize solutions that improve installation energy resilience. We will support the execution of Black Start Exercises and ensure the use of structured, rigorous evaluations of critical energy requirements, risks, and mitigations by completing installation energy plans (IEP). IEPs identify gaps in energy resilience, as a basis for energy project planning and prioritization. The Department will continue to invest in microgrid projects to improve our energy resilience posture using programs such as the Energy Resilience and Conservation Investment Program to fund the construction of microgrids and backup power solutions, strategically closing known energy resilience gaps. To the degree feasible, these microgrids will rely on carbon pollution-free electricity (CFE) technology such as advanced geothermal and small modular nuclear reactors.

These investments are part of a broad shift to CFE for all purchased electricity. Along with electrification of buildings and non-tactical vehicles, these investments will both increase the resilience of installations and accelerate the nation's transition to a decarbonized grid.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.1.4.1 - % Installation energy plans (IEP) completed	85.0%	95.0%	
PM 4.1.4.2 - % Energy resilient microgrid planning and design completed at Mission Assurance and Service Priority Installations	15.0%	20.0%	
PM 4.1.4.3 - % of known* essential/critical uses for which actions have been identified regarding status, mitigation actions to avoid obsolescence and/or potential sustainable alternatives.	85.0%	95.0%	



## Strategic Priority 4 Strengthen Resilience and Adaptability of Our Defense Ecosystem

### Performance Goal 4.1.5 - Develop a climate cognizant force and work proactively with allies and partners.

#### Performance Goal Lead: DON

Develop a climate-cognizant force that considers climate elements through all aspects of training and equipping the force and planning and executing the mission. Externally, we will work collaboratively and proactively with allies and partners to understand how to operate together as our joint operating environment changes and prepare for the exigent circumstances and building instability that severe weather and resource scarcity drive.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.1.5.1 - Maintain the # of engagements between senior Navy leaders (ASN or SECNAV level) and foreign partners on climate and energy resilience	4	4	4

### Performance Goal 4.1.6 - Address past DoD Per- and Polyfluoroalkyl Substances (PFAS) releases under federal cleanup law and find and implement alternatives to the use of Aqueous Film Forming Foam (AFFF).

#### Performance Goal Lead: OUSD(A&S)

The Department is identifying and addressing per- and polyfluoroalkyl substances (PFAS) releases under the Comprehensive Environmental Response Compensation and Liability Act (CERCLA) and performing Preliminary Assessments/Site Inspections (or PA/SIs) at installations where the DoD may have used or released PFAS. These PA/SIs are being performed at 705 installations (to include Base Realignment and Closure and Guard locations), and these targets reflect congressional timeline requirements for completion. The Department is implementing a comprehensive, methodical process to evaluate and determine the most appropriate and feasible alternatives (such as alternative foams, water, or floor drains) to replace fluorinated aqueous film forming foam (AFFF) in shore-based facilities and mobile assets. The Department will ensure that the phase out of AFFF meets congressional deadlines, preserves mission capability, and protects the safety of our force and the environment.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.1.6.1 - % Preliminary assessments/site inspections (PA/SI) conducted at required installations	100.0%	100.0%	
PM 4.1.6.2 - % of remedial investigations initiated.	50.0%	65.0%	
PM 4.1.6.3 - % Transitions from aqueous film forming foam (AFFF) to AFFF alternatives completed at required installations	10.0%	55.0%	

### Agency Priority Goal 4.1.7 - Improve Resilience of DOD Installations.

#### Performance Goal Lead: OUSD(A&S)

The Department will improve all-hazards resilience of military installations through policy, tools, and testing. The results of these actions will produce actionable information about military installation resilience gaps. This information will support climate-informed decision making, investment prioritization, and business processes to increase all-hazard resilience of natural and built infrastructure critical to defense operations and national security. Based on lessons learned and new policy efforts, integrated installation planning is required to improve all-hazards resilience. Black Start Exercises and Cyber Resilience Readiness Exercises allows us to better track and measure integrated installation resilience. By September 30, 2025, with the policies and technical guidance in place, the successful execution of exercises, planning and assessments will allow us to achieve improved resilience at DoD Installations aligned to meet DoD Mission goals, including Secretary of Defense Priority Defend the Nation and Annual Performance Report Goal, Strengthen Resilience and Adaptability of Our Defense Ecosystem.



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PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.1.7.1 - % Major installations with Integrated Installation Resilience Plans at installations where Installation Climate Resilience plans per 10 USC 2864 have been completed	100.0%	100.0%	
PM 4.1.7.2 - % of additional installations requested in previous FY added to the DoD Climate Assessment Tool (DCAT) to also include the latest Base Structure Report	100.0%	100.0%	
PM 4.1.7.3 - # Policy and technical guidance submitted for publishing	16	10	
PM 4.1.7.4 - Conduct Cyber Resilience Readiness Exercises (CRRE) at 2 installations per year	2	2	
PM 4.1.7.5 - Conduct Black Start Exercises at 5 Department of Army installations per year to assess risks to critical missions and inform resource prioritization	5	5	
PM 4.1.7.6 - Conduct Black Start Exercises at 5 Department of Air Force installations per year to assess risks to critical missions and inform resource prioritization	5	5	
PM 4.1.7.7 - % of ESTCP funds allocated to projects focused on innovation for sustaining operations in extreme conditions.	26.0%	33.0%	

### Performance Goal 4.1.8 - Reduce greenhouse gas emissions to mitigate climate impacts.

#### Performance Goal Lead: DON

The Department must reduce its greenhouse gas emissions and draw greenhouse gases out of the atmosphere, stabilize ecosystems, and achieve, as an enterprise, the nation's commitment to 65 percent emissions reduction by 2030 and net-zero emissions by 2050.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.1.8.1 - Increase the reduction of greenhouse gas emissions	7.5%	8.3%	9.0%

### Performance Goal 4.1.9 - Increase consumption of carbon free electricity (CFE) as a part of overall electricity usage.

#### Performance Goal Lead: DON

Justification from 2021 Executive Order: Mandates 100% net annual CFE use by 2030 in addition to 50% 24/7 CFE by 2030.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.1.9.1 - Increase the % of CFE consumed of total electricity by the DON	15.0%	30.0%	45.0%



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### STRATEGIC OBJECTIVE 4.2 - ENSURE SUPPLY CHAIN RESILIENCE THROUGH A MODERNIZED DEFENSE INDUSTRIAL ECOSYSTEM.

#### *Strategic Objective Lead: Office of the Under Secretary of Defense for Acquisition and Sustainment (OUSD(A&S))*

The Department of Defense (DoD) requires healthy, resilient, diverse, and secure supply chains to ensure the development and sustainment of capabilities critical to national security and to build enduring Joint Force advantages. Revitalizing supply chains in the defense industrial base will require the DoD to better understand supply chain risks and to work internally, as well as with interagency, international, and industry partners, to align standards, build domestic capacity, and safeguard markets.

#### Performance Goal 4.2.1 - Stem and reverse the decline in the number of small business contractors in the DAF industrial base.

##### *Performance Goal Lead: DAF*

Expanding engagements with and investments into the small business community to grow the small business industrial base.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.2.1.1 - Annual % change in the number of small businesses that are awarded DAF contracts in each category (SB, SDB, WOSB, HUBZone SB, SDVOSB) - based on 2022 SBA Annual Procurement Scorecard Methodology.	Not to exceed 10% decline	Not to exceed 5% decline	Not to exceed 5% decline

#### Performance Goal 4.2.2 - Execute the National Defense Industrial Strategy Implementation Plan

##### *Performance Goal Lead: OUSD(A&S)*

OASD IBP will create a classified implementation plan with metrics and milestones along with an unclassified overview for public release that will describe discrete actions to undertake within DoD, across the interagency, with Congress, and other external stakeholders to include industry and international allies and partners. This plan and its actions will realize the vision of the NDIS to create a pathway to develop a fully modernized defense industrial ecosystem.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.2.2.1 - Publish policies to institutionalize industrial base resilience across the DoD	<ul style="list-style-type: none"> <li>Q2 Complete mobilization policy gap analysis</li> <li>Q4 Publish flexible acquisition policy per the NDIS</li> </ul>	Revise DoDI in with the GAO report to improve DIB analysis processes	
PM 4.2.2.2 - Publish economic security framework	Q4 Publish framework	Use to evaluate the effect of global investment flows on US and partners national security	
PM 4.2.2.3 - Substantiate wargaming and scenario analysis capability to understand the DIB's ability to support US and Allies/Partners surge needs and mitigate the effect of disruptions to defense capabilities	Q2 Partner with J7 and J8 to execute tabletop exercises with up to three industry partners and incorporate findings into analysis working group	Expand capabilities and exercises in FY25	
PM 4.2.2.4 - Expand the DIBMAP into additional weapon systems and sub-tier suppliers	<ul style="list-style-type: none"> <li>Q2 Will incorporate CUI data</li> <li>Q3 Issue next data call</li> </ul>	FY25 Will issue policy guidance to flow requirements on contracts	
PM 4.2.2.5 - Prioritize investment in DIB to improve resilience and surge capacity	<ul style="list-style-type: none"> <li>Q2 Get annual investment strategy for DPA fund and IBAS fund approved by USD (A&amp;S)</li> <li>Q3 Conduct mid-year review of investment execution</li> <li>Develop roll up of awards by quarter.</li> </ul>	<ul style="list-style-type: none"> <li>Publish roadmap in Q1 for FY25</li> <li>Implement investment strategy and incorporate rebalances per the mid-year review</li> </ul>	





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	<ul style="list-style-type: none"> <li>Establish monthly meetings with key industrial mobilization execution offices</li> </ul>	<ul style="list-style-type: none"> <li>Announce quarterly roll up award through media engagements/roundtables</li> <li>Continue to conduct monthly meetings with execution offices</li> </ul>
PM 4.2.2.6 - Strategic Industry Engagement	<ul style="list-style-type: none"> <li>Establish strategic approach to industry engagement</li> <li>Execute SecDef quarterly industrial base roundtable dialogue</li> <li>Q3 Serve as lead component for SecDef hosted industry conference.</li> <li>Q4 Implement the non-traditional supplier's concierge service by deploying the live portal for industry to engage with</li> </ul>	<ul style="list-style-type: none"> <li>Execute strategic plan for senior leader industry engagement with a 20% increase in participation of small businesses</li> <li>Each quarter promulgate and communicate senior leader engagement calendar</li> <li>Continue to expand membership and functionality of non-traditional supplier's concierge service and associated portal</li> </ul>
PM 4.2.2.7 - Rightsizing International Industrial Base Dialogues	<ul style="list-style-type: none"> <li>Refresh Portfolio Strategic Analysis</li> <li>Realignment of Bilateral Engagements</li> <li>Develop cohesive plans with OSD Policy &amp; R&amp;E</li> <li>Evolve UDCG activities with changes in requirements and operational situation</li> </ul>	Continue work with allies and partners' industrial sectors on production expansion opportunities
PM 4.2.2.8 - Institutionalize NAD Engagement	<ul style="list-style-type: none"> <li>Execute quarterly NAD meetings that relate to Ukraine and other key regions</li> <li>Continue NATO Production Board participation</li> <li>Support Regional Sustainment Framework</li> <li>Develop NAD governance framework</li> </ul>	<ul style="list-style-type: none"> <li>Implement NAD governance framework</li> <li>Establish INDOPAC NAD framework and quarterly engagements</li> </ul>
PM 4.2.2.9 - Production Diplomacy	<ul style="list-style-type: none"> <li>Continue AUKUS implementation.</li> <li>Continue to work with OSD Policy on FMS tiger team/ CFIB</li> <li>Arrange information sharing mechanisms with NTIB partners on supply chain collaboration</li> <li>Enter into SOSA with at least one more international partner</li> </ul>	<ul style="list-style-type: none"> <li>Develop Legislative Proposals to expand DEF authorities</li> <li>Secure new funding in support of new exportability authorities</li> <li>Update DoD 5000.85 language to expand exportability planning guidance</li> </ul>

### Performance Goal 4.2.3 - Leverage small business programs to grow the Small Business Industrial Base.

#### Performance Goal Lead: OUSD(A&S)

Representing over 70 percent of all companies that do business with DoD, small businesses are the vital engine of growth in the United States defense industrial base. Despite their importance to DoD, small businesses face various obstacles in helping the Department meet its challenges. DoD utilizes several programs to enable small businesses to better compete in the defense marketplace. SBIR/STTR and the Industrial Base Ecosystem Development fund (formerly the Rapid Innovation Fund) help technologies and businesses transition from proof of concept to production. APEX Accelerators and the Mentor Protégé Program (MPP) support small businesses to navigate through the intricacies of government procurement. Project Spectrum educates small businesses on risks related to cybersecurity and foreign ownership, control, or influence (FOCI) and empowers them to defend against those risks. Leveraging these small business programs to strengthen and protect small businesses is key to growing the small businesses industrial base.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.2.3.1 - Implementation of DoD's Small Business Strategy	Q4 Complete	Continue ensuring the stability of small business programs, supporting small businesses with operational security, and achieving all small business prime contracting goals	



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**STRATEGIC OBJECTIVE 4.3 - ENSURE THE FOUNDATIONS FOR RESEARCH AND DEVELOPMENT BY RECRUITING, RETAINING, AND CULTIVATING TALENT; REVITALIZING OUR PHYSICAL INFRASTRUCTURE; UPGRADING OUR DIGITAL INFRASTRUCTURE; AND NURTURING STRONGER COLLABORATION ACROSS ALL STAKEHOLDERS.**

### *Strategic Objective Lead: Office of the Under Secretary of Defense for Research and Engineering (OUSD(R&E))*

We cannot create 21st century capabilities using 20th century equipment, education, and employment policies. Building enduring advantage requires that we invest in infrastructure and reinvigorate our workforce. To execute Joint Missions in highly contested environments we must test our technology in realistically challenging circumstances. We need to collect and analyze data using modern digital infrastructure. In addition, we need to recruit, retain, and engage the most talented people in the world—both those in our workforce today and in the workforce of the future.

#### **Performance Goal 4.3.1 - Investments in the workforce of tomorrow.**

##### *Performance Goal Lead: OUSD(R&E)*

Education is another cornerstone for building enduring advantage. We will invest in tomorrow’s workforce at every level of education. Building skills at an early age through competition is critical to excite and encourage students to be interested in pursuing careers in science, technology, engineering, and mathematics (STEM). Under programs like the Defense STEM Education Consortium (DSEC), the National Defense Education Program (NDEP), and the Science, Mathematics and Research for Transformation (SMART) Program, we will further invest in our STEM workforce pipeline that is critical to our national security.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.3.1.1 - % Increase in overall SMART scholarships	5.0%		5.0%
PM 4.3.1.2 - # of new or reassigned DoD hires in emerging technology areas through the DoD Reliance 21 program (e.g., Applied Research for the Advancement of S&T Priorities (ARAP))	Greater than or equal to 30	Greater than or equal to 30	Greater than or equal to 30
PM 4.3.1.3 - % Increase in students, interns, and trainees through MII's Educational Workforce Development program	5.0%	5.0%	5.0%
PM 4.3.1.4 - % Increase in students participating in DoD STEM program K-12 activities	2.0%	2.0%	2.0%
PM 4.3.1.5 - % Increase in applications from new colleges and universities not previously within SMART scholarship application pools	22.0%	22.0%	22.0%
PM 4.3.1.6 - % of SMART scholarship awardees retained beyond commitment	70.0%	70.0%	70.0%

#### **Performance Goal 4.3.2 - Upgrading digital infrastructure.**

##### *Performance Goal Lead: OUSD(R&E)*

We will continue to modernize our digital infrastructure to improve information sharing and knowledge management. Cloud computing and data sharing will be the norm, in alignment with the Department’s Digital Modernization Strategy, Digital Engineering Strategy, Data Strategy, and Cyber Security Strategy. Whenever appropriate, we will consult with allies and partners to build shared platforms that advance collaborative research and development. Technology standards and



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protocols are core to our digital infrastructure, national security, and economic prosperity. As we upgrade our digital infrastructure, we will reengage in the standards bodies that set technical specifications. We will also encourage industry, academia, and allies and partners to participate in standard-setting more actively. Working with our allies and partners we will continue to shape the international rules of the road.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.3.2.1 - # of new and updated digital training courses deployed to build and cultivate DoD engineering talent and expertise	5	5	5
PM 4.3.2.2 - % Increase of users of the Digital Engineering Body of Knowledge (DE BoK) database	5.0%	5.0%	5.0%
PM 4.3.2.3 - # of DoD civilians and military personnel that have completed digital training courses, including those related to digital engineering, MOSA, and related topics	500	500	500
PM 4.3.2.4 % increase in the content of the DE BoK database	5.0%	5.0%	5.0%

### Performance Goal 4.3.3 - Enhancing laboratory and test infrastructure.

#### Performance Goal Lead: OUSD(R&E)

We must make foundational investments in the equipment and facilities required to discover and test new capabilities. Our infrastructure needs to be modernized to enable tests that model the Joint Force's ability to fight through network degradation. We need to have the capability and capacity to accommodate new concepts and new ways of testing that emerging technologies will require. Not only will these investments introduce new capabilities to our infrastructure, they will also help attract and retain the most sought-after talent. Allies and partners, as well as industry, are integral to our laboratory and testing infrastructure. We aim to provide our most trusted allies and partners broader access to our laboratory and testing infrastructure than ever before, sharing and protecting together rather than cannibalizing scarce resources and talent among ourselves. Working together, we will expand opportunities for facility clearances, increase visibility into our supply chains, fix the weakest links, and ensure the integrity and security of research, development, and manufacturing infrastructure in government, industry, and academia.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.3.3.1 - # of prioritized and funded Central Laboratory Investment Program (CLIP) projects for lab infrastructure	3	3	3
PM 4.3.3.2 - # of projects funded to improve/modernize DoD laboratory and test	5	5	5
PM 4.3.3.3 - % Increase in testing infrastructure modernization	1.0%	1.0%	1.0%



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### STRATEGIC OBJECTIVE 4.4 - ENHANCE THE DOD'S CYBERSECURITY POSTURE.

#### *Strategic Objective Lead: Chief Information Officer for the Department of Defense (DoD CIO)*

The scope, pace, and sophistication of malicious cyberspace activity continues to rise globally. Growing dependence on the cyberspace domain for nearly every essential civilian and military function makes this an urgent issue that must be addressed. DoD overmatch in conventional and strategic weaponry may be overcome through sophisticated attacks within cyberspace, supply chain exploitation across the acquisition and sustainment lifecycle, and intelligence operations targeting insiders with access. The Department must adopt a "Cyber First, Cyber Always" mindset and be prepared to defend DoD systems in a contested cyberspace. Every network, system, application, and enterprise service must be secure by design, with cybersecurity managed throughout the acquisition lifecycle. The Department will maintain system confidentiality, integrity, and availability by defending against avenues of attack used by sophisticated adversaries and with a highly trained and motivated workforce.

#### **Performance Goal 4.4.1 - Expand and enhance opportunities to recruit, retain, upskill, and diversify our Cyber Workforce.**

##### *Performance Goal Lead: DoD CIO*

The Department is focused on enhancing its ability to recruit and retain top cyber talent to complete its mission. Using the DCWF, the Department is revamping personnel management to pinpoint and address key capability shortfalls. By integrating DCWF coded manpower and personnel data into the Advana Cyber Workforce Dashboard, this platform will allow leadership to monitor workforce health and make data driven decisions to fill critical skill gaps promptly.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.4.1.1 - Reduce the # of cyber coded vacant billets across the Enterprise	15.0%	15.0%	

#### **Performance Goal 4.4.2 - Drive the implementation of Zero Trust.**

##### *Performance Goal Lead: DoD CIO*

The Zero Trust Portfolio Management Office (ZT PfMO) was established Q2 FY22 within DoD CIO. The ZT PfMO is the central authority within the DoD to issue Zero Trust (ZT) policy and guidance within DoD. The ZT PfMO's strategic policy and guidance is driven by federal laws and mandates from the Legislative and Executive Branches, including the following E.O. 14028, Executive Order on Improving the Nation's Cybersecurity, M-22-09, Moving the U.S. Government Toward Zero Trust Cybersecurity Principles, National Defense Authorization Act (NDAA) FY 2022 1511 and 1528. The ZT PfMO is tasked with leading and coordinating ZT implementation activities across the Department. The ZT PfMO will provide enterprise level policy, guidance, and support to the DoD Components as they implement ZT plans in compliance with the DoD ZT Strategy and ZT Implementation Roadmap. The ZT PfMO will support the Department's budgetary needs to achieve a successful ZT deployment. The ZT PfMO will champion continuing maturation of the DoD ZT Reference Architecture (ZTRA) and influence key technologies and capabilities required to deploy a fully operational ZT environment within the DoD Information Network (DoDIN).

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.4.2.1 - # Components with Adequate Zero Trust Implementation Plans describing their path to target-level Zero Trust by FY27	90% ZT Control Overlay Reporting 100% of FOC staffing requirements met. FOC for FY24 includes and additional 26 FTEs and 1 additional GS14 billet	100% ZT Control Overlay Reporting 70% ZT Outcome Metrics Reporting	80% ZT Control Overlay Compliance 100% Outcome Metrics Reporting





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### STRATEGIC OBJECTIVE 4.5 - INCREASE THE RESILIENCY OF C3 CAPABILITIES.

#### *Strategic Objective Lead: Chief Information Officer for the Department of Defense (DoD CIO)*

Command, Control, and Communications (C3) systems' capabilities support effective joint and multinational operations in support of the National Defense Strategy (NDS). C3-enabling capabilities are comprised of information integration and decision-support services, systems, processes, and related communications transport infrastructure that enable the exercise of authority and direction over assigned and attached forces. These capabilities enable commanders and decision makers to evaluate rapidly, select, and execute effective courses of action to accomplish the mission. The FY 2025 objectives focus on ensuring resilient, accurate position, navigation, and timing (PNT) information and the ability to operate effectively in the electromagnetic spectrum, including tactical data links and satellite communications.

#### **Performance Goal 4.5.1 - Modernize and bolster transport (space and terrestrial) and data link capabilities.**

##### **Performance Goal Lead: DoD CIO**

The DoD CIO, in partnership with the U.S. Space Command, U.S. Space Force (USSF), and the other Combatant Commands (CCMDs) and Services, continues to track modernization of Satellite Communications (SATCOM) capabilities in support of the warfighter and specifically in support of Combined Joint All Domain Command and Control (CJADC2). The Department is modernizing its ultra-high frequency capability to the Mobile User Objective System and DoD CIO is tracking compliance with modernization targets in Advana. Additionally, the DoD CIO has authored the Enterprise SATCOM Management and Control (ESC-MC) Reference Architecture and its associated Implementation Plan and is working with SATCOM stakeholders to establish the metrics in Advana for tracking the seven (7) ESC-MC capability upgrades. ESC-MC will provide the Department with the capability to Fight SATCOM in line with the Chief of Space Operations vision for SATCOM. Finally, the DoD CIO has worked with the Office of Cost Assessment and Evaluation (CAPE) on implementing the recommendations of the SATCOM Gateway Optimization and Resiliency (GOaR) Study as a foundational capability in support of CJADC2. Those recommendations, funded as part of Program Decision Memorandum II, began in FY 2024.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.5.1.1 - Program for the fielding of satellite and ground architectures to enable narrowband SATCOM operational gap	70.0%	70.0%	70.0%

#### **Performance Goal 4.5.2 - Field Modern Position, Navigation, and Timing (PNT).**

##### **Performance Goal Lead: DoD CIO**

The Critical Time Dissemination (CTD) program launched in a FY 2012 Resource Management Decision to provide uninterrupted, assured, precise, synchronized timing to mission critical systems enabling continued seamless operation in all threat environments. The Defense Regional Clock (DRC) suites are designed to prevent the loss of critical timing signals due to degradation/ interference/ loss of any external distributive time dissemination means (i.e.-GPS, Two Way Satellite Time Transfer, Network Time Protocol, fiber optic, radio frequency [RF]). Initial installations of all planned suites initial operational capability (IOC) is targeted for completion by the end of FY 2024.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.5.2.1 - Installation of Defense Regional Clocks (DRC)	100.0%		



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### STRATEGIC OBJECTIVE 4.6 - DELIVER CAPABILITIES FOR ENTERPRISE BUSINESS AND JOINT WARFIGHTING IMPACT.

#### *Strategic Objective Lead: Chief Digital and Artificial Intelligence Office (CDAO)*

Enhance or generate business analytics and warfighting capabilities with data, analytics, and AI technologies for improved decision advantage outcomes.

#### **Performance Goal 4.6.1 - Deliver a joint data integration layer.**

##### **Performance Goal Lead: CDAO**

Deploy a joint data integration layer, enhancing the interoperability of data across various Joint users.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.6.1.1 - % Increase in priority data accessible via the data integration layer	10.0%	25.0%	50.0%

#### **Performance Goal 4.6.2 - Increase the development, acquisition, and testing of Responsible AI (RAI) solutions for the DoD.**

##### **Performance Goal Lead: CDAO**

Provide ad hoc solutions, acquisition support and test & evaluation to accelerate development and adoption of data, analytics, and Responsible AI (RAI) across the DoD.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.6.2.1 - # of AI T&E capability areas and modalities (computer vision, natural language processing) with tools published or published framework documents.	2	4	6

#### **Performance Goal 4.6.3 - Improve the development and acquisition of digital solutions in DoD.**

##### **Performance Goal Lead: CDAO**

Develop prototype digital solutions to respond to a defined DoD problem, assist in developing roadmaps for in-development DoD digital solutions, and provide acquisition guidance to DoD organizations to ensure product development best practices are incorporated.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.6.3.1 - # of completed projects that are delivered to DoD customers that improve adoption of digital solutions.	6	12	18



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### Performance Goal 4.6.4 - Advance Executive Analytics.

#### Performance Goal Lead: CDAO

Provide the DoD with world-class data management, analytics, and artificial intelligence/machine learning (AI/ML) capabilities to accelerate decision advantage.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.6.4.1 - % of performance improvement metrics connected to fully automated data pipelines owned and managed by OPRs	25.0%	50.0%	75.0%

### Performance Goal 4.6.5 - Deliver dynamic campaigning capabilities that improve DoD decision advantage.

#### Performance Goal Lead: CDAO

Deliver data and analytics capabilities that speed up and enhance the quality of decision making on dynamic campaigning.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.6.5.1 - # of Secretary and Deputy Secretary of Defense campaign decision processes that fly-aways enhance via development of data-driven solutions	5	10	15



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### STRATEGIC OBJECTIVE 4.7 - DELIVER SUSTAINMENT OUTCOMES THAT DRIVE INTEGRATED DETERRENCE AND ENABLE EFFECTIVE OPERATIONS IN CONTESTED LOGISTICS ENVIRONMENTS.

#### *Strategic Objective Lead: Office of the Under Secretary of Defense for Acquisition and Sustainment (OUSD(A&S))*

Integrated Deterrence and a resilient Joint Force warfighting capability depends upon globally responsive, sustainable, and cost-effective logistics and materiel readiness at all echelons of the Joint Logistics Enterprise. OUSD(A&S) will deliver on our NDS priorities, set the conditions to enable logistics operations in contested environments, and inform resourcing decisions to deliver sustainment and weapons systems capabilities around the globe. Continuous focus on core logistics, product support, and materiel readiness mission areas will leverage scarce resources and optimize talent within the enterprise to deliver the vision of “Military Operations Empowered Through Logistics.” Using the existing governance framework and decision support capabilities, all stakeholders in the DoD Sustainment enterprise can coalesce around the planning and decision process to innovate, modernize, and advance Sustainment performance. Integrated and outcome-based performance measures will drive progress toward required capabilities, capacities, and operational outcomes.

#### **Performance Goal 4.7.1 - Enable effective, affordable, and sustainable warfighting capability.**

##### **Performance Goal Lead: OUSD(A&S)**

Product support and sustainment planning occurs throughout a weapon system's life cycle. Cost savings, typically realized in sustainment, are greatly impacted by decisions made early in a systems development. It is therefore critically important to have current and up-to-date policy and guidance that highlights product support processes and strategies which must be assessed during system design and initial acquisition and fielding. The guidebooks referenced will be used by Program Managers, Product Support Managers, their support staffs, and others in acquisition and sustainment organizations as they develop and implement product support strategies for new programs, major modifications to legacy programs, or as they re-validate and re-engineer product support strategies for existing fielded systems.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.7.1.1 - % of product support policy, including guidebooks, updated within the last 3-years to keep pace with statutory guidance, global threats and the NDS	>85.0%	>85.0%	

#### **Performance Goal 4.7.2 - Decrease the number of non mission capable supply backorders.**

##### **Performance Goal Lead: DA**

This goal supports the Army goal of material readiness.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.7.2.1 - Non Mission Capable Supply Backorders	5% total requisitions	5% total requisitions	5% total requisitions





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### Performance Goal 4.7.3 - Deliver cost effective materiel readiness to meet with the DoD warfighting capability and capacity.

#### Performance Goal Lead: OUSD(A&S)

The ability to measure and routinely assess the effectiveness of the DoD sustainment enterprise requires the ability to track materiel availability (AM) operational availability, and cost per day of availability(C/DA). Equally important is the ability to provide the requisite capacity and capability to support the Department's materiel readiness availability goals of current and future weapon systems. The Organic Industrial Base (OIB) is the nation's readiness and sustainment insurance policy to ensure effective and timely response to a mobilization, national defense contingency situations, and other emergency requirements. In a growing number of instances, the OIB activities are the sole repair or manufacturing capability available to support core weapon systems. We are implementing Section 359 of the FY 2020 National Defense Authorization Act (NDAA) to improve the Military Department's depot performance and infrastructure modernization. This will ensure our Nation has the requisite capacity and capability to support the Department's materiel readiness availability goals of current and future weapon systems.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.7.3.1 - Development of MilDep's Investment approach and plan to improve infrastructure of Covered Depots	25.0%	100.0%	
PM 4.7.3.2 - Policy established for capacity and utilization of covered depots	28.0%	100.0%	
PM 4.7.3.3 - # of sustainment metrics that the Services are automatically reporting to Advana (for required systems)	2	19	

### Performance Goal 4.7.4 - Provide effective Logistics Information Technology.

#### Performance Goal Lead: OUSD(A&S)

The Department requires an integrated, enterprise system-of-systems strategy for Logistics IT (Log IT) modernization, to align priorities for investment and system requirements, improve effectiveness, and mitigate audit material weaknesses. Leveraging the full range of commercial capabilities as well as internally developed government best practice solutions, improving Log IT will enhance the Department's interoperability, enable decision-makers to harness data to capitalize on strategic and tactical opportunities, and enable effective operations in a contested environment. Development of a Department Log IT strategy in conjunction with the Components and establish performance targets for Log IT systems in partnership with DoD CIO, CDAO, and CFO to comply with policy and auditability requirements.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.7.4.1 - % of Log IT systems that perform end-to-end Logistics processes that comply with transaction standards per DoDD 8190.01E and DLM 4000.25	80.0%	90.0%	
PM 4.7.4.2 - % of Log IT systems perform equipment accountability and visibility that comply with DoDI 5000.64	10.0%	20.0%	
PM 4.7.4.3 - % of Log IT systems that perform materiel inventory management functions that comply with requirements in DoDM 4140.01 V11	10.0%	20.0%	



## Strategic Priority 4 Strengthen Resilience and Adaptability of Our Defense Ecosystem

### Performance Goal 4.7.5 - Deliver a clean and zero-emission light duty vehicle fleet to the DOD.

#### Performance Goal Lead: OUSD(A&S)

In line with Executive Order 14057, “Catalyzing Clean Energy Industries and Jobs Through Federal Sustainability,” the Department of Defense (DoD) is revitalizing its sustainability efforts by pursuing a clean and zero-emission light-duty vehicle fleet. The DoD will work with Component Fleet Managers to ensure the Department meets year-by-year Zero-Emission Vehicle (ZEV) transition goals and targets set by the President. The DoD is focused on reaching 100 percent zero-emission light-duty vehicle acquisitions by 2027 aligned with Electric Vehicle Support Equipment (EVSE) availability. Original Equipment Manufacturer (OEM) vehicle supply chain limitations challenge the ability of the DoD to set reliable acquisition targets.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.7.5.1 - % of Light Duty Vehicles (lease/buy) measured against Service budget requirement to meet E.O. 14057	(No Year by Year target*) % of Light Duty Vehicle acquisitions are ZEVs” by 2027 per Executive Order 14057	>75.0%	

### Performance Goal 4.7.6 - Decrease the number of days between customer order and customer receipt.

#### Performance Goal Lead: DA

This goal supports supply chain responsiveness.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.7.6.1 - Customer Wait Time	19 days	19 days	19 days

### Performance Goal 4.7.7 - Provide Effective Warehouse Management Capability.

#### Performance Goal Lead: OUSD(A&S)

The Department requires the ability to account for and streamline warehousing and distribution costs by streamlining the infrastructure footprint of the current warehouse network. The current Department warehouse enterprise is estimated at over 4,000 warehouses in the CONUS and an estimated utilization rate of 49%. Savings can be achieved through reduction of commercially owned and/or leased warehouses and optimizing the use of government owned facilities to achieve a 75% warehouse utilization rate. Improvements in warehouse management policy and workforce education and training would enhance the outcomes. The Warehouse Utilization Program is a Performance Improvement Initiative and includes the development and deployment of an ADVANA hosted management Dashboard along with automated data collection systems.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.7.7.1 - # of Service/DLA warehouse locations scanned, recorded, and managed into the WU Dashboard	9	50	
PM 4.7.7.2 - Policy and procedures established to submit automated Storage Space Management Report (SSMR) to DASD(Log) twice a year	25.0%	75.0%	



## Strategic Priority 4 Strengthen Resilience and Adaptability of Our Defense Ecosystem

**Performance Goal 4.7.8 - Increase or sustain the availability of wholesale supplies.**

**Performance Goal Lead: DA**

This goal supports supply chain reliability.

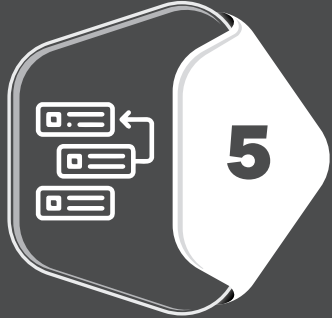
PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.7.8.1- Wholesale Supply Availability: Fill Rate	90.0%	90.0%	90.0%

**Performance Goal 4.7.9 - Provide effective Supply Chain Risk Management (SCRM) integration capability.**

**Performance Goal Lead: OUSD(A&S)**

The Department requires a persistent and holistic approach for managing the risks associated with supply chains of the defense industrial base and national security innovation base (NSIB) as it pertains to DoD supply chain entities, relationships, and functions. As a Performance Improvement Initiative, delivery of a Supply Chain Risk Management Integration Framework, risk taxonomy, strategy, policy, and integrated data strategy will strengthen the resiliency of our defense supply chain. The Department requires the ability to share and manage supply chain risk information and tools across the DoD supply chain ecosystem. Sponsorship of enterprise-level supply chain tools and capabilities will enable organizations across the Department to more easily procure supply chain data. A training and curriculum roadmap and a data analytics strategy will enhance the Department's ability to identify, manage and mitigate risk in our defense supply chains to ensure our national defense and security at home and abroad.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 4.7.9.1 - Develop and deploy a central platform (e.g., Advana, SharePoint) to enable the sharing of Vendor Risk Assessments across the Enterprise in order to reduce duplicative efforts.	20.0%	100.0%	
PM 4.7.9.2 - Guidance published on SCRM integration with roles and responsibilities assigned to appropriate PSAs and aligned to existing acquisition policy; including taxonomy and 12 risk categories	50.0%	100.0%	



## Strategic Priority 5 Address Institutional Management Priorities

Building enduring advantages also requires the Department to focus on standardization and simplification to enable productivity, trustworthiness, security, and innovation in DoD's management practice. Through Department-level and Federal Agency-wide priority efforts to address institutional priorities, challenges, and risks, we will improve force readiness, deliver greater impact through innovation, and increase the effectiveness and efficiency of the Department's day-to-day operations. The SMP captures key Department-wide initiatives — such as achievement of an unmodified audit opinion — to tackle existing challenges, streamline business processes, and secure and rationalize defense business systems.

When the DoD achieves audit, we will operate in a secure environment in which financial data and reporting integrity are the norm, providing confidence in the data used for decision-making across the Department. This happens through continued diligence in our audit remediation efforts, which continue to foster an environment that features more capable and secure systems, better data, a proficient analytical workforce, and improved transparency that enables faster insights for mission support.





## Strategic Priority 5 Address Institutional Management Priorities

### STRATEGIC OBJECTIVE 5.1 - ACCELERATE THE PATH TO AN UNMODIFIED AUDIT OPINION.

*Strategic Objective Lead: Office of the Under Secretary of Defense Comptroller (OUSD(C))/Chief Financial Officer (CFO)*

Build workforce proficiency to correct problems and improve our financial results by mitigating material weaknesses (MWs) and achieving an unmodified audit opinion through the pursuit of excellence in all financial execution activities. Specifically—we seek a lean, secure, and compliant operations and systems environment in which financial data and reporting integrity are the norm. This provides confidence to Congress and the American taxpayers that we are using our resources appropriately.

**Performance Goal 5.1.1 - Increase the number of favorable (unmodified or qualified) DoD Financial Statement Audit Opinions.**

*Performance Goal Lead: OUSD(C)/CFO*

The Department continues to address long-standing areas of MWs and recommit efforts by refining the Department's audit priorities to better align remediation resources to areas of expected audit results in FY 2022. To help guide the process of addressing these priority areas, senior leaders across the Department will continue to leverage audit roadmaps, the governance process, and working groups to foster accountability toward finding solutions to common barriers for each component under standalone audit that received a disclaimer of opinion. The Department uses these audit roadmaps to align material weakness remediation strategies across the Department, identify timelines, prioritize focus areas, and ensure progress and resources are monitored.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 5.1.1.1 - Total # of favorable (unmodified or qualified) financial statement audit opinions	14	15	18
PM 5.1.1.2 - # of component material weaknesses (MWs) downgraded	28	35	22

**Performance Goal 5.1.2 - Utilize Advana for Fund Balance with Treasury reconciliations.**

*Performance Goal Lead: OUSD(C)/CFO*

Fund Balance with Treasury (FBwT) represents the aggregate amount of the Department's available budget spending authority available to pay current liabilities and finance future authorized purchases. Ensuring the department has an accurate accounting of our available budget spending authority is critical for DoD to reach its auditability objective and to provide confidence to Congress and the American taxpayers that the Department is leveraging resources appropriately. To address a long-standing MWs regarding FBwT, the Department is leveraging Advancing Analytics (Advana), the Department's single authoritative enterprise data analytics platform, to standardize the FBwT reconciliation process across the Department with the goal of having 100 percent of DoD financial reporting entities on boarded and leveraging the tool by FY 2025.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 5.1.2.1 - % of Fund Balance with Treasury (FBwT) Entities on Advana/total Entities	86.0%	95.0%	95.0%



## Strategic Priority 5 Address Institutional Management Priorities

### STRATEGIC OBJECTIVE 5.2 - STRENGTHEN DATA GOVERNANCE AND REMOVE POLICY BARRIERS.

#### *Strategic Objective Lead: Chief Digital and Artificial Intelligence Office (CDAO)*

Ensure responsible behavior, processes, and outcomes while accelerating the pace of adoption for data, analytics, and AI technologies across the Department.

**Performance Goal 5.2.1 - Increase the speed and ability to share data within the DoD, interagency, and across allies and partners (initially focusing on CJADC2 enablement).**

#### *Performance Goal Lead: CDAO*

Measure speed of data discoverability as a function of progress toward POAMs that solve individual data barriers.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 5.2.1.1 - # of days (average) taken to accept risk or develop corrective action and perform barrier remediation as captured in the (to-be-created-by CDAO) Data Barrier Interoperability Tracking System (DBITS).	180 days	150 days	120 days

**Performance Goal 5.2.2 - Instill trust in DON FM data through governance and transparent standards.**

#### *Performance Goal Lead: DON*

No description available at this time.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 5.2.2.1 - Increase the # of data-driven governance processes	3	Increase 10% from FY24 governance processes	Increase 25% from FY24 governance processes

**Performance Goal 5.2.3 - Oversee the development, acquisition, testing, and integration of Responsible AI tools and processes across the DoD, as outlined by the Responsible AI Strategy & Implementation Pathway.**

#### *Performance Goal Lead: CDAO*

Hold DoD personnel accountable for executing their responsibilities under the Responsible AI Strategy & Implementation Pathway, across the RAI Implementation Tenets of RAI Governance, Warfighter Trust, AI Product & Acquisition Lifecycle, Requirements Validation, Responsible AI Ecosystem, and AI Workforce.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 5.2.3.1 - % of Lines of Effort in the RAI S&I Pathway that have been completed by the end of the specified fiscal year.	56.0%	76.0%	84.0%



## Strategic Priority 5 Address Institutional Management Priorities

### STRATEGIC OBJECTIVE 5.3 - ELEVATE SECURITY AND COUNTERINTELLIGENCE TO THE MAXIMUM EXTENT ACROSS THE DEPARTMENT.

*Strategic Objective Lead: Office of the Under Secretary of Defense for Intelligence and Security (OUSD(I&S))*

Descriptive information is classified.

**Performance Goal 5.3.1 - Decrease the number of days spent conducting and adjudicating Tier 3 (Secret) background investigations.**

**Performance Goal Lead: DA**

This goal supports timeliness standards in the Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA).

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 5.3.1.1 - Secret (Tier 3) Background Investigation Timeliness	40 days	40 days	40 days

**Performance Goal 5.3.2 - Effective safeguarding and control of COMSEC material.**

**Performance Goal Lead: DA**

This goal supports protection of COMSEC materials.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 5.3.2.1 - COMSEC Account Audit Pass Rate	80.0%	80.0%	80.0%



## Strategic Priority 5 Address Institutional Management Priorities

### STRATEGIC OBJECTIVE 5.4 - MODERNIZE DOD BUSINESS SYSTEMS.

#### *Strategic Objective Lead: Chief Information Officer for the Department of Defense (DoD CIO)*

Through an enterprise perspective, the DoD should manage business systems as a strategic asset and deploy efforts to modernize, integrate, and optimize the business systems portfolio. These efforts should aim to achieve a secure, auditable, and cost-effective portfolio while promoting enterprise solutions, next generation business capabilities, and alignment to commercial best practices. The Office of the DoD CIO, as the Business Mission Area lead for Defense Business Systems (DBS) will transform and lead DoD Business Systems Portfolio Management (Pfm) efforts to rationalize the DBS portfolio, reduce technical debt, and enhance mission effectiveness.

#### Performance Goal 5.4.1 - Modernize and rationalize DoD Business Systems.

##### *Performance Goal Lead: DoD CIO*

DBS must enable streamlined processes for faster response to mission and provide business data for more holistic decision-making. This requires an integrated, streamlined process coupled with technology and based on data that allows for an enterprise approach. Through an enterprise perspective, DoD should manage DBS as a strategic asset and deploy efforts to modernize, integrate, and optimize the DBS portfolio. These efforts should aim to achieve a secure, auditable, and cost-effective portfolio while promoting enterprise solutions, next generation business capabilities, and alignment to commercial best practices. The goal is that the Defense Business Systems portfolio will transform and lead DoD Business Systems Pfm efforts to rationalize the DBS portfolio, reduce technical debt, and enhance mission effectiveness.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 5.4.1.1 - % of Business Systems decommissioned, retired, or rehosted/migrated on schedule per planned DoD Information Technology Portfolio Repository (DITPR) date(s)	100.0%	100.0%	100.0%

#### Performance Goal 5.4.2 - Decrease the Number of Legacy, Financial Statement Audit-Relevant Business Systems.

##### *Performance Goal Lead: OUSD(C)/CFO*

The findings of completed DoD audits to date are clear and consistent. The Department has been struggling to become auditable due to the number of financial systems the Department executes in, as well as the lack of support provided in the legacy systems making audit a challenge. There is a direct correlation between auditability and business support functions. In particular, the 400+ financial systems and the processes/data sets they support directly impact the ability to support the Department's Universe of Transactions. The bottom line is the fewer legacy systems we retain, and the more we rely on compliant enterprise business capabilities, the better we can ensure the quality, security, and auditability of those systems, and the faster we can progress towards a consolidated audit opinion. The DoD is committed to this aggressive simplification and standardization of the financial systems enterprise to enable operational effectiveness, auditability, security, and affordability.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 5.4.2.1 - # of legacy systems shut down	7	16	11





## Strategic Priority 5 Address Institutional Management Priorities

Performance Goal 5.4.3 - Optimize Data Center utilization.

*Performance Goal Lead: DA*

This goal supports OSD's Data Center Optimization Initiative and Software Modernization Strategy by closing the OSD-required 60 percent of data centers. The yearly measure ensures that the DA continues to meet time-sensitive Army-designated goals.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 5.4.3.1 - # of Data Center Closures Reported this FY	7	3	0



## Strategic Priority 5 Address Institutional Management Priorities

### STRATEGIC OBJECTIVE 5.5 - OPTIMIZE BUDGET TO EXECUTION AND FOSTER A HIGH INTEGRITY FUNDS CONTROL ENVIRONMENT.

*Strategic Objective Lead: Office of the Under Secretary of Defense Comptroller (OUSD(C))/Chief Financial Officer (CFO)*

Using standard processes and compliant systems provide fiscal control over assets, including the dissemination of funds, the tracking of budget execution, and the realignment of funds. Specifically - we must track and report on where our money is spent to ensure that it is utilized correctly to meet the mission requirements. Working with Congress, improve the steps to budget and execute funds by reducing outdated regulations and policies, ensuring data integrity, increasing automation, and streamlining our standard system capabilities, so financial managers have total funds visibility and can resource defense mission capabilities faster and with agility. Specifically - the DoD needs to be able to use every dollar budgeted in the best way possible to accomplish the national security mission.

**Performance Goal 5.5.1 - Increase control over our enacted budget execution by developing spend plans using a standard methodology.**

*Performance Goal Lead: OUSD(C)/CFO*

The DoD budget professionals do an incredible job securing an annual budget that supports our national defense objectives. However, the steps and technology used to monitor and evaluate the execution of the appropriated resources remain inefficient. Simplifying and automating the spend plan data collection and the execution performance evaluation processes will reduce ongoing workforce strain while ensuring risk mitigation, controls, and transparency of the execution as well as the accuracy of the future budget requests. Standard spend plans are now visible in Advana to better manage resources in real time and ensure scarce funding is going to mission priorities.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 5.5.1.1 - % Spend plan variance	+/- 3.0%	+/- 3.0%	+/- 3.0%

**Performance Goal 5.5.2 - Increase visibility into execution against disaster and emergency response funding by implementing a capability to track rapid response.**

*Performance Goal Lead: OUSD(C)/CFO*

The financial management community is responsible for the process of requesting, justifying, and obtaining the required funding to ensure mission success, as well as executing our budget with fidelity. With that responsibility comes the crucial need to be responsive to both planned missions and emergencies as they unfold, all while maintaining legal, ethical, and accountable stewardship of those funds. When an emergency occurs, the DoD must have a standard, agile, and automated process, capability, and the necessary data on hand to respond rapidly while effectively being able to track progress against the response, including execution of funds. This data tracking and delivery capability that exists is provided through Advana, the Department's single authoritative enterprise data analytics platform for mission and business decision advantage.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 5.5.2.1 - % Implementation of emergency funding tracking complete	75.0%	100.0%	100.0%



## Strategic Priority 5 Address Institutional Management Priorities

### STRATEGIC OBJECTIVE 5.6 - ADVANCE THE DATA, ANALYTICS, AND AI ECOSYSTEM.

#### *Strategic Objective Lead: Chief Digital and Artificial Intelligence Office (CDAO)*

Strengthen intergovernmental, academic, industry, and international partnerships to enable adoption of data, analytics, and AI technology.

**Performance Goal 5.6.1 - Accelerate access to solutions and expand innovative acquisition offerings that support development and testing of data and AI solutions.**

**Performance Goal Lead: CDAO**

Provide innovative acquisition solutions & support to accelerate the development and adoption of data, analytics, and RAI.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 5.6.1.1 - # of solutions in the ecosystem	200	500	600
PM 5.6.1.2 - % of challenges posted identifying customer needs for which follow-on solutions are identified	75.0%	85.0%	90.0%

**Performance Goal 5.6.2 - Strengthen partnerships with international and other US government agencies to adopt interoperable data, analytics, and AI capabilities to enhance warfighting advantage.**

**Performance Goal Lead: CDAO**

Drive the rapid integration of Allied and partner data, analytics, and AI into mission workflows to achieve warfighting advantage and integrated deterrence.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 5.6.2.1 - Count increase in data capabilities that are integrated into coalition mission workflows	2	3	5

**Performance Goal 5.6.3 - Leverage partnerships with academia, industry partners, to accelerate adoption of data, analytics, and AI in the DoD.**

**Performance Goal Lead: CDAO**

Drive the rapid integration of academic and industry innovation in data, analytics, and AI in the DoD, through a viable marketplace based on shared societal and technical values.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 5.6.3.1 - Time taken (e.g., days) to adopt data, analytics, and AI in mission workflows, from problem conception to capability delivery	60.75 days	55 days	44.5 days



## Strategic Priority 5 Address Institutional Management Priorities

### STRATEGIC OBJECTIVE 5.7 - ESTABLISH A DOD-WIDE ENTERPRISE PERFORMANCE MANAGEMENT SYSTEM.

*Strategic Objective Lead: Performance Improvement Officer/Director of Administration and Management (PIO/DA&M)*

To realize 2022 NDS objectives, the Department needs to implement enduring advantages and address institutional management priorities, as articulated in the Department's Strategic Management Plan (SMP). DoD Components contribute to the realization of these strategic priorities by defining strategic objectives, performance goals, performance measures and targets. This enterprise-wide performance management system allows DoD senior leaders to measure DoD-wide performance in the delivery of enduring advantages as articulated in the DoD SMP

**Performance Goal 5.7.1 - All DoD Components provide input to the SMP.**

*Performance Goal Lead: DoD PIO*

DoD Components define strategic objectives and performance goals, performance measures and targets to inform SMP strategic priorities for the budget year and FYDP; they also provide information on results delivered in the year of execution on a quarterly basis (performance measures data and narrative on results achieved)

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 5.7.1.1 - % of DoD Components providing input to SMP	25.0%	50.0%	75.0%



## Strategic Priority 5 Address Institutional Management Priorities

### STRATEGIC OBJECTIVE 5.8 - STRENGTHEN OSD AS A COMPONENT.

#### *Strategic Objective Lead: Performance Improvement Officer/Director of Administration and Management (PIO/DA&M)*

Develop and implement administration, management, and performance improvement functions across the Department to strengthen DoD missions and goals through strategic and performance planning, measurement, and data analysis. Develop enduring advantages to address OSD management priorities, as articulated in the Strategic Management Plan (SMP). Collaborate with senior DoD leaders, heads of DoD Components, and OSD PSAs to seek out and exploit opportunities for greater Department effectiveness and efficiency. Ensure the Department's progress towards the achievement of priority goals is communicated to senior leaders, managers, DoD employees, Congress, and the general public.

**Performance Goal 5.8.1 - Treat OSD as an IT Enterprise.**

#### *Performance Goal Lead: ODA&M*

Manage OSD IT as an enterprise, holistically assessing and prioritizing requirements for best value, leveraging DoD enterprise services for efficiencies, and providing DoD IT enterprise capabilities to OSD for an improved digital experience, with outcomes supported by metrics. The goal of the performance metric is to baseline current OSD IT User Satisfaction in FY23 and FY24, and then utilize this baseline to assess the impact to OSD of upcoming modifications to the OSD IT Enterprise in FY25 and beyond.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 5.8.1.1 - Baseline OSD IT User Satisfaction	50% of OSD population baselined	100% of OSD population baselined	100% re-assessment of baseline





## Strategic Priority 5 Address Institutional Management Priorities

### STRATEGIC OBJECTIVE 5.9 - IMPROVE FOUNDATIONAL DATA MANAGEMENT.

#### *Strategic Objective Lead: Chief Digital and Artificial Intelligence Office (CDAO)*

Increase the quality and availability of relevant DoD data to support advanced analytics and artificial intelligence capabilities.

**Performance Goal 5.9.1 - Building a strong foundation of high quality, authoritative data.**

#### *Performance Goal Lead: CDAO*

Improve foundational data management practices, ensuring data integrity, quality, and accessibility throughout the organization. CDAO can authoritatively measure and influence Data Mesh's data flow to meet the needs of the Department. Achieve virtuous Data Mesh Implementation momentum through Data Product production.

PERFORMANCE MEASURES	FY 2024 Target	FY 2025 Target	FY 2026 Target
PM 5.9.1.1 - % Prioritized use cases linked to source systems	60.0%	70.0%	80.0%
PM 5.9.1.2 - % Prioritized use cases with appropriate encryption	100.0%	100.0%	100.0%
PM 5.9.1.3 - % Prioritized data sources meeting targeted completion rate	50.0%	60.0%	
PM 5.9.1.4 - # of data products produced by the PSA Data Product Teams	5	10	20
PM 5.9.1.5 - % Senior Governance meetings leveraging descriptive, predictive, or prescriptive analytics	55.0%	75.0%	80.0%

# ANNUAL PERFORMANCE REPORT

Fiscal Year  
2023

The Fiscal Year (FY) 2023 Annual Performance Report (APR) provides an assessment of how the Department of Defense's FY 2023 performance measures and results align to its mission and functions, as well as 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 Department's FY 2023 APR was prepared in compliance with the Government Performance and Results Modernization Act of 2010, Pub. L. 111-352, under guidance from the U.S. Office of Management and Budget (OMB) Circular No. A-11 (Published August 2023), Preparation, Submission, and Execution of the Budget.

The APR conveys the Department's progress towards achieving the goals and objectives described in the Strategic Management Plan, FY24 APP, including progress on strategic objectives, performance goals and Agency Priority Goals. It provides an assessment of how the Department performed during FY 2023 through reporting of results and progress aligned to its mission and functions, as well as detailed performance-related information to the President, the Congress, and the American people.

For the first time, this year the APR includes examples of contributions from the MILDEPs and other PSAs to specific PSA-led Strategic Objectives.



Air Force F-22 Raptors participate in joint training with Romanian and Italian air forces over Câmpia Turzii, Romania, May 23, 2023.

# FY 2023 Achievements Aligned to FY 2024 Annual Performance Plan

The FY 2023 APR highlights the Department's progress toward achieving its Strategic Objectives (SOs) and Performance Goals (PGs) highlighted in the *Fiscal Years 2022 – 2026 Strategic Management Plan (SMP)*.



**Strategic Priority 1**  
 Transform the Foundation of the Future Force

Strategic Objectives
1.1 - Drive competitive advantage by acquiring effective capabilities to deter and, if necessary, defeat pacing threats
1.2 - Modernize and sustain the nuclear deterrent and protect against chemical and biological threats
1.3 - Deliver and optimize the Department's enterprise, information, and technology infrastructure to drive mission effectiveness



**Strategic Priority 2**  
 Make the Right Technology Investments

Strategic Objectives
2.1 - Build a strong foundation for future science and technology through modernized laboratories and test facilities
2.2 - Collaborate with public/private sector partners in support of innovative, interoperable solutions
2.3 - Leverage technology innovation to build enduring performance advantage



**Strategic Priority 3**  
 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

Strategic Objectives
3.1 - Shape a 21st century Defense Industrial Base (DIB)*
3.2 - Reduce operation and sustainment costs to maximize readiness
3.3 - Enhance the DoD's ability to combat 21st century climate, energy, and environmental challenges*
3.4 - Enhance the DoD's cybersecurity posture
3.5 - Increase the resiliency of C3 capabilities
3.6 - Engage in co-development, research, testing, and evaluation with allies and partners



**Strategic Priority 4**  
 Take Care of Our People and Cultivate the Workforce We Need

Strategic Objectives
4.1 - Cultivate Talent Management*
4.2 - Change the culture
4.3 - Promote the health, wellbeing, and safety of the force and families



**Strategic Priority 5**  
 Address Institutional Management Priorities

Strategic Objectives
5.1 - Accelerate the path to an unmodified audit opinion
5.2 - Optimize budget to execution and foster a high integrity funds control environment
5.3 - Modernize DoD Business Systems
5.4 - Accelerate the adoption of trusted data and analytics across the Department

*\*Indicates a Strategic Objective tied to an Agency Priority Goal.*



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## Strategic Priority 1 Transform the Foundation of the Future Force

### STRATEGIC OBJECTIVE 1.1 - DRIVE COMPETITIVE ADVANTAGE BY ACQUIRING EFFECTIVE CAPABILITIES TO DETER AND, IF NECESSARY, DEFEAT PACING THREATS. LEAD: OUSD(A&S)

#### EXECUTIVE SUMMARY OF PROGRESS

During FY23, the OUSD(A&S) achieved a number of accomplishments and success stories that are detailed in the following summary. The OUSD(A&S) completed seven (7) Integrated Acquisition Portfolio Reviews (IAPRs) that align to strategic, mission-oriented, and decision-making capabilities as well as correspond with Joint Staff Capability Portfolio Management Reviews (CPMR). OUSD(A&S) identified three areas – Operational Energy, Cyber, & Sustainment – as critical areas for integrated deterrence for analytical focus during the individual IAPRs to enable a more holistic approach to enterprise acquisition and sustainment through the IAPRs.

In FY 23, the OUSD(A&S) also led the establishment of an Enterprise Portfolio Management (EPM) working group with representatives from across the Department that is responsible for developing methodologies and processes to align and synchronize the Departments organizational portfolio reviews (CPMR, IAPR, Technology Modernization Transition Reviews (TMTR), Strategic Portfolio Review (SPR)). The efforts of this working group will enable an enterprise-wide approach that will influence the Department's investments and optimize the development, procurement, and delivery of capabilities required to pace the threat and secure our military advantage.

Additionally, the OUSD(A&S) continued to develop metrics to support lessons learned from the Competitive Advantage Pathfinder (CAP) initiative and inform enterprise reform across the defense decision support systems. The intent is to start with “rapid capability transfer” training to build awareness of Joint Requirements Oversight Council (JROC) Data Modernization efforts and the use of Requirements Adoption Memos for one Service to immediately adopt and validate another Service's requirement. The team will begin working with acquisition data analytics (ADA) to define data tools and metrics for visualization in Advana.

There were also several challenges that the OUSD(A&S) faced in FY23. One such challenge was identifying and determining the availability of the data required to enable the analytical rigor sufficient to inform decisions across the identified portfolio and newly established focus areas. To mitigate this issue, the OUSD(A&S) established a working group which resulted in a USD(A&S) memo issuance to Military Departments (MILDEPs) and Command Support Agencies (CSAs) to provide the required data for all acquisition programs. As a result of this effort, the January 2024 Defense of Guam (DOG) mission-focused IAPR will include Operational Energy-, Cyber-, and Sustainment- focused analyses as part of the overall IAPR to identify potential issues, risks, and opportunities for mission success.

The alignment of the 11 OUSD(A&S) portfolio areas to applicable INDOPACOM mission threads also proved challenging. As a result, the OUSD(A&S) re-focused the IAPR methodology from individual-based portfolio reviews to a mission-based approach that included multiple A&S portfolio areas and aligned IAPRs to both the INDOPACOM mission threads and the Joint Staff CPMRs.

Furthermore, the OUSD(A&S) identified that sufficiently funding mission analysis ahead of an IAPR is a primary indicator of success. The OUSD(A&S) does not have sufficient funding to place annually against 18 IAPRs, which is required to adequately develop the analytical baseline to execute an IAPR.

“No longer can we afford to look through a siloed and program-specific lens. Today's geopolitical and technological landscape requires a more holistic, portfolio-centric approach to acquisition integration that aligns decision making with operational needs to increase efficiency.”

*Dave Tremper, director of Acquisition Integration and Interoperability (AI2)*



Common Mission Control Center at Beale Air Force Base, California, March 2021



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## Strategic Priority 1 Transform the Foundation of the Future Force

### PERFORMANCE GOAL 1.1.1 - EVOLVE AND ALIGN ENTERPRISE ACQUISITION PROCESSES (E.G., REQUIREMENTS AND FUNDING) TO DELIVER EFFECTIVE CAPABILITIES TO THE WARFIGHTER. LEAD: OUSD(A&S)

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 1.1.1.1 Execute Competitive Advantage Pathfinders (CAP) to identify opportunities to accelerate capability delivery and inform process reform	All Sprint 1 CAPs are under execution with 1 closed out. Sprint 2 CAPs are selected and under execution.	Select mission areas for second and third CAP tranches, and execute 120-day sprints accordingly	Met	N/A
PM 1.1.1.2 Develop metrics to support lessons learned from the CAP initiative and inform enterprise reform across the defense decision support systems	Several visualization tools are under consideration; final candidate not selected. Lessons learned are implemented piecemeal, not across the board and agilely. CAPs lessons learned included in Defense Acquisition University (DAU) training courses. Collaboration between AI2 and DAU to capture lessons-learned from CAP efforts in enduring training modules.	Develop visualization tool for CAP in Advancing Analytics (Advana)	Not Met	N/A
PM 1.1.1.3 Portfolio/Program Reviews: Conduct mission-focused Integrated Acquisition Portfolio Reviews, as well as Defense Acquisition Boards and In- Process Reviews for critical programs in the Major Capability Acquisition pathway	Completed seven IAPRs; updated DODD 7045.20 Capability Portfolio Management; issued a USD(A&S) memo to MILDEPs/CSAs directing the availability of required program data to enable portfolio reviews. Completed IPRs for all ACAT 1D programs at least once. F-35 and National Security Space Launch had 2 In-Progress/Process Reviews (IPRs) in FY 2023. IAPR: 2 X Sustainment (March 2023, Oct 2023)	Conduct 18 Integrated Acquisition Portfolio Reviews. Conduct bi-annual Defense Acquisition Boards/In- Progress Reviews for ACAT 1D programs	Met	The IAPR process did not begin until 2021. Prior to FY23, a total of 11 IAPRs were completed. These initial IAPRs resulted in lessons learned to improve the overall process and inform the planning and execution of the seven IAPRs conducted in FY23 and updates to the IAPR Standard Operating Procedure (SOP), and the guidance and direction provided to the IAPR leads. The ACAT ID IPR schedule is consistent from FY22 to FY23 with the number of ACAT 1Ds with at least one IPR.
PM 1.1.1.4 - Adaptive Acquisition Framework (AAF): Drive increased Military service use of the AAF to include the software acquisition and middle tier pathways as well as hybrid approaches	21 Middle Tier Acquisition (MTA) and Software programs entered their respective AAF pathways. Based upon MTA adoption rate observed, a reasonable goal/ expectation of the number of MTA adopters by the end of FY25 could reach 250 overall individual programs that are actively using, or have used, the MTA pathway. Software Pathway FY23 Adopters (Q4) <ul style="list-style-type: none"> <li>Foreign Military Sales – Army Case Execution System</li> <li>Naval Identify Services</li> <li>Protected Tactical Enterprise Service</li> <li>Tactical Tomahawk - Weapons Control System</li> <li>XM30 Mechanized Infantry Combat Vehicle</li> </ul>	Where appropriate for the capability being acquired, increase number of programs using the MTA and software acquisition pathways	Met	N/A
PM 1.1.1.5 - Mission Engineering: Complete development and analysis of Indo- Pacific Command (INDOPACOM) mission threads	As a result of the mission engineering analysis to align the OUSD(A&S) 11 portfolio areas to applicable INDOPACOM mission threads and Joint Staff CPMR topics, A&S re-focused the IAPR methodology from individual based portfolio reviews to a mission based approach that included multiple A&S portfolio areas resulting in the alignment of IAPRs to both the INDOPACOM mission threads as well as Joint Staff CPMRs	Identify next priority theater and complete development and analysis of associated mission threads	Met	IAPRs were not established until FY21 and were not aligned to INDOPACOM mission threads. Prior to FY23, OUSD(A&S) coordinated with OUSD(R&E) to leverage existing mission threads for incorporation into IAPR assessments. Beginning in FY23, IAPRs were aligned to INDOPACOM mission threads, and the priority adversary and scenario outlined in the NDS.





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## Strategic Priority 1 Transform the Foundation of the Future Force

### **FY 2023 PERFORMANCE PROGRESS UPDATE**

The OUSD(A&S) continues with stakeholder coordination Department-wide to identify, address, and resolve policy and process barriers for acquisition targets to transition into useful capabilities.

The DepSecDef signed the DODD 7045.20 for Capability Portfolio Management, which the OUSD(A&S) will use as a baseline to begin coordinating the DoDI; and the EPM Working Group (WG) established by the ASD(A) is driving alignment across the enterprise. The OUSD(A&S) seven IAPRs executed this year have delivered actionable decisions that have informed the PBR process and ensured acquisition portfolio health; however, limited resourcing has prevented OUSD(A&S) from expanding on this success. Adaptive Acquisition Framework (AAF) use is only expected to grow from where it is, with MTA usage expected to expand in the Services. The OUSD(A&S)'s CAPs are driving acceleration of capability delivery while delivering scalable reform efforts that can impact the defense acquisition enterprise; and in partnership with DAU, the staff is continuing to drive further reform. However, a continuing resolution and limited access to a flexible funding account/transition resourcing has limited CAPs acceleration, despite the OUSD(A&S) achieving its goals.

Additionally, the OUSD(A&S) Portfolio Management governing directive is currently under review for possible improvements; the IAPR process was created and executed to review portfolios by mission; and defined efforts for Transition Readiness and Integration Readiness level metrics are currently underway.

### **CHANGED PERFORMANCE GOALS AND PERFORMANCE MEASURES**

PM 1.1.1.1: Changed to a “sprint-less” model and will be reviewing CAP candidates on a rolling basis.

PM 1.1.1.2: Selection of a visualization tool will be pushed to FY24.



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## Strategic Priority 1 Transform the Foundation of the Future Force

### Cost Assessment and Program Evaluation (CAPE)

Cost Assessment and Program Evaluation (CAPE) continued to provide unbiased, independent, analysis-based decision support and advice to the Secretary, Deputy Secretary, and other DoD senior leaders. By presenting analysis and options on the size, shape, effectiveness, affordability, disposition, and readiness of the future Joint Force, CAPE played a critical role in supporting the Department's most difficult force planning and resourcing decisions.

CAPE has three core functions. First, CAPE leads the programming phase of DoD's Planning, Programming, Budgeting, and Execution (PPBE) system by assessing the capability and cost implications of various strategic, operational, and programmatic alternatives across the entire defense enterprise. In this way, CAPE supported the Secretary and Deputy Secretary of Defense in reviewing adjustments to the Future Years Defense Program. Second, CAPE produced strategic and operational analysis that informed the development of strategic guidance such as the National Defense Strategy (NDS) and the Defense Planning Guidance (DPG). This analysis subsequently informed resourcing decisions and contributed to the Department's understanding of strategic and operational tradeoffs. Finally, CAPE supported the acquisition process with two products: independent cost assessments on all major weapons systems and promotion of best practices to avoid cost overruns and schedule delays for all defense programs; and oversight of Analyses of Alternatives that explore capability alternatives for all major weapon system development programs to enable Department leadership to make performance, cost, and risk trade-off decisions.

In FY 2023, CAPE had a tremendous impact across the Department, leading a series of initiatives to ensure the Department's resourcing decisions are driven by the strategy, including but not limited to:

- Led a redesigned President's Budget Request (PBR) process for Program Review Teams in 13 Focus Areas aligned to the NDS, ensuring that senior leader time was focused on the most important strategic resourcing issues. In close coordination with Comptroller, provided decision support to the Secretary and Deputy Secretary to finalize the Department's PB25 request. Supported FY24 budget rollout and contributed significantly to prepare for the Secretary's posture testimony. Following budget rollout, supported DoD engagements with Congress, including through a China Strategy Session run by the Deputy Secretary of Defense.
- Completed or reviewed 38 Independent Cost Estimates (ICEs) for major acquisition programs. These analytical products, most of which were required by statute, were used to support major decisions or reviews such as acquisition milestones, Sustainment Reviews, a unit cost breach, and Multi-Year Procurement certifications.
- Completed four Strategic Portfolio Reviews (SPRs) in direct support of the SecDef on priority issues facing the Department.
- Provided three Analyses of Alternatives (AoA) guidance and sufficiency assessments for major programs that gave milestone decision authorities the best practical alternatives based on accurate, thorough, and rigorous analysis.



CAPE's multidisciplinary staff collaborates on analysis that helps address senior leadership's top priorities.

"In 2023, CAPE supported DoD Senior Leadership in making difficult force planning and resourcing decisions. Our efforts ensured that DoD's leaders were able to make informed choices on the most pressing security challenges facing our nation and its military. This wouldn't be possible without CAPE's dedicated staff of Operations Research Analysts and our close partnerships with organizations across the Department and the federal government. By working together, we were able to complete numerous studies, independent cost estimates, and analyses of alternatives. The strategic insights created by these efforts will continue to shape the Department's performance for many years to come."

*Honorable Susanna V. Blume  
Director, Cost Assessment and Program Evaluation (CAPE)*

The above accomplishments collectively fit under Strategic Objective 1.1 but also fit, wholly or in part, Strategic objectives 1.2, 1.3, 2.1, 2.3, 3.1, 3.2, 3.3, 3.4, and 3.5.





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## Strategic Priority 1 Transform the Foundation of the Future Force

### STRATEGIC OBJECTIVE 1.2 - MODERNIZE AND SUSTAIN THE NUCLEAR DETERRENT AND PROTECT AGAINST CHEMICAL AND BIOLOGICAL THREATS. LEAD: OUSD(A&S)

#### EXECUTIVE SUMMARY OF PROGRESS

On June 22, 2023, the Pueblo Chemical Agent-Destruction Pilot Plant (PCAPP) completed destruction of the declared chemical weapons stockpile located in Pueblo, Colorado, totaling 780,078 munitions and 2,613 U.S. tons of chemical agent. Destruction operations at PCAPP began on September 7, 2016. On July 7, 2023, the Blue Grass Chemical Agent-Destruction Pilot Plant (BGCAPP) completed destruction of the declared chemical weapons stockpile located at the Blue Grass Army Depot, totaling 101,764 munitions and 523 U.S. tons of chemical agent. Destruction operations at BGCAPP began on June 7, 2019. The Assembled Chemical Weapons Alternative program successfully completed the destruction of the remaining U.S. chemical weapons stockpiles at both locations in compliance with the Chemical Weapons Convention prior to September 30, 2023, and ahead of the congressional mandate of December 31, 2023.

“The United States destroyed over 30,000 metric tons of declared chemical agent contained in nearly 3.5 million chemical munitions, over 22,500 one-ton containers containing chemical agent, and over 50,500 bottles and containers containing chemical agent,” said Kingston Reif, deputy assistant secretary of defense for threat reduction and arms control.

“The program’s turnaround is a major acquisition success story,” Reif said. It is “defined by proactive risk management, resourceful problem solving and technological innovation. And it has been a team effort. The completion of the mission means that the significant resources spent on demilitarization can be redirected to support other high priority department missions.”



The Pueblo Chemical Agent-Destruction Pilot Plant (PCAPP) end of chemical weapons destruction celebration, U.S. Army Pueblo Chemical Depot in Pueblo, Colorado, June 2023.



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## Strategic Priority 1 Transform the Foundation of the Future Force

**PERFORMANCE GOAL 1.2.1 - ENSURE COMPLETE DESTRUCTION CAMPAIGN FOR U.S. CHEMICAL WEAPONS STOCKPILE BY THE CHEMICAL WEAPONS CONVENTION COMMITMENT DEADLINE OF SEPT 30, 2023, BUT NOT LATER THAN THE CONGRESSIONALLY MANDATED DEADLINE OF DECEMBER 31, 2023, AND BEGIN TRANSITION TO CLOSEOUT OPERATIONS AT PUEBLO, COLORADO, AND BLUE GRASS, KENTUCKY. LEAD: OUSD(A&S)**

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 1.2.1.1 - Complete destruction of 100% of the chemical agent declared in the U.S. chemical weapons stockpile	Completed third and fourth quarter 2023	Complete destruction of 100% of the chemical agent declared in the U.S. chemical weapons stockpile	Met	
PM 1.2.1.2 - Begin closure of the Colorado main destruction facility	On track	Begin closure of the Colorado main plant destruction facility	Met	
PM 1.2.1.3 - Complete destruction of chemical surety materials and secondary waste	Completed third and fourth quarter 2023	N/A		
PM 1.2.1.4 - End treaty verification	On Track	N/A		
PM 1.2.1.5 - Begin the close-out of the Chemical Stockpile Emergency Preparedness Program	On Track	N/A		
PM 1.2.1.6 - Begin closure of Kentucky destruction facilities and continue closure of the remaining Colorado destruction facilities	On Track	N/A		

### FY 2023 PERFORMANCE PROGRESS UPDATE

Progress made to complete the destruction ahead of schedule.





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## Strategic Priority 1 Transform the Foundation of the Future Force

### STRATEGIC OBJECTIVE 1.3 - DELIVER AND OPTIMIZE THE DEPARTMENT'S ENTERPRISE, INFORMATION, AND TECHNOLOGY INFRASTRUCTURE TO DRIVE MISSION EFFECTIVENESS. LEAD: DOD CIO

#### EXECUTIVE SUMMARY OF PROGRESS

The Department met the objectives in this goal which included shifting to an enterprise-wide operations and defense model, promoting modern software practices, and establishing enterprise-wide modern compute and storage capabilities.

The DoD Chief Information Officer (CIO) continues to guide the 4th Estate IT Reform initiatives of 4th Estate Network Optimization (4ENO) and Cloud and Data Center Optimization through the IT Reform Senior Working Group. 4th Estate refers to DoD organizations, other than the Military Services, having DoD manpower resources. Guidance from the CIO aims to meet objectives and transform the way DoD delivers IT by creating a better digital enterprise.

- 4ENO promotes a more effective, modern, and secure IT environment for the Department and continues to work to deliver optimized and collaborative capabilities to the warfighter. Next steps include completing site surveys and onboarding Defense Agencies and DoD Field Activities (DAFAs) to the Single Service Provider.
- The DoD CIO continues to host regular engagements with DAFAs to complete Cloud and Data Center Optimization (C&DCO) objectives by the Q4FY25 deadline. In FY23, in coordination with the DAFAs, C&DCO achieved the decommission or migration of 55 applications/systems and six additional data centers closures.

The DoD CIO monitors progress of the Software Modernization Strategy and Implementation Plan through the Software Modernization Senior Steering Group (SM SSG) to ensure the adoption of modern software practices, such as Development Security Operations (DevSecOps). The Implementation plan has been automated in Jira and is reported monthly.

- DoD CIO and Deputy CIO (DCIO) for the Information Enterprise (IE)DCIO hosted the Software Factory Coalition meeting in Austin, TX providing guidance on the adoption of modern software practices.
- DCIO-IE leadership provided various briefings, discussions and interviews at the Armed Forces Communications and Electronics Association (AFCEA) Technet highlighting the Software Modernization Strategy and Implementation plan.

The Department continues to drive toward cloud adoption with the recent release of the Joint Warfighting Cloud Capability (JWCC) Next steps and Rationalize Cloud Use Memorandum August 1, 2023.

- May 2023, the DCIO-IE attended the NATO C3B forum to present the way forward for cloud adoption and the collaboration with NATO partners.



DoD Chief Information Officer, John Sherman, with colleagues Leslie Beavers & Lily Zeleke, and DISA Director Lt. Gen. Robert Skinner, give you a broad view of the Department's cloud posture and plan during a FedGov interview June 2023.

*"The DoD Software Modernization Implementation Plan postures DoD to fight and win on the future battlefield - which will depend on the DoD's proficiency to deliver resilient software capabilities rapidly and securely,"*

*Honorable John B. Sherman, DoD Chief Information Officer  
DoD CIO Software Modernization Implementation Plan March 2023.*





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## Strategic Priority 1 Transform the Foundation of the Future Force

### PERFORMANCE GOAL 1.3.1 – MODERNIZE AND CONSOLIDATE DOD NETWORKS AND SERVICES. LEAD: DOD CIO

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 1.3.1.1 - IT Network and Service Optimization - Complete 4th Estate DoD Network (DoDNET) Assessment, Migration Plans, and Phase I migration	Five DAFAs began migration to the SSP	Three DAFAs begin migration to the SSP	Met	Eight DAFAs began migration to the SSP between 2020 and 2022
PM 1.3.1.2 - Cloud & Data Center Optimization - Migrate DAFA applications/ systems to optimal hosting environments (affects 14 DAFAs, 923 apps/systems, and 61 data centers)	Closed 54 of 61 data centers (89%) and achieved 813 of 923 system migrations/ decommissions	Closed 54 of 61 data centers (89%) and achieved 813 of 923 system migrations/ decommissions	Met	Closed 49 of 61 data centers (80%) between 2019 and 2022

#### FY 2023 PERFORMANCE PROGRESS UPDATE

- In FY23, the Department completed memorandums of agreement and letter estimates necessary to begin the migration of five Defense Agencies and Field Activity's (DAFAs) to the single service provider (SSP), completing the goals and objectives for this effort.
- The DAFAs met the FY23 target to close 54 of the 61 data centers identified in the C&DCO objectives.

#### CHANGED PERFORMANCE GOALS AND PERFORMANCE MEASURES

PM 1.3.1.2 - Revised the target to focus on data centers closures which are the main objective. Also included system migrations/decommissions to maintain continuity. The FY23 target changed from 812 of 923 (88%) to close 54 of 61 data centers (89%) and achieve 813 of 923 system migrations/decommissions.

### PERFORMANCE GOAL 1.3.2 – ADOPT MODERN SOFTWARE PRACTICES. LEAD: DOD CIO

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 1.3.2.1 - % of new custom software development systems using DevSecOps	33.33%	35%	Not Met	N/A
PM 1.3.2.2 - % of all custom software development systems using DevSecOps	27.1%	5%	Exceeded	N/A

#### FY 2023 PERFORMANCE PROGRESS UPDATE

- Performance target for new custom software development systems using DevSecOps not met. Additional changes to DoD Information Technology Portfolio Repository (DITPR) will be made to ensure accurate collection of data to support metrics. Change request has been submitted to DITPR for development of a software factory module and additional software fields to provide more fidelity in software reporting. Changes to DITPR will be completed Q2FY24.
- Performance target for all custom software development systems using DevSecOps met and far exceeded intended target. Will need to re-evaluate targets for FY24. Developing additional fields in DITPR to assist with better data collection.



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# Strategic Priority 1 Transform the Foundation of the Future Force

## PERFORMANCE GOAL 1.3.3 – ACCELERATE CLOUD ADOPTION. LEAD: DOD CIO

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 1.3.3.1 - # of Systems/% of Systems Modernized and Cloud Ready	87.95%	30%	Exceeded	N/A
PM 1.3.3.2 - # of Systems/% of Systems Migrated to Cloud	6.78%	10%	Not Met	N/A

### FY 2023 PERFORMANCE PROGRESS UPDATE

- Performance target for systems modernized and cloud ready met and far exceeded intended target. Will need to re-evaluate targets for FY24. Developing additional fields in DITPR to assist with better data collection.
- Performance target for systems migrated to cloud was not met due to reporting in DITPRs. Changes to DITPR were implemented late in FY23 and does not accurately show a full year of reporting. Efforts underway to ensure feeder systems are accurately reporting to DITPR to support this activity.

### EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS TO STRATEGIC OBJECTIVE 1.3 - DELIVER AND OPTIMIZE THE DEPARTMENT'S ENTERPRISE, INFORMATION, AND TECHNOLOGY INFRASTRUCTURE TO DRIVE MISSION EFFECTIVENESS

#### Department of the Air Force

The Department of the Air Force (DAF) realized a significant increase in IT user experience and resulting productivity in FY23, stemming from the cumulative effects of deliberate investments, policy issuances, and focused procurement vehicles tracing back to 2019. Since surveying all IT users beginning in 2019 on user satisfaction, the DAF has seen an increase in user satisfaction – from 40% in 2022 to 54% today (and up from 35% since 2021). One investment involved replacing old end user devices with new computers containing solid-state hard drives. Survey data also captured that users' perceived "lost productivity" decreased by 50% when these devices were replaced. User experience tools guided proactive network optimizations which resulted in improvements in response times within Microsoft Outlook. Microsoft Outlook is used daily by virtually all Airmen and Guardians and is 20-25% faster year-over-year on about 75% of DAF bases. However, this improved user satisfaction is not evenly distributed across the DAF. The DAF still requires prioritization of investments in OCONUS locations – inclusive of the USINDOPACOM area of responsibility – to equip our warfighters for greater power competition.



707th Communications Squadron client system technicians update software for computers that will be used on Air Force networks at Fort George G. Meade, Maryland.

"We have seen the user experience improve dramatically at the current bases participating in our risk reduction efforts, and we are excited to be moving forward providing these services to all our Airmen and Guardians."

*Col. Justin Collins,  
Senior Material Leader, Enterprise IT & Cyber Infrastructure Division at AFLCMC*



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## Strategic Priority 1 Transform the Foundation of the Future Force

### OFFICE OF THE UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE & SECURITY (OUSD(I&S))

Over FY23, the Defense Intelligence Enterprise (DIE) and Defense Security Enterprise (DSE) prioritized the pacing challenge posed by the People's Republic of China (PRC), while evolving to increase agility across multiple domains, in multiple theaters. Intelligence enabled numerous operations with consequences spanning from the immediate and public to the long term and clandestine.

The DIE and the DSE executed various lines of effort involving multiple components to ensure optimal support to the Department's disparate missions. Actions included moving portions of our communications infrastructure to a secure and resilient commercial cloud-enabled digital environment that will be able to provide connectivity and data access in a contested environment and decision advantage to the warfighter. Concurrently, the DIE made data management and analytic tools available to the intelligence community on a cloud-enabled platform, providing web-browser access and a user-friendly interface to support all-source intelligence across echelon and around the globe. Additionally, the DIE invested in a deployable Special Compartmented Information (SCI) capability expanding SCI to the tactical edge, as well as regional to sub-regional to tactical edge node capability, thus improving intelligence processes in denied-disconnected, intermittent, and limited environments.

DIE and DSE efforts over FY23 paint a picture of the DIE and DSE supporting and responding to the current environment and requirements, while developing and evolving foundational requirements to ensure mission effectiveness in the future operating environment.



Honorable Ronald Moultrie, Under Secretary for Intelligence and Security (left) joins others in breaking ground on an expansion to DIA's Missile and Space Intelligence Center in Huntsville AL.

"With the Advanced Analysis Center and its high-performance computing and other capabilities, we're going to have one of the most powerful centers in the United States of America residing right here in Huntsville, Alabama."

*Honorable Ronald Moultrie, Under Secretary for Intelligence and Security*



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## Strategic Priority 2 Make the Right Technology Investments

### STRATEGIC OBJECTIVE 2.1 - BUILD A STRONG FOUNDATION FOR FUTURE SCIENCE AND TECHNOLOGY THROUGH MODERNIZED LABORATORIES AND TEST FACILITIES. LEAD: OUSD(R&E)

#### EXECUTIVE SUMMARY OF PROGRESS

*Lab Modernization:* The Department continues to make incremental progress in improving the DoD laboratory infrastructure. The use of the Central Laboratory Investment Program (CLIP) and authorities provided in 10 U.S.C. 4123 has allowed the DoD laboratories to remain operational and responsive to the Department's needs.

Section 220 of the National Defense Authorization Act (NDAA) for FY 2018 (Public Law 115-91) formally codifies this authority in Title 10 U.S. Code § 4123. The authority directs the USD R&E, in consultation with the Secretaries of the Military Departments, to establish mechanisms under which the director of a defense laboratory may use an amount of funds coming into the laboratory to conduct research and development (R&D) in four specific categories, one of which includes lab revitalization and recapitalization (repair or minor military construction) of laboratory infrastructure and equipment.

*Testing Infrastructure Modernization:* Use of this authority has significantly increased the Department's military construction (MILCON) investment in test infrastructure construction at the Major Range and Test Facility Base (MRTFB). From FY 2017-2023, the Department invested an average of 2.23% of its total MILCON dollars in MRTFB test infrastructure construction, up from an average of 0.37% over the previous decade. (Excluding FY 2020 investments at the Naval Air Warfare Center Weapons Division China Lake specifically related to earthquake recovery, the FY 2017-2023 average is 1.16%). In FY 2023, the Department invested 1.25% of its total MILCON dollars in MRTFB test infrastructure construction. Comprised of 23 major sites across the United States and around the globe, the MRTFB provides unique test capabilities and advanced enterprise solutions critical to the testing of near-term and future warfighting systems.



Under Secretary Shyu visits UTRGV to deliver inspirational keynote at National Manufacturing Expo.

“There is so much talent in this region. It is incredibly important not just for the DoD, but for commercial companies, to put satellites facilities here to grow our STEM pipeline.”

*Honorable Heidi Shyu  
Under Secretary of Defense for Research and Engineering*

“Just last December, it was my distinct pleasure to establish the DoD’s 15th UARC at Howard University, our first UARC at an Historically Black College & University. This Air Force-sponsored UARC will focus on tactical autonomy. This is an exciting, but long overdue, accomplishment. At the DoD, we employ nearly 300,000 STEM professionals, but the reality is that we need more. But I know that the DoD is just one option for you. I get it: you want to explore different careers and industries, and that’s okay! There’s a lot of great opportunities out there, and the DoD doesn’t need to be your first point of entry into the defense innovation ecosystem.”

*Honorable Heidi Shyu  
Under Secretary of Defense for Research and Engineering*



## Strategic Priority 2 Make the Right Technology Investments

### PERFORMANCE GOAL 2.1.1 - IMPROVE LABORATORY AND TESTING INFRASTRUCTURE. LEAD: OUSD(R&E)

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 2.1.1.1 - % increase in lab modernization	1.2%	1%	Exceeded	N/A
PM 2.1.1.2 - % increase in testing infrastructure modernization	1.25%	Conduct a review of current test infrastructure	Exceeded	N/A
PM 2.1.1.3 - Examples of ongoing investments	\$20.5M	<ul style="list-style-type: none"> <li>Medical Waste Incinerator Building, Fort Detrick, MD</li> <li>General Purpose Engineering Lab, Huntsville, AL</li> </ul>	Met	N/A

#### FY 2023 PERFORMANCE PROGRESS UPDATE

Successfully met or exceeded performance goal targets.

*Lab Modernization.* The Central Laboratory Investment Program (CLIP) funds the development of critically needed, high priority science and technology infrastructure and equipment to modernize service laboratories with emphasis on building new capabilities at the labs relevant to the Department's Critical Technology Areas and/or in support of Service priorities. Since FY 2022, CLIP has funded 10 projects totaling \$49 million with one project at the Nadick Soldier Center now complete and operational. The full immersive virtual reality combat simulator is enabling research in new multi-modal biosensing capabilities, small unit/team dynamics, and novel camouflage technologies not previously capable with old, outdated capability.

#### Lab modernization examples:

- CLIP (\$22 Million)
- MILCON (Army/Air Force/Navy) (\$120 Million)
- Other minor MILCON (\$158 Million)

#### CLIP Projects:

- Semiconductor Processing Facility
- New Combustion Laboratory
- Accelerated Army Research and Development Artificial Intelligence Facility
- \$93M (Air Force Maui Site MILCON)

*Testing Infrastructure Modernization.* In FY 2023, the Department invested 1.25% of its total MILCON dollars in test infrastructure construction at Major Range and Test Facility Base (MRTFB) activities, nearly double the FY 2022 investment of 0.68%.

FY 2023 MRTFB MILCON funds supported the construction of a new aerothermal ground test facility at Arnold Engineering Development Complex in Tullahoma, Tennessee. Expected to increase our current hypersonic ground test capacity five-fold, this new test facility will support high-temperature aeroshell testing for offensive and defensive hypersonic systems, strategic re-entry vehicles, and ballistic missile defense systems – enabling our nation to experiment and prototype different materials to optimize weapon performance in missile range, maneuverability, and survivability.

Ongoing MRTFB MILCON projects will provide critical capabilities to test advanced systems in priority technology areas including Directed Energy, Hypersonics, and Nuclear Modernization:

- FY22: Directed Energy Weapons Test Facility at Naval Base Ventura County Point Mugu, CA
- FY22: Flight Test Engineering Lab Complex at Edwards Air Force Base, CA
- FY22: Re-Entry Vehicle and Stage Processing Facilities at Vandenberg Space Force Base, CA
- FY23: Arc Heater Test Facility at Arnold Engineering Development Complex, TN





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## Strategic Priority 2 Make the Right Technology Investments

**STRATEGIC OBJECTIVE 2.2 - COLLABORATE WITH PUBLIC/PRIVATE SECTOR PARTNERS IN SUPPORT OF INNOVATIVE, INTEROPERABLE SOLUTIONS. LEAD: OUSD(R&E)**

### EXECUTIVE SUMMARY OF PROGRESS

Universities and colleges are wellsprings of new science and technology, producing groundbreaking insights and capabilities, while educating and training the people who power the American innovation engine. Academic institutions draw support from many sources, including multiple federal sources. The Department must work to ensure that it continues to be a sought-after partner and collaborator. Financial support, close working relationships, and opportunities to help address hard national security problems are necessary elements of a successful strategy. Grants, contact awards, and Cooperative Research and Development Agreements (CRADA)s are just a few measures of our academic partnerships, and all continue to increase over time and with new partners.

“To achieve the objectives of the NDS we must leverage critical emerging technologies. This Strategy helps us make carefully crafted decisions that bolster our comparative advantages rather than engaging in wasteful technology races. We will emphasize developing asymmetric capabilities that will help ensure our national security over the long term.”

*Honorable Heidi Shyu  
Under Secretary of Defense for Research and Engineering*

Undersecretary of Defense for Research & Engineering Heidi Shyu meets with Maj. Grover Smith of the Indiana National Guard during Technology Readiness Experimentation (T-REX) 2023 at Camp Atterbury, Ind. T-REX is a critical component of the Rapid Defense Experimentation Reserve (RDER) effort, which facilitates modernization efforts through rapid prototyping and experimentation of integrated joint military technologies.





## Strategic Priority 2 Make the Right Technology Investments

### PERFORMANCE GOAL 2.2.1 - INCENTIVIZE ACADEMIA PARTNERSHIPS. LEAD: OUSD(R&E)

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 2.2.1.1 - % increase in academic partnerships, to include grants, awards, and Cooperative Research and Development Agreements (CRADAs)	3%	2%	Exceeded	N/A

#### FY 2023 PERFORMANCE PROGRESS UPDATE

Successfully met performance goal targets.

FY22 grants and contracts funding grew from \$6,602,881,757 to \$6,801,395,200 in FY23, accounting for 3% increase over the previous year.

The Department will not have FY23 data available for CRADAs until 2QFY24, when data collection is complete. In general, the total number of new CRADAs has increased from 813 in FY2017 to 1171 in FY22. The new CRADAs is indicative of new partners working with DoD. The total number of new CRADAs from FY17 to FY22 are: 813/949/936/1048/1082/1171. The total number of CRADAs had a big jump in 2017 and 2018 but reaching a steady state by FY22. Total number of CRADAs from 2017 to 2022 were: 2995, 4976, 6090, 6962, 6846, 6732.

#### EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS TO STRATEGIC OBJECTIVE 2.2 – COLLABORATE WITH PUBLIC/PRIVATE SECTOR PARTNERS IN SUPPORT OF INNOVATIVE, INTEROPERABLE SOLUTIONS.

##### OFFICE OF THE UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE & SECURITY (OUSD(I&S))

In an effort to build secure foundations, able to support partnering and innovation, the Office of the Under Secretary of Defense for Intelligence and Security (OUSD(I&S)) developed Enterprise-wide security solutions. Over 3.8 million military, civilian, and contractor personnel occupying national security sensitive positions and all DoD personnel were enrolled in Trusted Workforce 2.0 Continuous Vetting capability in FY23. Continuous Vetting eliminates the need to conduct periodic reinvestigations every five years, thereby reducing the burden on the security infrastructure and stress on the workforce. Also, in FY23, there was a decrease in time to transfer security clearance reciprocity decisions within the Enterprises – the average of one day was down from 65 days in FY20.

Going forward, human capital and security offices within OUSD(I&S), in addition to ensuring reciprocity for movement within the Enterprises and DoD, will work to facilitate the reestablishment of trust for those returning from outside the Department. A flexible personnel security apparatus, able to adjust to societal norms and willing to change policy and procedures, enhances DoD's ability to recruit and maintain a talented workforce.



Deputy Defense Secretary Kathleen H. Hicks, center, University of Maryland president Darryl Pines, right, and Undersecretary of Defense for Intelligence and Security Ronald Moultrie, cut a ribbon officially launching the Applied Research Laboratory for Intelligence and Security at College Park, Md., December 2, 2021.

“The future of intelligence and security needs both advanced technology and advanced human understanding. We need human and technological capabilities, and we need to integrate them into our tradecraft. That is precisely what I see happening here at ARLIS.”

*Honorable Ronald Moultrie  
Under Secretary for Intelligence and Security*



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## Strategic Priority 2 Make the Right Technology Investments

### STRATEGIC OBJECTIVE 2.3 LEVERAGE TECHNOLOGY INNOVATION TO BUILD ENDURING PERFORMANCE ADVANTAGE. *LEAD: OUSD(R&E)*

#### EXECUTIVE SUMMARY OF PROGRESS

A number of programs and activities in OUSD(R&E) and the broader defense innovation ecosystem support and advance this strategic objective, such as the Rapid Defense Experimentation Reserve and the Defense Innovation Unit.

The Department has made noteworthy progress to ensure OUSD(R&E) provides greater visibility on the pursuit of this objective and its underlying performance goals, OUSD(R&E) has undertaken and is leading the implementation of several Department-wide data initiatives:

- Development of advanced analytic data products and establishing more formal research and analytic processes to improve OUSD(R&E)'s understanding of Department-wide investments, such as in critical technology areas
- Implementation of enterprise-wide knowledge management and data analytics of prototyping, experimentation, and fielding of projects and associated mission performance improvements
- Establishment of a Transition Tracking Action Group (TTAG) to better understand why technologies do or do not transition by shaping a system to track investments throughout the development of a technology. It is just in its first year of operation to develop policy recommendations and advanced analytics tools to better-align the Department's science and technology (S&T) and acquisitions process. For the first time, the TTAG has helped digitize and transform connections among DoD technology, acquisitions, financial, and requirements data systems together, to better track where technologies transition into the hands of the warfighter and which ones.

“As seen in Ukraine, novel commercial technology, paired with conventional weapons, can change the nature of conflict. The Department's processes, ranging from programming, to experimentation, to collaboration, should be updated to reflect the dynamic landscape of today and anticipate the needs of tomorrow.”

*Honorable Heidi Shyu  
Under Secretary of Defense for Research and Engineering  
Defense Department Basic Research Conference - Fall 2022*

Interview regarding Technology Vision in an Era of Competition Memo.







## Strategic Priority 2 Make the Right Technology Investments

### PERFORMANCE GOAL 2.3.1 – FOSTER THE DEVELOPMENT OF LEAP AHEAD CAPABILITIES BY INVESTING IN CRITICAL TECHNOLOGY AREAS (CTAs). LEAD: OUSD(R&E)

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 2.3.1.1 - Enumerate funding for science, and for technology maturation in Critical Technology Areas (CTAs)	\$32.3B	· Quantum: \$25M · Future G: \$25M · Biotechnology is funded in Army Program Element (PE)	Met	N/A
PM 2.3.1.2 - Examples of science achievements and Technology Readiness Level advances	21	· Quantum: Prototype demonstration of quantum clocks and sensors · Biotechnology: Demonstrate biomanufacturing of high- performance fuels · Advance the maturation of five (5) technologies into capabilities for the warfighter	Met	N/A
PM 2.3.1.3 - Review investments in critical technologies and decide if the investment will continue or the dollars will be moved to other technologies	1	1	Met	N/A
PM 2.3.1.4 - Examples of changes to the set of CTAs (i.e., modify, drop, add)	Yes	Conduct a strategic review of CTAs	Met	N/A

#### FY 2023 PERFORMANCE PROGRESS UPDATE

Successfully met performance goal targets.

Enumerating funding for science and for technology maturation in CTAs required a baselining of Department-wide RDT&E investments in CTAs, which is actively being reviewed and validated using novel data analytics tools and processes.

The Department advanced science, matured technology, and had over 106 successful transitions across the 14 Critical Technology Areas (CTAs) spanning; 19 Emerging Opportunities, 51 Effective Adoption, and 26 Defense-Specific CTA categories.

**Trusted Artificial Intelligence & Autonomy (TAI&A).** Artificial intelligence (AI) is “intelligent software” (e.g., automatic target recognition, machine translation) that can be embedded into many different user applications (e.g., intelligence, multi-intelligence fusion, decision support). AI programs span the entire DoD mission space, including joint command and control, biotechnology, cyber, intelligence, information operations, space, and business operations. AI is also a key enabling technology for intelligent autonomous systems (IAS), allowing IAS to perform increasingly complex tasks in dynamic or uncertain environments while minimizing the need for direct human intervention. Advancements were made in science and technology with over 30 successful transitions during FY23, to include 11 to acquisition & sustainment programs, seven (7) directly to warfighters in the field, and 12 to the U.S. industrial base for sale back to the United States Government (USG) or private sector as commercial products. Examples include:

- Development of a distributed architecture for autonomous decision making and continuous adversarial testing & red teaming of AI and autonomous systems to counter adversary autonomous systems and anti-access/area denial (A2/D2) capabilities.
- Advancements in neuromorphic AI that aim to emulate processes in the brain for faster and more complex decision-making on the battlefield.
- Creation of a Calibrated Trust Measurement and Evaluation (CaTE) tool to overcome AI test challenges of validating correctness, large volumes of data, and identification of anomalies gathered by the AI under test.

**Integrated Network System-of-Systems (INSS).** The DoD’s warfighting vision requires DoD and its allies to move increasing amounts of information reliably and securely at the “speed of relevance” across a growing collection of diverse platforms, each of which may be supporting multiple missions. Sensors, shooters, command, control, and communications (C3) systems, and combat support functions must be able to seamlessly exchange information with one another to achieve timely, coordinated effects on and off the battlefield. INSS was focused on synchronizing and harmonizing DoD’s C3 systems as an integral part of the Combined Joint All Domain Command and Control (CJADC2) in support of the Joint Warfighting Concepts. Advancements were made in science and technology in FY23, with over four successful transitions going directly to warfighters in the field. Examples include:



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## Strategic Priority 2 Make the Right Technology Investments

- Demonstration of multiple Universal Command and Control (UC2) cybersecurity architectures for multi-domain operations such as the Navy Communications as a Service (CaaS), Army Modular Radio Frequency (ModRF), and Air Force Common Tactical Edge Network (CTEN).
- Advancement of a data-centric common operating picture (COP) for the White House to defend the National Capital Region against threatening unmanned aerial systems (UAS).
- Testing and deployment of multiple datalink software to optimize antenna link scheduling, network traffic routing, and spectrum resources in real time such as those demonstrated for interoperability between the Army and NATO Allies and support to the Integrated Broadcast Service (IBS) over the Mobile User Objective System (MUOS) military satellite communication system.

**Microelectronics.** Advanced microelectronics are critical to almost all of DoD's modernization programs, including electronic warfare (EW), autonomous air/land/naval vehicles, highly networked and integrated command systems, fifth generation (5G) wireless, Active Electronically Scanned Array (AESA) radar, advanced target recognition, hypersonic vehicle control, and many other innovative military systems. Sources of leading-edge technologies are driven by commercial volumes and are increasingly moving overseas, creating access problems and supply chain vulnerabilities for DoD. The microelectronics strategy is to increase access to state-of-the-art (SOTA) technology at reduced costs and develop tools to provide programs with risk-based decision-making throughout the lifecycle. Advancements were made in science and technology with over 17 successful transitions during FY23, to include 11 to acquisition & sustainment programs and six to the U.S. industrial base for sale back to the USG or private sector as commercial products. Examples include:

- Achieved 3 (three) SOTA prototype physical designs under the Rapid Assured Microelectronics Prototype (RAMP) Program, testing design of the Intel 18A technology for Boeing and Northrop-Grumman Corps. to lead designs for USG products by 2025.
- Qualification of the first domestic large diameter Radio Frequency (RF) Gallium Nitride (GaN) semiconductor source for advanced communications, EW, and other applications, to include a transition of DARPA's millimeter-wave GaN fabrication process at HRL (formerly Hughes Research Laboratories).

**Space Technology.** Space is a priority domain of national military power that underpins multidomain joint and combined military operations. To further advance our national security interests, the space domain demands novel space technologies that enable robust and resilient cross-domain operations. DoD continues to pursue technologies that enhance our Nation's ability to lead in space domain awareness, space control, satellite communications, launch and recovery, missile defense, autonomy, as well as other areas. This includes a diverse investment portfolio that incorporates commercial, foreign, and private capital investments to apply dual-use technologies that solve national security problems. Advancements were made in science and technology with over 13 successful transitions during FY23, to include four (4) to acquisition & sustainment programs, three (three) directly to warfighters in the field, and six (6) to the U.S. industrial base for sale back to the USG or private sector as commercial products. Examples include:

- A joint investment between the NRO and OSD to advance U.S.-based focal plane array manufacturing.
- Advancements in radiation hardened (Rad-Hard) electronics and high-power Field Programmable Gate Arrays (FPGAs) through successful transitions such as the Air Force Research Laboratory hardening of a microcontroller to enable high-performance computing in the harsh radiation environment of space.
- Continued advancements in science spanning quantum sensing and timing, atmospheric correction for space domain awareness, resilient communications, low cost robotic in-space servicing and manufacturing and others.

**Directed Energy.** The DoD Directed Energy program is focused on offensive and defensive Directed Energy Weapons (DEWs) that use High Energy Laser (HEL) beams or High-Power Microwave (HPM) beams to deliver concentrated electromagnetic energy and power to a target at the speed of light. DEWs can create a wide range of precision effects at the target. These include reversible effects such as dazzling and jamming electronic sensors, limited damage to materials and systems through heating, and destruction through melting components by applying intense heat or through shattering and cracking by applying intense pulses. DEWs are precision weapons affecting only a targeted spot with little to no collateral damage. A DEW's magazine depth is frequently limited by cooling and power capacities that can be rapidly replenished with highly reduced logistical needs. Key missions for DEWs include dazzling and damaging sensors; destroying drones, inbound artillery, mortar rounds, and rockets; and shooting down cruise, air-to-air, hypersonic, and ballistic missiles. Advancements were made in science and technology with over seven successful transitions during FY23, to include two (2) to acquisition & sustainment programs, four directly to warfighters in the field, and one to the U.S. industrial base for sale back to the USG or private sector as commercial products. Examples include:

- Prototyping of 300-kilowatt class HEL subsystems at Technology Readiness Level 5 (TRL 5, component validation in simulated environments) to the Army & Navy for next level TRL 6 (validation in operationally relevant environments) demonstrations.
- Transition of the USAF High Energy Laser Weapons System to Combatant Commands for defense against small drones in theater at dramatically reduced prices.

**Integrated Sensing & Cyber (IS&C).** IS&C provides an advantage for the Joint Force in highly contested environments by advancing non-kinetic warfighting capabilities through cyberspace and electromagnetic spectrum operations. These capabilities must be matured so that they are able to function alongside and in a supported or supporting role





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## Strategic Priority 2 Make the Right Technology Investments

to other kinetic and non-kinetic warfighting capabilities. The DoD has historically recognized the technology areas of cyber, EW, sensors (to include radar), and communications separately, but also the opportunity to develop integrated electromagnetic and cyber technologies to apply the principles of Joint operations for kinetic and non-kinetic effects in the electromagnetic spectrum (EMS) and all domains. Advancements were made in science and technology with over 13 successful transitions during FY23, to include three (3) to acquisition & sustainment programs, eight (8) directly to warfighters in the field, and two (2) to the U.S. industrial base for sale back to the USG or private sector as commercial products. Examples include:

- EMS advances were made in an analysis of fires effects in contested electromagnetic spectrum environments such as Ukraine, development of a database of 100+ threat emitters, refinement of sensor fusion algorithms between the mission planning applications, and the Risk Informed Spectrum Allocation (RISA) forecasting application.
- Cyber advancements include the transition of five Total Platform Cyber Protection (TPCP)/Cyber Kevlar (CK) tools transitioned to the Navy to enhance the security of their development operations (DevOps) pipeline, a robust low-level cyber-attack tool integrated into the Army's Optionally Manned Fighting Vehicle for the detection, mitigation and reporting of cyber intrusions, and transition of RF enabled effects against "target of interest" to the Army.

**Hypersonics.** Hypersonic systems are defined by sustained flight within the atmosphere at speeds near and above Mach 5 (five times the speed of sound). These speeds enable very long-range flight in the upper reaches of the atmosphere, allowing for unpredictable maneuverability at altitudes generally in the gap between low-altitude air defenses and exoatmospheric ballistic missile defenses. This combination of speed, maneuverability, and altitude enables highly survivable, long range, and rapid defeat of time-critical, heavily defended, and high value targets. The DoD is accelerating the development and delivery of hypersonic systems to include; air, land, and sea launched conventionally armed hypersonic strike weapons, comprehensive layered defeat of adversary tactical hypersonic strike missile capability, and future reusable hypersonic aircraft for responsive air and space missions.

- While the goal was to advance the Army Long-Range Hypersonic Weapon (LRHW) to TRL 9 (system test and operations) during FY23, a key flight was deferred and is currently on track for FY24.
- DARPA and the Air Force completed two successful flight tests of two (2) different Hypersonic Air-breathing Weapon Concept (HAWC) cruise missile configurations allowing the technology to transition directly to the Air Force Hypersonic Air-breathing Cruise Missile (HACM) program.

**Renewable Energy Generation & Storage (REGS) and Advanced Computing and Software (ACS).** These CTAs did not have any FY23 goals or performance since the Senior Officials were hired mid-way through FY23 and so strategies and roadmaps are still under development. Similarly, the Human Machine Interface (HMI) CTA did not have any FY23 goals or performance since the Senior Official had not yet been hired.

**Biotech.** The Annual Report to Congress on Technology Transitions for FY23 identified three (3) successful transitions; one (1) to acquisition & sustainment programs, one (1) directly to warfighters in the field, and one (1) to the U.S. industrial base for sale back to the USG or private sector as commercial products.

**Quantum.** The Annual Report to Congress on Technology Transitions for FY23 identified two (2) transitions; both directly to the U.S. industrial base for sale back to the USG or private sector as commercial products.

**Advanced Materials.** The Annual Report to Congress on Technology Transitions for FY23 identified 14 successful transitions; four (4) to acquisition and sustainment programs, four (4) directly to warfighters in the field, and six (6) to the U.S. industrial base for sale back to the USG or private sector as commercial products.

**FutureG.** The Annual Report to Congress on Technology Transitions for FY23 did not identify any successful transitions.



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## Strategic Priority 2 Make the Right Technology Investments

### PERFORMANCE GOAL 2.3.2 - LEVERAGE PROTOTYPING AND EXPERIMENTATION FOR JOINT WARFIGHTING CAPABILITIES. LEAD: OUSD(R&E)

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 2.3.2.1 - Describe experiments aimed at joint warfighting capabilities	3	Define and manage a campaign of experiments framed on Defense Planning Scenarios that execute in three (3) exercises	Met	N/A
PM 2.3.2.2 - Describe multinational experiments	18	Conduct three (3) technology demonstrations experiments with allies and partners	Exceeded	N/A
PM 2.3.2.3 - Examples of prototyping actions and the impact	Implemented	Implement a measurement mechanism to track transition of projects deemed effective via experimentation, and the associated mission performance improvements	Met	N/A

#### FY 2023 PERFORMANCE PROGRESS UPDATE

Successfully met performance goal targets.

- Office of the Assistant Secretary of Defense for Mission Capabilities (OASD(MC)) performs experimentation in concert with Service and Combatant Command exercises or as stand-alone events. For the Rapid Defense Experimentation Reserve (RDER), OASD(MC) ensures experimentation aligns with Defense Planning Scenarios and that technologies fulfill gaps identified in the Joint Warfighting Concept. RDER capability experimentation conducted at Northern Edge, T-REX 23-1, and T-REX 23-2 meets the PM 2.3.2.1 meeting the three-exercise target.
- OASD(MC) has multiple lines of effort that perform technology demonstrations and experimentation with allies and partners. Foreign Comparative Testing (FCT) participated in 17 Technology Demonstrations with coalition partners. In addition, RDER kicked off multinational participation with UK and Australia attendance at a T-REX event in FY23 with international partnerships to increase going forward.

### PERFORMANCE GOAL 2.3.3 - INCREASE THE ADOPTION OF INNOVATIVE COMMERCIAL TECHNOLOGY THAT ALIGN TO MISSION OBJECTIVES. LEAD: OUSD(R&E)

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 2.3.3.1 - % increase in DoD adoption of heretofore commercial technologies	14%	5%	Exceeded	N/A
PM 2.3.3.2 - # of Examples of adoptions of commercial technologies by DoD	7	5	Exceeded	FY22: 17 FY21: 8 FY20: 11 FY19: 8 FY18: 2 FY17: 3

#### FY 2023 PERFORMANCE PROGRESS UPDATE

Successfully met performance goal targets.

The DIU successfully supported the adoption of 7 commercial technologies by DoD resulting in a 14% increase of total DIU transitions.



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## Strategic Priority 2 Make the Right Technology Investments

### EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS TO STRATEGIC OBJECTIVE 2.3 – LEVERAGE TECHNOLOGY INNOVATION TO BUILD ENDURING PERFORMANCE ADVANTAGE.

#### Department of the Army

As part of efforts to leverage technology innovation to build enduring performance advantage, the U.S. Army Combat Capabilities Development Command (DEVCOM) with Army Futures Command conducted Network Modernization Experiment (NetModX) 23 over an eight-week period from August through September 2023 at Joint Base McGuire-Dix-Lakehurst, New Jersey. The experiment included more than 80 technologies that span a wide range of Army network transformation focus areas that include transport agnostic networking, data-centricity, modern security architectures, and cyber and electromagnetic activity (CEMA) dominance. The event provided an opportunity for industry partners to work under cooperative research and development agreements (CRADAs) to gain access to real-world scenarios in multiple domains enhancing their understanding of operational challenges and threats, potential integration challenges, and emerging Army requirements.



Army modernization initiatives such as Predictive Logistics are improving both the Command and Control and the Sustainment Warfighting Functions to better enable Joint interoperability while helping the Army tailor equipment to Soldier needs to build the Army of 2030.



C5ISR Center personnel conduct testing at Network Modernization Experiments 22 at Joint Base McGuire-Dix-Lakehurst, N.J., in June 2022.

“As a data-centric Army, our soldiers are adapting and innovating to support our Ukraine partners.”

*Secretary of the Army Christine Wormuth*





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## Strategic Priority 2 Make the Right Technology Investments

### Department of the Air Force

The Air Force Research Laboratory (AFRL) conducted a demonstration of its high-power microwave counter drone weapon, the Tactical High-power Operational Responder (THOR) as it engaged a swarm of multiple targets at the Chestnut Test Site, Kirtland Air Force Base. THOR's high-power, wide-beam microwaves were exceptionally effective at quickly moving between drones to track and disable them. As the dangers from drone swarms evolve, leaders from across the DoD are working closely to explore different technologies, such as directed energy, to support the needs of the warfighter in the future against such threats.

“We couldn’t have come this far without the perseverance and professionalism of the entire THOR team. Our scientists, Airmen and contractors worked early mornings and late nights to make this swarm demo...a great success. AFRL is committed to developing such advanced technologies to defend our service members on the front lines.”

*Ken Miller, AFRL High Power Electromagnetics Division Chief*

The Tactical High-power Operational Responder, or THOR, a high-powered microwave counter drone weapon, stands ready to demonstrate its effectiveness against a swarm of multiple targets at the Air Force Research Laboratory, or AFRL, Chestnut Test Site, Kirtland Air Force Base, N.M., April 5, 2023. AFRL completed a successful demonstration of THOR simulating a real-world swarm attack. This was the first test of this scale in AFRL history.





### 3 Strategic Priority 3 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

#### STRATEGIC OBJECTIVE 3.1 - SHAPE A 21ST CENTURY DEFENSE INDUSTRIAL BASE (DIB). LEAD: OUSD(A&S)

##### EXECUTIVE SUMMARY OF PROGRESS

The Defense Industrial Base Strategy is undergoing internal review in Industrial Base Policy. Over the next two quarters, the Assistant Secretary of Defense for Industrial Base Policy (ASD(IBM)) will be engaging with stakeholders across the DoD, the defense industrial base, and the Interagency to ensure the strategy is actionable and represents stakeholder equities.

In FY23, the OUSD(A&S) established and facilitated three quarterly Logistics IT working groups composed of over 80 participants from the Components, including Defense Logistics Agency (DLA), United States Transportation Command (USTRANSCOM), DoD Chief Information Officer (CIO), OUSD(Comptroller), and Office of the Deputy Assistant Secretary of Defense Logistics (ODASD(Log)), to strengthen coordination and communication regarding Log IT systems. Additionally, the OUSD(A&S) developed a Logistics IT Strategy document and began informal coordination end of Q4 FY23, as well as defined a vision for the Log IT Portfolio Management tool or Advana visualization to demonstrate health of the portfolio and identify funding considerations.



Honorable Laura D. Taylor-Kale, Assistant Secretary of Defense for Industrial Base Policy does the closing keynote address at the 2023 Defense Conference

“Resiliency at all points in our defense industrial base is required to ensure the operational availability of the platforms on which our warfighters depend. Upstream supporting activities are just as important as the manufacturing of final products.”

*Dr. Laura Taylor-Kale  
Assistant Secretary of Defense for Industrial Base Policy*





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## Strategic Priority 3 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

### AGENCY PRIORITY GOAL 3.1.1 - \*ENSURE SUPPLY CHAIN RESILIENCE. LEAD: ASD(INDUSTRIAL BASE POLICY)

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 3.1.1.1 - Complete an evaluation of analytical tools used to improve enterprise-level supply chain visibility	Contracted subscriptions for several enterprise level analytical tools that will assist in supply chain visibility. Analysis and cross-referencing has begun and will continue to inform program development and execution.	Q4 complete	Met	N/A
PM 3.1.1.2 - Compile guidebook to identify supply chain risk and strategic implications	IBP used all data sources and metrics that were developed to determine the best strategy for the organization. The strategy concretely ties how the defense industrial base is vital to the success of DoD's missions and the US overcoming challenges. The implementation of this strategy will guide IBP's FY24 actions and future determinations.	Q4 complete	Met	N/A
PM 3.1.1.3 - Develop and publish a strategy on supply chain resilience that can be used across DoD	IBP used all data sources and metrics that were developed to determine the best strategy for the organization. The strategy concretely ties how the defense industrial base is vital to the success of DoD's missions and the US overcoming challenges. The implementation of this strategy will guide IBP's FY24 actions and future determinations.	Q4 complete	Met	Prior year actions have led to the establishment of a Defense Industrial Strategy.
PM 3.1.1.4 - Complete evaluation of data sources to build metrics for five (5) priority supply chains	IBP used all data sources and metrics that were developed to determine the best strategy for the organization. The strategy concretely ties how the defense industrial base is vital to the success of DoD's missions and the US overcoming challenges. The implementation of this strategy will guide IBP's FY24 actions and future determinations.	N/A	Met	Prior year actions have led to the establishment of a Defense Industrial Strategy.
PM 3.1.1.5 - Identify meaningful supply chain resilience metrics. Test metrics to determine if the metric provides useful insight to senior leaders	IBP used all data sources and metrics that were developed to determine the best strategy for the organization. The strategy concretely ties how the defense industrial base is vital to the success of DoD's missions and the US overcoming challenges. The implementation of this strategy will guide IBP's FY24 actions and future determinations.	N/A	Met	Prior year actions have led to the establishment of a Defense Industrial Strategy.
PM 3.1.1.6 - Implementation of DoD's Small Business Strategy	There are a number of initiatives within the SB Strategy. The DoD Office of Small Business Programs (OSBP) has undertaken several initiatives to tackle the implementation actions laid out in the DoD's Small Business Strategy. OSBP has established a small business integration group where the Director OSBP will serve as the principal lead with oversight for all of the Department's small business matters to implement unified management for small business programs and activities. OSBP is developing tools for small business professionals to aid in market research and market intelligence. There are many more initiatives in service of implementing the DoD Small Business Strategy, with some still in a conception phase while others are close to completion.	Q1 Beginning	Met	Achieved goals in previous years

#### FY 2023 PERFORMANCE PROGRESS UPDATE

The OUSD(A&S) contracted subscriptions for several enterprise-level analytical tools that will assist in supply chain visibility. Analysis and cross-referencing have begun and will continue to inform program development and execution.

IBP used all data sources and metrics that were developed to determine the best strategy for the organization. The strategy concretely ties how the defense industrial base is vital to the success of DoD's missions and the US overcoming challenges. The implementation of this strategy will guide IBP's FY24 actions and future determinations.

There are a number of initiatives within the Small Business (SB) Strategy. The DoD Office of SB Programs (OSBP) has undertaken several initiatives to tackle the implementation actions laid out in the DoD's Small Business Strategy. OSBP has established a small business integration group where the Director OSBP will serve as the principal lead with oversight for all of the Department's small business matters to implement unified management for small business programs and activities. OSBP is developing tools for small business professionals to aid in market research and market intelligence. There are many more initiatives in service of implementing the DoD Small Business Strategy, with some still in a conception phase while others are close to completion.



### Strategic Priority 3 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

#### PERFORMANCE GOAL 3.1.2 - PROVIDE EFFECTIVE LOGISTICS INFORMATION TECHNOLOGY AND ACCESS TO SUPPLY CHAIN ILLUMINATION TOOLS. LEAD: OUSD(A&S)

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 3.1.2.1 - Log IT systems comply with performance and auditability requirements	Completed FY23 Data Call and analysis on DoD CIO Priority and Covered DBS providing key compliance data for DLMS, APSR, and inventory system data elements.	Establish performance targets for Log IT systems in partnership with DoD CIO and CFO to comply with policy and auditability requirements	Met	

#### FY 2023 PERFORMANCE PROGRESS UPDATE

In FY23, OUSD(A&S) created the FY24 Defense Business Systems (DBS) Annual Certification Guidance and Logistics IT Strategy document with integrated Log IT functional requirements.

#### EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS TO STRATEGIC OBJECTIVE 3.1 - SHAPE A 21ST CENTURY DEFENSE INDUSTRIAL BASE (DIB)

##### Department of the Army

As the Army continues to support shaping a 21st century Defense Industrial Base (DIB), it supported several media and public speaking engagements orchestrated to highlight the Army's multi-pronged approach of expanding production in the U.S. industrial base and leveraging available capacity from foreign sources to meet immediate demand, replenish our nation's inventory, modernize the Army, and support the industrial base for sustained long-term demand and surge capacity. In August 2023, in a media roundtable with 32 regional, national, and international media outlets that included the Wall Street Journal, CNN, CBS News, and the New York Times, the Honorable Douglas Bush, Assistant Secretary of the Army for Acquisition, Logistics, and Technology, reassured audiences of the DIB's ability to modernize the Army of 2030, while supporting allies and partners. The Army also announced key production and delivery milestones through "rollouts," which involved media events, Congressional notification, and interaction with industry. Rollouts included the Army's announcement of the decision on Abrams Modernization (M1 E3) acknowledging the advancements from commercial industry that resulted in technical risk reduction. The Army's arsenals, depots and ammunition plants, supported by contracted domestic companies, increased 155mm artillery munition production capacity to maintain momentum towards the goal of 80,000 projectiles per month by the fourth quarter of FY 25.



"Spartan Brigade" soldiers inside a M1A2 SEPv3 Abrams tank participate in new equipment training in September 2022.

"That's the result of decades of work by thousands of people to make sure our equipment is tested well and also that our industry partners produce it, critically, at a high level of quality. Lots of countries can produce. The United States produces the best in terms of quality. I think we are seeing that, and I think that speaks well of our industry partners."

*Honorable Douglas Bush  
Assistant Secretary of the Army for Acquisition, Logistics and Technology*

Army Command Sgt. Maj. Raymond Harris, assigned to V Corps, briefs Douglas R. Bush, center, Assistant Secretary of the Army for Acquisition, Logistics and Technology, on V Corps operations at Victory Corps Forward during a visit to Camp Kosciuszko, Poland, September 8, 2022.





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## Strategic Priority 3 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

### Department of the Navy

Assistant Secretary of the Navy (ASN) Research Development and Acquisition (RD&A) staff, in collaboration with ASN Financial Management and Comptroller (FM&C), OPNAV N82, Program Executive Office (PEO) Unmanned Aviation and Strike Weapons (U&W) and PEO Integrated Warfare Systems (IWS) staffs, led and synchronized efforts between DoD, Industry and Congressional stakeholders to establish a \$100 million dollar investment in Defense Industrial Base (DIB) expansion appropriations. This investment was implemented upon receipt of funds in the first quarter of Financial Year (FY) 2024 with immediate impact to critical munitions programs, specifically the Tomahawk and Standard Missile (SM) programs. For Tomahawk, the \$50 million dollar investment will facilitate an increase in production capacity from approximately 300 missiles per year to 600 missiles per year within 30 months. It will also address the current production and recertification backlog and re-attain the minimum sustaining rate on new production missiles. For the SM program, the \$50 million dollar investment will facilitate an expansion within the Industrial Base. Specifically, establishing a second source capability for rocket motor production and regaining with organic government entities, enabling a fully qualified and ready capability to support SM-6 production starting in FY29.



Sailors assigned to the submarine tender USS Emory S. Land (AS 39) weapons handling division conduct an offload of a Tomahawk missile from the Los Angeles-class fast-attack submarine USS Asheville (SSN 758), February 1, 2022.

“The U.S. Submarine Force and our Submarine Industrial Base are crucial to the security of our Nation, and maintaining overmatch in the Undersea Warfare domain is one of the top priorities in the Department of Defense. The Department of the Navy is on a mission to make ship and submarine manufacturing a preferred profession again and it is a national imperative.”

*Under Secretary of the Navy Erik Raven, Under Secretary of the Navy  
Vice Admiral William J. Houston, Commander, Naval Submarine Forces  
RDML Jonathan Rucker, Program Executive Officer, Attack Submarine*



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### Strategic Priority 3 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

#### OFFICE OF THE UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE & SECURITY (OUSD(I&S))

The OUSD(I&S) is developing two new policies to strengthen the Defense Industrial Base (DIB): Mitigating Risks Related to Foreign Ownership Control or Influence (FOCI) for covered DoD contractors or subcontractors, and Acquisition Security (AS). Mindful of the risks, the DIE and DSE effectively engaged industry to leverage commercial innovation. In response to the requirement to innovate without incurring unnecessary risk, defense intelligence components continue to develop processes and efficiencies under OUSD(I&S) policy and guidance. Component activities emphasized vigilance in supply chain security including academic and small business innovation research, and improved protections against cyber intrusions. Going forward, the DIE and DSE will continue to develop cross-organization answers to common concerns, ensuring transparency, synergy, and security wherever feasible.

The commercial sector offers innovative capabilities, large scale production, rapid technology refresh rates, and the ability to shift capacity and capability in crisis and conflict. The democratization of space and expansion of commercial companies across all space mission areas present opportunities for the Department to strengthen deterrence and to enhance US resilience through the integration of commercial systems, capabilities, and Services into military space structures.

“DoD remains committed to providing secure, efficient, and effective vetting systems. We will ensure any organization – be they government agencies or members of our Nation’s industrial base – have confidence in their trusted workforce. Our goal is to not only have the world’s best-in-class workforce, but also to verify that each and every member of that workforce is worthy of the special trust granted to them on behalf of our Nation.”

*Honorable Ronald Moultrie  
Under Secretary of Defense for Intelligence and Security*



NRO Principal Deputy Director Dr. Meink and Hon. Moultrie at an NRO rocket launch





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## Strategic Priority 3 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

### STRATEGIC OBJECTIVE 3.2 - REDUCE OPERATION AND SUSTAINMENT COSTS TO MAXIMIZE READINESS. LEAD: OUSD(A&S)

#### EXECUTIVE SUMMARY OF PROGRESS

Collectively, the DoD achieved 117% of Zero Emission Vehicles (ZEV)s acquired against budgetary requirements for a total of 3,654 ZEVs requisitioned. (844 BEV/2810 PHEV). FY23 orders are double those from FY22.

Some challenges that OUSD(A&S) faced were the OEM planned 2023 ZEV Spring models fell short of expectations, therefore many DoD requests did not get the acquisition numbers requested to the General Services Administration (GSA). DoD will continue to get acquisitions into GSA as early as possible.



Ms. Lisa P. Smith, Deputy Assistant Secretary of Defense for Product Support (DASD-PS), was invited to explore the 19th ESC's operational footprint (November 2, 2023)

“In recent decades, U.S. forces operated without much strategic risk to logistics,” Lowman writes. “We operated from secure bases, got comfortable with large numbers of contractors in theater, and relied on contractor-provided distribution of critical supplies. Today, we face a new global reality with kinetic and non-kinetic disruptions that challenge our agility, flexibility, and survivability. Integrated Deterrence demands that sustainment will no longer be “monolithic”—it must be distributed and responsive.”

*Christopher Lowman, Assistant Secretary of Defense for Sustainment*





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## Strategic Priority 3 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

### PERFORMANCE GOAL 3.2.1 - DELIVER SUSTAINABLE LOGISTICS TO SUPPORT DOD MISSION REQUIREMENTS. LEAD: OUSD(A&S)

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 3.2.1.1 - % of Light Duty Vehicles (lease/buy) measured against Service budget to meet E.O. 14057	117% of budgeted vehicles ordered	(No Year by Year target*) % of Light Duty Vehicle acquisitions are ZEVs by 2027 per E.O. 14057	Met	

#### FY 2023 PERFORMANCE PROGRESS UPDATE

OEM ZEV planned numbers fell short of actual availability, so DoD acquisition requests were not or were only partially filled. This pushed vehicle replacements to either an Internal Combustion Engine (ICE) vehicle or on hold until FY24.

### PERFORMANCE GOAL 3.2.2 - DELIVER COST EFFECTIVE MATERIEL READINESS TO MEET THE DOD'S WARFIGHTING CAPABILITY AND CAPACITY. LEAD: OUSD(A&S)

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 3.2.2.1 - % Covered Depots meeting Performance-to-Plan (P2P) targets and Covered Depot Facility Condition Building Condition Index (BCI) meeting 86-100% Two (2) of the five (5) Section 359 reporting elements Both metrics need to be met for goal to be achieved	Identified service POCs and systems to report by covered depot. Established standardized P2P measurement logic. 100% of covered depots are rated using BCI	1. Covered Depot P2P 100% P2P targets 1a. The Department's goal over the next five (5) years is for each covered depot to meet its individual schedule performance target 2. Covered Depot Facility Condition 2a. The condition of each covered depot infrastructure (composite rating) is rated using the BCI	Met	

#### FY 2023 PERFORMANCE PROGRESS UPDATE

Overall goals were met for 2023, including the identification of systems to report and establishing a standardized measurement logic. Moving forward, the measure will be split into multiple measures and targets to provide better insight and more detailed reporting.

### PERFORMANCE GOAL 3.2.3 - ENABLE EFFECTIVE, AFFORDABLE, AND SUSTAINABLE WARFIGHTING CAPABILITY. LEAD: OUSD(A&S)

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 3.2.3.1 - Provide the DoD enterprise with policy, processes, and guidance that foster effective product support planning, execution, and training	Publish the Independent Logistics Assessment (ILA) Guidebook: Met Publish PBL Guidebook: Met Publish updated LFCC: Met	· Publish ILA Guidebook by March 2023 · Publish Performance Based Logistics (PBL) Guidebook by September 2023 · Publish updated Logistics Functional Community Competencies (LFCC) by December 2023 · Update 2 Guidebooks every year to cover all 6 Guidebooks in 3 years as needed to keep pace with statutory/global threat and defense posture and the NDS. Update DoDI 5000.91 every two years as needed to keep pace with statutory/global threat, defense posture, and updates to NDS.	Met	Product Support Manager Guidebook (May 22) and Life Cycle Sustainment Plan (LCSP) Outline, Version 3.0 (Oct 22) updates are complete.



### 3 Strategic Priority 3 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

#### FY 2023 PERFORMANCE PROGRESS UPDATE

Multiple targets were met in 2023 including the publishing of an ILA and PBL guidebook, as well as an updated LFCC. These updates and publications will support Program Managers, Product Support Managers, and their support staff as they develop and implement product support strategies.

#### CHANGED PERFORMANCE GOALS AND PERFORMANCE MEASURES

To establish a more qualifiable metric that determines the interval for updating policies and guidebooks, ODASD(PS) changed the FY23 Target “Maintain 85% or higher currency of policy covering PS competencies as relates to Guidebooks, strategies and plans published for access by the acquisition and logistics communities” to “Update 2 Guidebooks every year to cover all 6 Guidebooks in 3 years as needed to keep pace with statutory and global threat and defense posture and the NDS. Update DoDI 5000.91 every two years as needed to keep pace with statutory and global threat, defense posture, and updates to NDS.”

#### EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS TO STRATEGIC OBJECTIVE 3.2 - REDUCE OPERATION AND SUSTAINMENT COSTS TO MAXIMIZE READINESS

##### *Department of the Navy*

The DON successfully closed the first DoD Component Enterprise Data Center (CEDC) in New Orleans, Louisiana (NOLA) in FY23. Over its existence, CEDC NOLA contributed to the successful closure of dozens of Navy data centers which, at its peak, consisted of 2,310 sq/ft, 74 racks, and 105 physical servers that hosted 1,528 virtual servers. It was operated and maintained by up to 98 full-time employees both locally and remotely from other Space and Naval Warfare Systems (SPAWAR) and Naval Information Warfare Systems (NAVWAR) sites. As directed by the December 7, 2020, Joint ASN RD&A and DON CIO signed DON Cloud Policy, the DON was the first component in DoD to close a CEDC type of data center and did so through the accelerated promotion, acquisition, and consumption of cloud hosting and enterprise services. As a result, approximately forty percent of the DON software systems/applications that were hosted by the data center’s hardware data servers were successfully migrated directly to Amazon Web Services (AWS) GovCloud hosting. The DON will likely downgrade or close additional DON CEDCs over the next several years with the increased availability and use of cloud hosting and enterprise services.



New Orleans CEDC

“We strive to build a combined Navy and Marine Corps team that is modern, highly capable, and fearlessly dedicated to our mission of combat-readiness.”

*Carlos Del Toro, Secretary of the Navy*



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## Strategic Priority 3 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

### STRATEGIC OBJECTIVE 3.3 - ENHANCE THE DOD'S ABILITY TO COMBAT 21ST CENTURY CLIMATE, ENERGY, AND ENVIRONMENTAL CHALLENGES. LEAD OUSD(A&S)

#### EXECUTIVE SUMMARY OF PROGRESS

OUSD(A&S) continues to improve all-hazards resilience of military installations. DCAT has expanded to include 97.5% of all major installations, exceeding the FY23 target of 80%. ODASD(E&ER) added 40 international major installations into DCAT between Q2 and Q3, for 100% completion of performance measure 3.3.2.1. Efforts are currently underway to complete the remaining 2.5% of all major installations into DCAT by the FY24 Target. ODASD(E&ER) has added climate exposure assessments into the all-hazards threat assessments (AHTA) for 14 mission assurance priority list (MAPL) installations for a total of 16%. AHTAs are updated by the Defense Threat Reduction Agency and as they are completed, climate considerations are included.

OUSD(A&S) has reviewed statutory requirements and Executive Orders to identify which DoD Issuances and Unified Facilities Criteria require updates to guide climate-informed decision making, investment prioritization, and business processes and to increase all-hazard resilience of natural and built infrastructure critical to defense operations and national security. Each of these statutory requirements and Executive Orders have been mapped against Issuances and technical guidance to identify where gaps exist that require updates. ODASD(E&ER) currently has two issuances and two technical guidance documents in draft. ODASD(E&ER) established procedures and streamlined processes to eliminate barriers to future issuance coordination.

All-hazards installation resilience plans plans to integrate information from energy, climate, water, and other relevant resilience analyses for major installations await release of policy, which will drive requirements for PM 3.3.1.2, expected in FY24. Close coordination with the Military Services on policy and the next steps for providing all-hazards resilience plans is underway.

“The REPI Program has been identified in DOD’s Climate Adaptation Plan as one of the key tools the Department will use to create resilient natural infrastructure solutions near installations and enhance climate adaptation.”

*Mr. Brendan Owens  
Assistant Secretary of Defense for Energy, Installations, and  
Environment Chief Sustainability Officer*

Airmen install a solar panel on top of a gazebo, February 2, 2023, at McConnell Air Force Base, Kansas.





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## Strategic Priority 3 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

### AGENCY PRIORITY GOAL 3.3.1 - \*REDUCE CLIMATE IMPACTS TO DOD INSTALLATIONS. LEAD: DASD(ENVIRONMENT & ENERGY RESILIENCE)

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 3.3.1.1 - % major installations in the DoD Climate Assessment Tool (DCAT)	97.5%	80%	Exceeded	159 major installations included through FY 2022
PM 3.3.1.2 - # policy and technical guidance updates published	Two (2) policies and two (2) technical guidance documents submitted to WHS.	Two (2) policies and two (2) technical guidance documents updated	Not Met	Four (4) technical guidance updates were published in 2022
PM 3.3.1.3 - % major installations with integrated installation resilience plans	Awaiting release of policy expected in FY24	80%	Not Met	

#### FY 2023 PERFORMANCE PROGRESS UPDATE

The Readiness and Environmental Protection Integration (REPI) Program exceeded all three performance goals from Strategic Priority 3, Strengthen Resiliency and Adaptability of Our Defense Ecosystem, through the third quarter. The first performance measure (PM 3.3.2.3) focuses on the number of REPI installation resilience projects funded in FY23 and provides that, within the overall Readiness and Environmental Protection Integration (REPI) projects, 21% will improve military installation resilience and support the Military Services with developing innovative nature-based solutions designed to reduce risks from climate hazards. The REPI Program exceeded the original goal of 21% by funding 15 installation resilience projects, which makes up 48% of the overall REPI projects. The Military Services also received considerable funding for installation resilience projects through the third quarter. The second performance measure (PM 3.3.2.4) highlights the REPI Program's percentage of funding allocated to REPI installation resilience projects. The FY23 target for this metric is 35%, and through the third quarter, the REPI Program has already allocated 63% of funding toward projects that are protecting vital training missions from extreme weather conditions. Finally, the REPI Program prioritizes installation resilience projects in areas that are the most vulnerable to changing climactic conditions. Using the DCAT, the REPI Program's third performance measure (PM 3.3.2.5) targets allocating at least 72% of all REPI projects to projects that have high climate exposure scores in the DCAT. The program exceeded this goal by 16% to ultimately allocate 88% of the project portfolio to those projects with high climate exposure scores in the DCAT.

### PERFORMANCE GOAL 3.3.2 - FORTIFY AND REDUCE RISKS TO DOD INSTALLATIONS FROM EXTREME WEATHER EVENTS THROUGH ADAPTION, MITIGATION, AND

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 3.3.2.1 - % Major international installations in DCAT	100%	80%	Exceeded	159 major installations included through FY 2022
PM 3.3.2.2 - % Mission Assurance Priority List (MAPL) installations where climate assessments have been conducted	16%	100%	Not Met	
PM 3.3.2.3 - % of overall Readiness and Environmental Protection Integration (REPI) projects that are resilience focused	48%	21%	Exceeded	The REPI Program funded 15 installation resilience projects through FY 2022
PM 3.3.2.4 - % of overall REPI funding allocated to resilience-focused projects	63%	35%	Exceeded	The REPI Program dedicated 56% of funding to installation resilience projects through FY 2022.
PM 3.3.2.5 - % REPI resilience projects with high climate exposure risk	88%	72%	Exceeded	The REPI Program funded 17 installation resilience projects with high climate exposure risk through FY 2022.



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## Strategic Priority 3 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

### RESILIENCE. LEAD: OUSD(A&S)

#### FY 2023 PERFORMANCE PROGRESS UPDATE

The REPI Program exceeded all three goals for FY23 and will continue to dedicate large portions of the annual budget to support installation resilience projects outside installations and ranges. In December 2023, the REPI Program will announce the allocation of over \$20 million dollars in funding to projects in the National Fish and Wildlife Foundation's National Coastal Resilience Fund and America the Beautiful Challenge. These projects are submitted by conservation partners in regions outside DoD installations and reduce threats to the neighboring installations.

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 3.3.3.1 - % preliminary assessments/site inspections (PA/SI) conducted at required installations	80%	80%	Met	FY22: 53%
PM 3.3.3.2 - % Transitions from aqueous film forming foam (AFFF) to AFFF alternatives completed at required installations	N/A	N/A	N/A	

### PERFORMANCE GOAL 3.3.3 - ADDRESS PAST DOD PER- AND POLYFLUOROALKYL SUBSTANCES (PFAS) RELEASES UNDER FEDERAL CLEANUP LAW AND FIND AND IMPLEMENT ALTERNATIVES TO THE USE OF AQUEOUS FILM FORMING FOAM (AFFF). LEAD: OUSD(A&S)

#### FY 2023 PERFORMANCE PROGRESS UPDATE

The Department continued identifying and addressing per- and polyfluoroalkyl substances (PFAS) releases under the Comprehensive Environmental Response Compensation and Liability Act (CERCLA) and performing preliminary assessments/site inspections (PA/SIs) at installations where the DoD may have used or released PFAS, with 80% of PA/SIs now completed.

This metric does not begin until FY2024. The Department will begin transitioning from Aqueous Film Forming Foam (AFFF) to alternatives in FY2024.

### PERFORMANCE GOAL 3.3.4 - DELIVER FORWARD-LOOKING, SUSTAINABLE ENERGY SOLUTIONS TO ADDRESS EMERGING POWER REQUIREMENTS IN DEFENSE. LEAD: OUSD(A&S)

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 3.3.4.1 - % installation energy plans (IEP) completed	72%	75%	Not Met	FY22: a cumulative 63% of IEPs were complete for CONUS, Alaska, and Hawaii.
PM 3.3.4.2 - % MAPL installations with energy resilient microgrid planning and design completed	5%	10%	Not Met	FY22: planning and design for energy resilient microgrids had begun at 5% of MAPLs with 3% of MAPLs having a completed design for an energy resilient microgrid
PM 3.3.4.3 - # Black Start Exercises by Military Service per year	16	15	Exceeded	FY22: 27 BSE completed
PM 3.3.4.4 - % MAPL installations that have conducted Black Start exercises	0	10%	Not Met	N/A





## 3 Strategic Priority 3 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

### FY 2023 PERFORMANCE PROGRESS UPDATE

The Department continues to complete IEPs, with 72% of IEPs now completed for CONUS, Alaska, and Hawaii according to Services' interim reporting. The Department continues to show progress in IEP completion for Mission Assurance Priority Installations (MAPLs) (92% completed), to support prioritizing energy investments for these installations. In response to potential energy vulnerabilities in Europe and congressional interest in ending reliance on Russian-sourced energy, the Department has begun working with the Services to expedite IEP completion for multiple sites in Europe.

As of FY23, microgrid design is complete or underway for 20 projects at 14 (16%) MAPLs. This represents a 7% increase in MAPLs with microgrid design in progress from FY22. Signed in October 2021, the FY24 ERCIP (Energy Resilience and Conservation Investment Program) Guidance prioritized energy resilience microgrids at installations on the DoD's Mission Assurance Priority List. The Military Services and Defense Agencies have responded to ERCIP Guidance with an increase in microgrid project submissions for FY24 and beyond. In FY23, ERCIP received a significant increase in planning and design funds. The military construction design process, however, takes approximately one year to complete once design is awarded. With increased identification of microgrid project opportunities, as well an increase in ERCIP design funds, it is expected that the percentage of MAPLs with microgrid designs complete will increase significantly over the next couple of years.

In FY23, the Department continued to invest in Black Start Exercises (BSEs) to identify installation energy resilience gaps and inform support of critical missions. Progress is tracked annually, and actual execution and completion of BSEs by Military Service will be known at the end of the FY. However, each of the Military Services have planned to conduct five (5) BSEs for FY23.

In FY23, the Department has continued to invest in BSEs to identify installation energy resilience gaps and inform support of critical missions. In addition to the Military Services funding and executing BSEs, ASD(EI&E) provided funding for BSEs to be completed at DoD Mission Assurance Priority Locations. Progress for BSEs is tracked annually, and actual execution and completion of BSEs by Military Service will be known at the end of the FY.

### EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS TO STRATEGIC OBJECTIVE 3.3 - ENHANCE THE DOD'S ABILITY TO COMBAT 21ST CENTURY CLIMATE, ENERGY, AND ENVIRONMENTAL CHALLENGES

#### *Department of the Army*

The Army has made strides towards building a natural infrastructure resilience and energy-use reduction targets via initiatives and publications including the "Army Electrification Guidance for Military Construction (MILCON) Projects", the "Engineering and Construction Bulletin 2023-08", Other Transaction Authority, and Integrated Design and Construction. The Army spent FY23 funds on projects and contracts including Sustainable Building Projects, and Army Compatible Use Buffer projects, Readiness and Environmental Protection Integration, Energy Saving Performance Contracts, Utility Energy Services Contracts, and Energy Resilience and Conservation Investment Program (ERCIP) projects. All projects contributed to increases in water savings, solar power generation, and battery storage, reductions in carbon-based fuel requirements and greenhouse gas emissions, and a microgrid island for installation energy resilience. These and other projects advanced the Army on its path toward full compliance with requirements of Executive Order 14057, including net zero emissions buildings and 100% carbon pollution-free electricity. The Army also used FY23 to lay foundations for further achievements in resilience and emission reduction during FY24 for critical installations using the latest technologies including ocean thermal energy conversion.

"This is truly a joint and combined experiment venue to inform JADC2 as well as other capabilities that we're trying to develop out as part of our modernization process.

*Lt. Gen. D. Scott McKean, AFC Deputy Commanding General*



Billy Tindell, Pete Lynch (Navy), Tom Brown (Air Force), and Tim Sullivan (AFCEC) participated on a panel moderated by Mike Rosenblatt (Director of MiCon, ODASD(Con)) in which they discussed each MilDep's priorities and projects for decarbonization.



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## Strategic Priority 3 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

### *Department of the Navy*

The DON continues to make strides with incorporating climate considerations into its policies, processes, and decision-making.

The DON is currently partnering with the California Energy Commission (CEC) and the Department of Energy (DOE) on a microgrid project at Camp Pendleton Marine Corps Base (MCB) and Air Station (MCAS) to demonstrate how to utilize non-lithium-ion Long Duration Energy Storage (LDES) in microgrids and in utility support under a variety of commercial and critical infrastructure scenarios. The system will be configured to provide between 10 and 24 LDES hours and provide new information about how highly renewable autonomous LDES-based microgrids interact to decrease costs and increase energy resilience. The total project cost is \$175M, with \$25M and \$50M coming from CEC and DOE respectively. The DON also continues to improve nature-based resilience by leveraging natural systems to better protect mission critical assets from threats like flooding, wildfire, and severe heat. Two industry days were held with private industry and other potential partners to discuss techniques to improve functions of arid and semi-arid landscapes across western bases and bolster coastal resilience. These engagements helped identify where there are opportunities to leverage nature-based and hybrid solutions to address climate threats that installations are facing.



Deputy Assistant Secretary of the Navy (Installations, Energy and Facilities) Robert Thompson (right) and Assistant Secretary of the Navy for Energy, Installations, and Environment (EI&E) and Chief Sustainability Officer Meredith Berger (center) listen to Department of Land and Natural Resources, Division of Forestry and Wildlife Statewide Program Manager, Native Ecosystems Protection and Management, Emma Yuen describe the native flora, April 24, 2023.

“Climate change is impacting our Navy and Marine Corps, and it is important to this generation. Whether in uniform or as a civilian, if you are interested in working to make sure that we take action to increase our climate resilience and reduce the climate threat and remain the world’s dominant maritime fighting force, at the Department of the Navy, we’ve got a place for you.”

*Meredith Berger*

*Assistant Secretary of the Navy for Energy, Installations, & Environment and Chief Sustainability Officer*



### 3 Strategic Priority 3 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

#### STRATEGIC OBJECTIVE 3.4 – ENHANCE THE DOD’S CYBERSECURITY POSTURE. LEAD: DOD CIO

##### EXECUTIVE SUMMARY OF PROGRESS

The following specific areas and roles have been identified for mission success and high performing teams formed to support each requirement.

- **Strategy and Planning:** Leading efforts for Zero Trust (ZT) Implementation Plans to be received and reviewed in Q1 FY24 in preparation for CIO’s brief to Congress near the end of January 2024.
- **Outreach & Partner Relationships** to address the ZT nuances of the doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P) and maintain continuity to all our relationships and responsibilities to drive accelerated culture change in the mindset towards ZT adoption across the DoD Information Network (DODIN).
- **Portfolio & Risk Management:** Addressing ZT Governance and Policy needs, to include mapping the Zero Trust “152 activities” to current Risk Management Framework (RMF) under National Institute of Standards and Technology (NIST) 800-53 r5 controls, all metrics of Component work, Cross Domain Solutions and other policies and governance items where ZT touch points can be identified and deconfliction must occur.
- **Technical Support:** We are championing, assessing, and validating as many as 20 separate use case Zero Trust Pilots to provide Components with accelerated examples of validated “Target Level ZT” solutions across each of our 3-COA’s for their consideration for implementation to ensure they meet the FY27 deadline to reach Target Level ZT.

When you have combatant commanders discussing zero-trust, and when the chairman of the Joint Chiefs of Staff is on the same wavelength, it’s evident that zero-trust principles are now ingrained in the very DNA of the department. The entire apparatus is rowing in unison towards this common goal.”

*Honorable John Sherman, DoD Chief Information Officer*



Two Military Men Work with Open Server.



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## Strategic Priority 3 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

### PERFORMANCE GOAL 3.4.1 – DRIVE THE IMPLEMENTATION OF ZERO TRUST. LEAD: DOD CIO

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 3.4.1.1 - Establish ZT PfMO	Success: Manning requirements achieved for IOC	100% IOC Manning requirements met.	Met	N/A

#### FY 2023 PERFORMANCE PROGRESS UPDATE

- The Zero Trust Portfolio Management Office (ZT PfMO) has achieved initial operating capability staffing requirements. The organization now consists of a ZT PfMO Director, Deputy Director and four key government ZT civilian leads. Contractor support is planned to increase execution capability at both ZT depth and expanse as the ZT guidance and oversight role is accelerated across the Department to ensure all of the DODIN transforms to achieve Target Level ZT before the end of FY27.

### PERFORMANCE GOAL 3.4.2 – EXPAND AND ENHANCE OPPORTUNITIES TO RECRUIT, RETAIN, AND DIVERSIFY OUR CYBER WORKFORCE. LEAD: DOD CIO

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 3.4.2.1 - Complete the DoD-wide classification of cyber positions in accordance with the DoD Cyber Workforce Framework (DCWF)	Personnel Systems Civilian (CIV) Positions = 100% Manpower System - CIV Positions = 100% Personnel Systems - Military (MIL) Positions= 81% Manpower System - MIL = 95%	Personnel Systems Civilian (CIV) Positions = 100% Manpower System - CIV Positions = 100% Personnel Systems - Military (MIL) Positions= 80% Manpower System - MIL = 90%	Met	N/A

#### FY 2023 PERFORMANCE PROGRESS UPDATE

- In FY23, progress towards achieving 100% of the performance goal was slowed by issues with the Army’s ability to capture work role codes within their military personnel systems. Recent senior level meetings have generated renewed activity and focus within the Army.

Renewed attention to this matter is expected to result in significant improvement over the next 6 -9 months. All other Services and Components are in full compliance and have shifted focus to sustainment and quality control of the DCWF codes.





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## Strategic Priority 3 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

### STRATEGIC OBJECTIVE 3.5 – INCREASE THE RESILIENCY OF C3 CAPABILITIES. LEAD: DOD CIO

#### EXECUTIVE SUMMARY OF PROGRESS

DoD CIO achieved successful testing of crossbanding between legacy narrowband (ultra-high frequency) and Mobile User Objective System (MUOS) narrowband using two channel radios which gives users the ability to sustain integrity of networks while transitioning to MUOS.

Military GPS User Equipment (MGUE) Increment 1 has progressed to the point where the military departments have begun fielding land domain systems. Some munitions will begin fielding in 2024. Delays and unexpected challenges affect fielding capability in aviation platforms.

Space Force further delayed delivery of the Operational Control Segment (OCX) ground control segment due to development challenges. This delay pushes delivery until no earlier than October 2024. Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) has signed an Acquisition Decision Memorandum establishing Responsible Test Organization (RTO) milestone objective and threshold dates as October 2024 and April 2025 respectively. USD(A&S) will conduct an In-Process Review on OCX in November 2023 to assess progress.

“As more Mobile User Objective System (MUOS) WCDMA-capable terminals are fielded, cross-banding concepts, like the one demonstrated today, will allow WCDMA users to take advantage of improved MUOS capabilities while retaining critical interoperability with DoD and coalition partners still operating legacy UHF terminals,”

*Colonel JaySteingold  
Commander of Space Delta 11 (Ranges & Aggressors)  
under Space Training and Readiness Command*

Members of an Air Force, Navy and Lockheed Martin team test a satellite communications system in Antarctica. The system is designed to provide communication capabilities in remote areas.





### Strategic Priority 3 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

#### PERFORMANCE GOAL 3.5.1 – FIELD MODERN POSITION, NAVIGATION, AND TIMING (PNT). LEAD: DOD CIO

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 3.5.1.1 - Fielding of Military GPS user equipment on lead platforms	Technical Requirements Verification (TRV) on of the Aviation and platforms Maritime receiver card GRAM-Standard Electronic Module-Form (GRAM) achieved on Monday, 17 - April 2023. OCX experienced an APB schedule breach. The Ready to Transition to Operations can't be achieved before October 2024.	Technical requirements Verification of the Aviation and platforms Maritime receiver card GRAM-Standard Electronic Module-Form (GRAM-S/M) complete Next generation Operational Control Segment (OCX) ready for transition to full M-Code capability	Met	TRV has been accomplished on the USMC JLTV and Army D3/Stryker lead platforms. Land domain systems have begun fielding including Patriot in in South Korea.
PM 3.5.1.2 - Installation of Defense Regional Clocks (DRC)	Result information is classified.	Target information is classified.		Result information is classified.

#### FY 2023 PERFORMANCE PROGRESS UPDATE

- The MGUE Inc 1 Aviation form factor met the Technical Requirements Verification (TRV) milestone in the Acquisition Program Baseline (APB) by April 2023.
- The OCX RTO April 2023 APB milestone was not met. USD(A&S) as the OCX Milestone Decision Authority MDA, reviewed the OCX program and signed an Acquisition Decision Memorandum establishing RTO milestone objective and threshold dates as October 2024 and April 2025 respectively.

#### PERFORMANCE GOAL 3.5.2 – MODERNIZE AND BOLSTER TRANSPORT (SPACE AND TERRESTRIAL) AND DATA LINK CAPABILITIES. LEAD: DOD CIO

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 3.5.2.1 - Program for the fielding of satellite and ground architectures to enable narrowband SATCOM operational gap; Metric is number of fielded MUOS terminals as a percentage of the number of required MUOS terminals	36.3%	Quarterly Service Updates via Advana to Command Control Communications Leadership Board (C3LB) on meeting 70% compliance by 2026	Met	22.4%
PM 3.5.2.2 - Implement Enterprise Satellite Management and Control Capability (ESC-MC) Upgrades	Four of 54 tasks completed. 16 tasks started and another 14 tasks will start in FY24. ESC-MC I-Plan signed by DoD CIO, CSO and Cdr, USSPACECOM. Metrics established. SATCOM Terminal Reference Architecture Completed. Governance Charter Drafted and out for official coordination. Initial planning against the Implementation Plan. DISA and SSC/CGT have begun near-term tasks on common operating environment & resource allocation.	Establish ESC-MC governance and establish ESC-MC Implementation Plan metrics in Advana	Met	ESC-MC Implementation Plan drafted and staffed.
PM 3.5.2.3 - Implement SATCOM Gateway Optimization and Resiliency (GOaR) recommendations	Result information is classified	Target information is classified.		Result information is classified.

#### FY 2023 PERFORMANCE PROGRESS UPDATE

- Army completed fielding of ground user terminals to USINDOPACOM and USEUCOM units. USMC will complete ground user terminal equipment by end of CY23.
- Mobile User Objective System (MUOS) being used at Antarctic's McMurdo Station to send daily SITREPS showing operational use beyond the designed coverage areas.
- Overall MUOS terminal integration and fielding on track for 70% completion by 2026 as briefed by the Services as part of IT Budget Certification.



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### Strategic Priority 3 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

- DoD CIO (C3I) SATCOM also updated DoDI 8420.02 updating roles and responsibilities for delivering Enterprise Satellite Communications Management and Control (ESC-MC). These actions address the primary governance tasks in the ESC-MC I-Plan. USSF/SSC also continues to build out SATCOM Terminal Registry as a foundational piece to automated resource allocation across various SATCOM systems.

#### PERFORMANCE GOAL 3.5.3 – ENABLE SPECTRUM SHARING. LEAD: DOD CIO

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 3.5.3.1 - Partner with Industry and across the U.S. Government to ensure that future spectrum actions focus on spectrum sharing	Draft and submit to the Secretary of Commerce 3.1-3.45 GHz Feasibility Assessment Report by 30 September 2023.	Draft and submit to the Secretary of Commerce 3.1-3.45 GHz Feasibility Assessment Report that includes Secretary of Defense (SecDef) certification that sharing would not impact primary mission of military users	Met	N/A

#### FY 2023 PERFORMANCE PROGRESS UPDATE

- DoD CIO completed the combined classified and unclassified report on the Emerging Mid-Band Radar Spectrum Sharing (EMBRSS) 3.1-3.45 GHz Feasibility Assessment on 18 AUG 23.
- The EMBRSS report was briefed to Joint Staff OPSDEPTANK, the Deputy Secretary of Defense (DepSecDef), and the Secretary of Defense (SecDef) on 07, 15, and 21 SEP 23, respectively.
- The SecDef sent the EMBRSS report to the Secretary of Commerce (SoC) on 22 SEP 23.
- The next step includes SoC reporting the status of the EMBRSS report to Congress in FY24.



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### Strategic Priority 3

## Strengthen Resiliency and Adaptability of Our Defense Ecosystem

### STRATEGIC OBJECTIVE 3.6: ENGAGE IN CO-DEVELOPMENT, RESEARCH, TESTING, AND EVALUATION WITH ALLIES AND PARTNERS.

**LEAD: OUSD(R&E)**

#### EXECUTIVE SUMMARY OF PROGRESS

The OUSD(R&E) will partner with nations that are aligned with the Department's principles to jointly develop and deploy technology. At home, OUSD(R&E) will leverage the advantages of a democratic society and seek to engage with the incredible diversity available in the U.S.

As partners in co-development, OUSD(R&E) continues broadening partnerships with other U.S. Government (USG) agencies, commercial partners, and foreign allies. OUSD(R&E) establishes new activities, agreements, and lines of communication focusing on the critical technology areas (CTA) defined in the National Defense Science and Technology Strategy (NDSTS), to include Advanced Computing and Software, Directed Energy, Hypersonics, Integrated Network System-of-Systems, Microelectronics, Renewable Energy Generation and Storage, Space Technology, and Trusted Artificial Intelligence and Autonomy.

OUSD(R&E) conducts numerous experiments with foreign and commercial partners, strengthening relationships through a shared understanding and adoption of maturing technologies.

The Department has made noteworthy progress to ensure co-development responsibilities are documented and planned, OUSD(R&E) integrates all effective adoption and defense-specific CTA roadmaps to show division of responsibilities of all RDT&E activities with allies and partners.



Heidi Shyu, Under Secretary of Defense for Research and Engineering, at Space and Missile Defense Symposium 2023.

“We’re living in a highly unstable time where nuclear-capable nations are flexing their muscles,” she said. “Missile defense has never been more important. The Missile Defense Agency has developed the Hypersonic and Ballistic Tracking Space Sensor, known as HBTSS, to detect and track hypersonic threats. The first of the two HBTSS prototypes will be launched this year. It is also critical that we work with our allies and partners, We’re working in close partnership with [them] to ensure that collectively we can counter threats and the toughest emerging challenges.”

*Honorable Heidi Shyu  
Under Secretary of Defense for Research and Engineering*



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## Strategic Priority 3 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

### PERFORMANCE GOAL 3.6.1 - INCREASE COLLABORATION TO MAINTAIN TECHNOLOGICAL SUPERIORITY. LEAD: OUSD(R&E)

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 3.6.1.1 - Examples of new Research, Development, Testing, and Evaluation (RDT&E) activities with, (a) non-DoD U.S. Government (USG) agencies (b) U.S. commercial Partners (c) non-U.S. governments	15	<ul style="list-style-type: none"> <li>· Collaboration with NIST Technology, Innovation and Partnerships program on Quantum technology</li> <li>· Continue to work with the Department of Homeland Security, Department of Treasury, Department of Justice, and Department of Transportation</li> <li>· Close collaboration with the intelligence community and Geospatial data collection and research at National Geospatial-Intelligence Agency; Australia, United Kingdom, United States (AUKUS)</li> <li>· Study of utility of commercial technologies to accelerate DoD hypersonic flight testing</li> <li>· Partnership with the United Kingdom (UK) Defense Science and Technology Laboratory to develop opportunities to collaborate on CTAs</li> </ul>	Met	N/A

#### FY 2023 PERFORMANCE PROGRESS UPDATE

Successfully met performance goal targets.

#### (a) Non-DoD U.S. Government (USG) agencies

- **Microelectronics**
  - » Hosted workshops with American National Standards Institute to engage USG, industry and standards bodies on the existing standards landscape for assurance of microelectronics.
- **Space Technology**
  - » Supported White House Office of Science & Technology Policy (OSTP)/National Security Council (NSC) Interagency Working Groups National Cislunar Strategy, Planetary Defense, Low Earth Orbit Research and Development, Orbital Debris Implementation Plan, and In-Space Servicing, Assembly, & Manufacturing.
- **Renewable Energy Generation & Storage**
  - » Met with Department of Energy (DOE)/ARPA-E to discuss overlaps between their ongoing and future efforts.
- **Advanced Computing & Software**
  - » Supported High-End Computing Working Group with NOAA, NIST, DOE, NASA, NOAA, National Institute of Standards and Technology (NIST), High Performance Computing Modernization Program (HPCMP), and OSTP's Networking and Information Technology Research and Development (NITRD).
  - » Supported 2023 workshop on "U.S. Leadership in Artificial Intelligence (AI) and Software Engineering," co-hosted by Carnegie Mellon University's Software Engineering Institute (SEI), OSTP NITRD and NSF.

#### (b) U.S. Commercial Partners

- **Microelectronics**
  - » Rapid Assured Microelectronics Prototypes-Commercial (RAMP-C) Nvidia, Microsoft, and IBM taped out test chips using Intel 18A technology in preparation for decisions regarding product design start in FY2024.
  - » Hosted workshops with American National Standards Institute (ANSI) to engage USG, industry and standards bodies on existing microelectronics assurance standards.
  - » Trusted & Assured Microelectronics (T&AM) used OTA agreements/grants to establish partnerships with Intel, GlobalFoundries, Qualcomm, Qorvo, Microsoft, IBM, Applied Materials, Synopsys, and Cadence.

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## Strategic Priority 3 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

- **Space Technologies**

- » Supported Space Force in allocating launch pads to four commercial companies at Cape Canaveral, as part of a new initiative to foster development of commercial launch.
- » Participated in Space Force Space Mobility '23 conference to address assured access to space and commercial solutions for on-orbit refueling, servicing, assembly, manufacturing, and space domain awareness.

- **Hypersonics**

- » Hypersonic and High-Cadence Testing Capabilities (HyCAT) Program worked with companies to provide an experimental air-breathing cruiser and test capabilities for re-entry and boost-glide vehicles.

**(c) Non-U.S. Governments**

- **Trusted AI & Autonomy**

- » Initiated co-development discussions with Israel, Australian, United Kingdom (UK), Singapore, Japan, India and Italy to bring new/novel technology to demonstrations and strengthen S&T ties with partners.
- » AUKUS Resilient Autonomy and AI Technologies (RAAIT) Team executed a live trial at Upavon Airfield, England, showcasing interoperability of autonomous systems/ interchangeable AI technologies.
- » US-UK research teams developed the AI Toolbox under US-UK Stocktake to incorporate AUS' UAV assets with UK's ground & air uncrewed assets, integrated with edge High-Performance Computing power.

- **Integrated Network System-of-Systems**

- » Conducted bi-annual FNC3 Technical Working Group under US/UK Stocktake to develop plans for Application and Information, Network, and Physical Layers.
- » Charted path for FNC3 Memorandum of Understanding (MOU), Five Eye (FVEY) Technical Cooperation Program (TTCP) C4I Test Panel 43 Interactions and Service Component Project Agreements (PAs).
- » Continued collaborations across DoD and other USG agencies with State of Israel.
- » Accelerated interactions with U.K. and Australia towards joint experimentation of interoperable and resilient architectures to enable coalition warfighting in highly contested environments.

- **Space Technology**

- » Identified priorities for collaboration with Australia.
- » Met with the UK regarding technology priorities.

- **Directed Energy**

- » Created Cooperative High Energy Laser Testing (CHELT) PA for US/UK laser testing on cruise missile targets.
- » Begun initial engagement with Netherlands for bilateral cooperation on laser weapons.
- » Initiated Joint US-Australia basic research collaboration funding for 5 teams consisting of one US and one Australian University for each team.
- » Initiated discussions with Canada via Defense S&T Executives (DSTX) Working Group to define collaborations.

- **Integrated Sensing & Cyber**

- » Continued support to FVEY Alliance Working Group, U.S.-U.K. S&T Stocktake bilateral agreement, and Cyber RDT&E MOU between the U.S. DoD and U.K. Ministry of Defence.

- **Renewable Energy Generation & Storage**

- » Met with Australian DoD to review their battery electrolyte research.

- **Advanced Computing & Software**

- » Met with weapons and platforms researchers in Australia to uncover workflow challenges that impede supercomputer-enabled coalition projects.





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### Strategic Priority 3 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

#### PERFORMANCE GOAL 3.6.2 INCREASE EXPERIMENTATION. LEAD: OUSD(R&E)

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 3.6.2.1 - Examples of new experiments with, (a) non-DoD USG agencies (b) U.S. commercial Partners (c) non-U.S. governments	8	<ul style="list-style-type: none"> <li>Identify one (1) project with the IC and execute in FY 2024</li> <li>Implement direct commercial project proposal solicitation and execute in FY 2025</li> <li>Communicate experimentation program to allies and partners; first projects included in FY 2025</li> </ul>	Met	N/A

#### FY 2023 PERFORMANCE PROGRESS UPDATE

Successfully met performance goal targets.

Conducted four (4) small and four (4) medium-scale new experiments with foreign and commercial partners through the Rapid Defense Experimentation Reserve (RDER) and Foreign Comparative Test program.

#### PERFORMANCE GOAL 3.6.3 - ENSURE CRITICAL TECHNOLOGY AREA (CTA) ROADMAPS SHOW DIVISION OF RESPONSIBILITIES WITH ALLIES AND PARTNERS. LEAD: OUSD(R&E)

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 3.6.3.1 - All activities (including experiments) with allies and partners explicitly document the agreed division of responsibilities	70%	50% of all effective adoption and defense-specific CTA roadmaps show division of responsibilities	Exceeded	N/A

#### FY 2023 PERFORMANCE PROGRESS UPDATE

Successfully met performance goal targets.

All effective adoption and defense-specific CTAs with a Principal Director (PD) integrated CTA roadmaps to show division of responsibilities of all RDT&E activities with allies and partners. The remaining 30% of effective adoption and defense-specific CTA roadmaps will be complete once the remaining PDs finalize their roadmaps. The PD for Human-Machine Interfaces has not yet been hired.



### Strategic Priority 3 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

#### EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS TO STRATEGIC OBJECTIVE 3.6 - ENGAGE IN CO-DEVELOPMENT, RESEARCH, TESTING, AND EVALUATION WITH ALLIES AND PARTNERS

##### *Department of the Army*

As part of the Army's efforts to engage in co-development, research, testing, and evaluation with allies and partners, AFC leveraged its globally postured and strategically located offices to enable international Science and Technology (S&T) investments and assist in developing interoperable relationships. AFC's three regional and ten forward offices provided support and served as primary conduit to the global S&T community in support of AFC's priorities to design the Army of 2040 and deliver the Army of 2030. AFC continues to leverage its approximately 200 Information Exchange Annexes (IEAs) to share information with 22 countries and leverages 28 Project Agreements (PA) to conduct collaborative Research, Development, Test, and Evaluation (RDT&E) projects with nine countries. The IEAs allow AFC to expand U.S. access to foreign innovation, and to establish the U.S. as the regional partner of choice for key emerging countries. Areas for PA co-development with coalition partners include enduring persistent experimentation capabilities, drone swarms, enhancing artificial intelligence (AI) and Machine Learning, AI applications in the sensor-to-shooter realm, extended range mortar munitions, and enabling robotic maneuver. Specifically, DoD and Australian defense forces are collaborating to integrate multiple armament system technologies to create a distributed, contextually aware, heterogeneous collaborative Counter-Unmanned Aircraft Systems (CUAS) capability against multi-agent UAS threats. Key efforts of the Future Vertical Lift Cross-Functional Team included leveraging government, industry, and academia to conduct basic research, and educate graduates to train the next generation of aviation scientists and engineers as part of the Vertical Lift Research Center of Excellence. Other efforts included the creation of an agreement between AFC and the United Kingdom to share information about their future rotorcraft requirements and programs, as well as an agreement between AFC and Australia to exchange research information for potential collaborative projects and ideas.



U.S. Soldiers assigned to 86th Expeditionary Signal Battalion, train Australian Forces from 1<sup>st</sup> Combat Signal Regiment on setting up the Terrestrial Transmission Line of Sight Radio System as a part of Project Convergence 2022 (PC22) at Camp Pendleton, California, October 7, 2022.

*“One of the best things about this is it’s pulling all these people together, all the different elements that are going to be fighting together somewhere and using that – using this venue – to help solve problems.”*

*Dr. Gary Lambert, PC22 Lead Analyst*

Australian soldiers set up communication satellites on October 5, 2022, at Camp Pendleton, California, in preparation for the beginning of Project Convergence 22 experimentation. PC22 is bringing together all U.S. military services, as well as the armies of the U.K. and Australia to rigorously test the effectiveness and interoperability of cutting-edge weapons and battle systems.





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## Strategic Priority 3 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

### *Department of Air Force*

U.S. service members integrated with Japan Self-Defense Forces, French air and space forces, and other allies and partners to enhance Agile Combat Employment capabilities from dispersed locations during Northern Edge 23-2. This large-scale exercise tested participants' mission capabilities to include command and control, movement and maneuverability, hub and spoke distribution, combat search and rescue, and the testing and experimentation of new technology. From infancy, multilateral partners provided inputs to the operational design of the exercise and continued to participate throughout its culmination. Northern Edge 23-2 also achieved the joint force air component commander's vision by deploying more than 5,000 personnel, 90 fighters, and 20 tankers to 10 locations throughout the region. An integral aspect was exercising distributed operations through a centralized hub and dispersed spokes, demonstrating greater agility and ability to outpace an adversary's actions and complicate targeting cycles through movement and maneuverability across a wide area. Such coordination resulted in four F-35A Lightning IIs completing a historic endurance mission by flying for 10 hours before joining allied forces in the air to participate in a tactical training mission over the Indo-Pacific region.



Two U.S. Air Force F-15E Strike Eagles and two F-35A Lightning IIs join four Japan Air Self-Defense Force F-15 Eagles over the Sea of Japan, July 19, 2023.

“Our Allies and partners...they share the same objective with us,” Wilsbach explained. “In the last year, we are having more success with joint operations and with our Allies and partners, becoming interoperable and, with some, even interchangeable.”

*Gen. Ken Wilsbach, Pacific Air Forces Commander*





### Strategic Priority 3 Strengthen Resiliency and Adaptability of Our Defense Ecosystem

#### OFFICE OF THE UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE & SECURITY (OUSD(I&S))

Across FY23, the DIE and the DSE, partnered with industry, academia, small businesses, and international allies in unprecedented ways. The DIE and the DSE developed new approaches to review the risk associated with small business partnerships and engaged with domestic communities to provide greater transparency. Additionally, the conflict in Ukraine necessitated novel ways to share intelligence with allies, driving a new evaluation of “No Foreign National” (NOFORN) marking. Buttressed by the USD(I&S)’s direction to move away from excessive usage of NOFORN and the information sharing of successes experienced in Ukraine, OUSD(I&S) developed new policies to allow the rapid sharing of classified information with partners. DIE and DSE Components are executing training to expedite this culture shift and identifying new tool requirements to facilitate sharing with partners.

The OUSD(I&S) initiated or evolved international partner relationships through over 90 international engagements in FY23. Facing global threats extending from a consistently short-fused Middle East and West Africa, across an ongoing conflict in Europe, to autocratic countries in Asia, cognizant partnerships are recognized as critical to safeguarding a stable and open international system. To operationalize partnerships across the Department, Components conducted unprecedented exercises with regional allies to identify issues and gaps and established greater connectivity with allies and partners around the globe. Going forward, OUSD(I&S) will continue to work with partners as we develop a unified system, ensuring deliberate coverage of critical intelligence requirements, dissemination of appropriate intelligence, and an acknowledgement of accepted risks.



Honorable Ron Moultrie USD(I&S) meeting with Armed Forces Philippines, Chief of Staff for Intelligence, J2, Maj. Gen. Ferdinand Barandon.

“Our vision is for a Defense Intelligence Enterprise that collaborates and integrates effectively with foreign intelligence partners to address our key challenges and threats and operates with an enterprise approach to foreign partner engagement.”

*Honorable Ronald Moultrie, Under Secretary of Defense for Intelligence and Security*



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## Strategic Priority 4

### Take Care of Our People and Cultivate the Workforce We Need

#### STRATEGIC OBJECTIVE 4.1 - CULTIVATE TALENT MANAGEMENT. LEAD: OUSD(P&R)

##### EXECUTIVE SUMMARY OF PROGRESS

Recognizing the Department is in a war for talent, in 2023 the DoD on-boarded the first-ever Chief Talent Management Officer (CTMO) in support of advancing the NDS's Building Enduring Advantages and Cultivate the Workforce We Need imperatives. As directed by the Deputy Secretary of Defense, the CTMO is leading a comprehensive review to improve how the Department attracts, develops, and retains talent.

Retention continued to be strong across the Services as each Service achieved 100% or better of their mission year-to-date retention goal while moving into the end of the fiscal year.

The Department has accomplished a great deal to increase the diversity of military officers in the armed forces, with a particular focus on increasing the diversity of underrepresented branches and specialties. Trends in eliminating perceived barriers for advancement are positive, with increases both for women and racial and ethnicity representation within underrepresented career fields and promotion pools. The Department is currently conducting various quantitative and qualitative studies to identify barriers to recruitment, retention, and promotion of underserved populations (i.e., women and racial and ethnic minorities).

Direct Hiring Authority (DHA) used across DoD has been in the 80-90% range for Fiscal Year (FY)23. The goal has been lowered from 100% to 80% to account for special hiring populations that have their own hiring authorities (military spouses, veterans, etc.). In order to meet the 100% goal, components would have to forgo these targeted hiring authorities which could negatively impact the hiring process for those populations. Components have requested the goal of 100% be lowered to account for special hiring populations that have their own hiring authorities (military spouses, veterans, etc.). In order to meet the current DHA goal of 100%, components would have to forgo those targeted hiring authorities which could have negative impacts on the hiring process for those populations. Through marketing the DoD Hiring Assessment and Selection Guide, Personnel and Readiness (P&R) continues to promote current non-custom assessment tools available to measure a candidate's job qualifications and interests.

Currently, there are no DoD Components routinely meeting the DoD Time to Hire (TTH) goal of 65 days. Components report challenges including delays in approving incentives, managers taking a long time to review certificates, bulky certificates, security clearance delays, scarcity of qualified candidates, and the lack of competitive salaries when compared to the private sector. DoD has multiple initiatives and pilots programs forthcoming and currently in progress that are aimed at overcoming challenges reported by Components with regard to TTH.

An aerospace medical service specialist at Landstuhl Regional Medical Center's Emergency Department, discusses Emergency Medicine operations with the Honorable Ashish S. Vazirani, Deputy Under Secretary of Defense for Personnel and Readiness, and Senior Enlisted Advisor to the Chairman (SEAC) Ramón "CZ" Colón-López, during a tour of the facility as part of a U.S. Forces Europe tour, March 1, 2023.



"We must remain committed to promoting the health, safety, and wellbeing of the Total Force and embrace innovation to recruit, develop, and retain talented Americans of all backgrounds and skillsets."

*Honorable Ashish Vazirani, Deputy Under Secretary of Defense for Personnel and Readiness*





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**Strategic Priority 4**  
**Take Care of Our People and Cultivate the Workforce We Need**

**AGENCY PRIORITY GOAL 4.1.1: \*SHAPE AN APPROPRIATELY SKILLED AND READY FUTURE WORKFORCE: IMPROVE RECRUITMENT AND RETENTION OF THE CIVILIAN WORKFORCE. LEAD: DASD(CIVILIAN PERSONNEL POLICY)**

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 4.1.1.1 - DoD Direct Hire Authority (DHA) Hire Rate	88%	100%	Not Met	85%
PM 4.1.1.2 - DoD Use of Hiring Assessments	84.28% (Q2) P&R is consolidating/reviewing submissions from DoD Components before determining DoD current value.	100%	Pending	50%
PM 4.1.1.3 - DoD Hiring Manager Satisfaction Scores	75% result reflects Q3 data, as results data lag by a quarter	80%	Not Met	69%
PM 4.1.1.4 - DoD Average Time-to-Hire (T2H)	94.2 days	65 days	Not Met	79 days
PM 4.1.1.5 - Office of Management and Budget-General Services Administration (OMBGSA) Mission Support Satisfaction Results - Human Capital	4.71	Increase	Met	4.66

**FY 2023 PERFORMANCE PROGRESS UPDATE**

Component-provided data shows that over the last three years, hiring authorities that target special populations negatively impact the Department’s ability to achieve the 100% DHA use goal. In order to encourage the use of special hiring authorities for targeted populations, as well as maximize DHA use, P&R proposes that the DHA usage goal be lowered for the Department. The lower DHA goal is high enough to ensure the Department’s DHA authorities are maximized, when appropriate, while allowing flexibility for hiring managers to deploy other available hiring authorities for specialized populations.

The Department’s overall hiring manager satisfaction has been fairly consistent over the FY. There are multiple initiatives aimed at improving the speed and quality of hires that will sustain and gradually increase satisfaction.

FY23 saw DoD’s highest Time to Hire (TTH) averages over the past several years. DoD began FY23 with an average TTH of 82 days and ended FY23 Q4 with an average of 94.2 days. DoD has several current and upcoming initiatives that have the potential to reduce TTH. These initiatives include: a 30-day Contact-to-Contract pilot effort, DCHRMS implementation, strategic hiring assessment pilots, DoD Segmented TTH reporting through ADVANA End-to-End dashboard, Chief Talent Management Officer-led talent acquisition pilots, and implementation of proposals recommended by the DoD Trusted Workforce 2.0 Implementation Group and the Suitability, Security, Staffing–Risk Management Working Groups.



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**Strategic Priority 4**  
**Take Care of Our People and Cultivate the Workforce We Need**

**PERFORMANCE GOAL 4.1.2 - RECRUIT FROM THE BREADTH AND DEPTH OF AMERICA. LEAD: OUSD(P&R)**

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 4.1.2.1 - Military End Strength	Active Forces (-2.33%); RC (-1.25%); AGR (+0.34%) End Strength as of August 2023	+/- 3% of end strength authorized by NDAA	Met	N/A
PM 4.1.2.2 - Demographic Representation: DoD Workforce	IWD: 13.6% IWTID: 2.6%	For Individuals with Disabilities (IWD): 12% For Individuals with Targeted Disabilities (IWTID): 2% Otherwise, DoD does not set representation targets	Met	N/A
PM 4.1.2.3 - Demographic Representation: Military Workforce	6.2 % (1.6% in FY22 to 1.7% in FY23*) increase in female underrepresented career fields. 4.2% (33.4% in FY22 to 34.8% in FY23*) increase in racial/ethnic minority underrepresented career fields. *FY23 data include FY22 data from January to July 2023, due to delays in data reporting.	Increased representation of racial/ethnic minorities and women in underrepresented career fields and/or fewer underrepresented career fields from previous year	Met	N/A

**FY 2023 PERFORMANCE PROGRESS UPDATE**

There are no major causes in end strength variance among the Services. Each Service has specific skills challenges or priorities in various technical specialties but are using various monetary and non-monetary incentives to mitigate shortfalls.

This performance goal's target is to create a workforce reflective of the eligible national workforce. Progress will be measured in terms of years and decades but will require continuous monitoring and effort to influence progress. The Department's policies are designed to attract and retain individuals who mirror the demographic composition of the U.S. population. Therefore, the department expects to see increases where underrepresentation is identified.

**PERFORMANCE GOAL 4.1.3 - ELIMINATE PERCEIVED BARRIERS FOR ADVANCEMENT. LEAD: OUSD(P&R)**

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 4.1.3.1 - Demographic Representation: Promotion/Retention	8.6 % (16.3% in FY22 to 17.7% in FY23*) increase in senior officer promotions for females (O6-10) 6.3% (19.1% in FY22 to 20.3% in FY23) increase in senior officer promotions for racial and ethnic minorities (O6-10) *FY23 data includes FY22 data from January to July 2023, due to delays in data reporting.	Increased representation of members of underrepresented populations in pools of talent eligible for promotion to senior leadership positions from the previous year	Met	N/A

**FY 2023 PERFORMANCE PROGRESS UPDATE**

It is difficult to discern exactly which promising practices may affect the observed changes in this goal's demographic data. Regardless, the Department's policies are designed to attract and retain individuals who mirror the demographic composition of the U.S. population. Therefore, we would expect to see increases where underrepresentation is identified.



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## Strategic Priority 4 Take Care of Our People and Cultivate the Workforce We Need

### PERFORMANCE GOAL 4.1.4 - PROVIDE OUR SERVICE MEMBERS AND CIVILIAN EMPLOYEES RELEVANT EDUCATION AND TRAINING TO PROMOTE DEVELOPMENT AND ENGAGEMENT. LEAD: OUSD(P&R)

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 4.1.4.1 - Establishment of governance of the DoD-wide training enterprise	2	Two (2) Assistant Secretaries of Defense (ASDs) or above-level governance forums	Met	N/A
PM 4.1.4.2 - Implementation of goals and initiatives identified by the Joint Operational Training Infrastructure (JOTI)	DoDD 1322.18 Military Training is undergoing a significant update, incorporating Major Defense Acquisition Program (MDAP) training requirements. P&R is also drafting a new DoD Instruction (DoDI) on Live, Virtual, Constructive Training that will establish training standards and governance for major systems.	Progress toward policy coordinated with Under Secretary of Defense Acquisitions and Sustainment (USD(A&S)) to oversee implementation of training capabilities MDAPs and major automated information systems	Met	N/A
PM 4.1.4.3 - Tracking implementation of Outcomes-based Military Education	Established governance at the General Officer / Flag Officer / Senior Executive Service (GO/GO/SES) and Planner levels to collectively develop and implement outcomes for Military Education Institutions (MEIs). Initial mapping complete for Officer Candidate School/Officer Training School (OCS/OTS) and Military Service Academies.	Use the National Defense Strategy (NDS) and MEI mission statements to develop outcomes that can be applied to the cognitive, affective, and psychomotor learning domains	Met	N/A

#### FY 2023 PERFORMANCE PROGRESS UPDATE

P&R successfully initiated military training governance at the Assistant Secretary of Defense (ASD)-level, including meeting a measure target of 2 senior-level meetings, as well as education governance at the General Officer / Flag Officer / Senior Executive Service level. Training policy development shows significant progress but will not be instituted until FY24 given long lead times for significant DoD Directive updates and new DoD Instruction coordination.

### PERFORMANCE GOAL 4.1.5 - BUILD A STRONG STEM FOUNDATION FOR FUTURE SCIENCE AND TECHNOLOGY THROUGH A STRONG, TALENTED WORKFORCE. LEAD: OUSD(R&E)

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 4.1.5.1 - % Increase in advanced training via STEM awardees, fellowships, and degree-granting programs	-2.9%	2%	Not Met	N/A

#### FY 2023 PERFORMANCE PROGRESS UPDATE

The DoD SMART scholarship program awards as many scholarships as funding is available. For cohort 2023, the sponsoring facilities requested over 600 awards, however the program was only able to fulfill 468 of those requests based on total scholar costs (tuition, stipends, book and health allowances, and anticipated internship travel expenditures) and prior year commitments. SMART is a multi-year investment in the scholars' academic degree pursuit. Thus, new cohorts are determined after existing scholar costs are paid. The count of scholarships awarded decreased by 2.9%, from 482 in FY22 to 468 in FY23. The number of awards each year is dictated by cost, funding levels, and prior commitments, which is why we are adjusting this metric in future to reflect the overall total number of scholars vice looking at a year-to-year variance that can change based on factors that are outside the program's control.



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## Strategic Priority 4

### Take Care of Our People and Cultivate the Workforce We Need

#### EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS TO STRATEGIC OBJECTIVE 4.1 - CULTIVATE TALENT MANAGEMENT

##### *Department of the Navy*

The HCB of the Administrative Division of the Office of the Assistant Secretary of the Navy for Financial Management (FM) and Comptroller (OASN (FM&C)) supports the Department of the Navy Financial Management workforce, which consists of approximately 8,300 civilians and 1,100 military personnel.

In FY23, to attract, recruit, and retain a highly skilled and engaged workforce in support of the DON, OASN(FM&C) had major successes in talent acquisition, talent development, and employee engagement.

##### *Talent Acquisition*

The public facing Human Capital website (<https://donfmworkforce.dc3n.navy.mil/>), developed in October 2022, is the primary channel for marketing the DON Financial Management as the number one career destination in the federal space. OASN(FM&C) conducted approximately seven recruiting events with colleges and universities virtually and in-person, which led to identifying and selecting candidates for the FM&C summer hire program. The summer hire program was added for second- and third-year college students to work with FM&C teams and develop a pipeline into DON trainee-associate programs. OASN(FM&C) also posts all FM&C vacancies on its website and is active in promoting opportunities on its LinkedIn page. To ensure that the DON remains competitive in recruiting top talent, FM&C also leveraged recruitment and relocation incentives.

##### *Talent Development*

OASN(FM&C) offered ample opportunities for workforce development across many platforms, accommodating all learning styles, schedules, and needs. The FM Connect portal added UdeMy for business that provides access to FM&C customized training, onsite classroom courses, virtual instructor-led content, and is an asynchronous learning platform offering over 7,000 web-based and instructor-led courses on a variety of subject areas such as project management, data analytics, leadership, hybrid work, etc. Moreover, FM&C sponsored a professional certification reimbursement program supporting over twenty FM certifications. Reimbursements also included all testing and registration fees, such as Certified Public Accountant (CPA), Certified Defense Financial Manager (CDFM), and Project Management Professional (PMP).

OASN(FM&C) centrally funded graduate programs at the Naval Postgraduate School including the Data Analytics for Defense Management Graduate Certificate and a Master of Science in Financial Management. Both programs support work-life balance through offering courses during core working hours, with approximately 90 staff attending this past fiscal year. Additionally, career learning paths were established for accountants, auditors, budget analysts, and financial analysts to help navigate from entry to senior level positions with training, leadership development, core competencies, and support from professional



The Department of the Navy's booth at the ASMC PDI 2023 showcased their human capital offerings and cutting-edge innovations like the Financial Management and Data and Digital Transformation (FMDDT) program.



At the ASMC PDI 2023, Honorable Chip Fulghum, Honorable Russell Rumbaugh, and Elizabeth Field engaged in a captivating discussion on the Defense Reform Budget Execution panel. The esteemed panelists shed light on modern strategies and initiatives aimed at optimizing budget execution within the defense sector.

“Our people are our greatest strength and force readiness, and resilience begins and ends with them. Every Sailor, Marine, and civilian deserves leadership at every level, from deck plate to D.C., which fosters supportive climates built on trust, respect, and inclusion. From the largest pay raise in 20 years to expanding funding for formal education opportunities and making significant investments in addressing quality of life issues, the Department of the Navy is working hard every day to recruit and retain the uniformed and civilian workforce our Navy and Marine Corps needs to be mission ready.”

Carlos Del Toro, Secretary of the Navy



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# Strategic Priority 4 Take Care of Our People and Cultivate the Workforce We Need

organizations. These learning paths align to the DoD FM Certification program, where the DON demonstrated significant progress by placing second in the DOD with a good standing metric of 97.68 percent. Lastly, OASD(FM&C) promoted, led, and managed the FM community's engagements in leadership development programs such as FM Strong, Trained, Agile, Ready (STARs), the Defense Senior Leader Development Program, the Defense Civilian Emerging Leader Program, the CXO Fellowship Program, and the Federal Executive Institute Leadership for a Democratic Society Program, among others.

### **Employee Engagement**

OASN (FM&C) significantly ramped up its employee engagements in FY23 to include:

- Two Comptroller Seminars, on the East as well as the West coast with 300 FM&C staff attending each;
- Three FM Connect training sessions available to all FM&C staff;
- The National American Society of Military Comptrollers (ASMC) Professional Development Institute (PDI) – centrally funded, with FM&C staff registrations exceeding one thousand;
- Association of Government Accountants (AGA) Professional Development Training (PDT);
- ASMC National Capital Region (NCR) PDI.

Lastly, the FM&C community had tremendous successes this past fiscal year, winning eight DoD Financial Management-specific individual and team awards, up from two the previous fiscal year. FM&C administered the FM awards and hosted a ceremony at Service Day at ASMC PDI, recognizing thirty-eight individuals and team awardees.

### **Cost Assessment and Program Evaluation (CAPE)**

In Fiscal Year 2023, CAPE had a tremendous impact across the Department, leading a series of initiatives to ensure the Department's resourcing decisions are driven by the strategy, including but not limited to:

- Spearheaded efforts to reinforce analytic excellence and leadership across the Department via the Analysis Working Group (AWG). Guided AWG's efforts to increase the transparency of analytic studies, processes, & products.
- Created new opportunities to support leadership & analyst collaboration and knowledge sharing by expanding the AWG's Community of Interest and creating new opportunities for analytic community engagement.
- Developed & launched the Analyst Leadership Program to grow the Joint and strategic viewpoints of future leaders in the strategic analysis community.



CAPE's analysts work closely with stakeholders across the enterprise to ensure DoD makes effective long-term investments.





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## Strategic Priority 4 Take Care of Our People and Cultivate the Workforce We Need

### OFFICE OF THE UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE & SECURITY (OUSDI&S))

The vastly diverse cultures and languages of our potential adversaries, combined with the stringent security standards and intellectual skill the intelligence enterprise workforce requires, render a recruiting and retention a challenge for the DIE and DSE. While we undertake long-term training to respond to the difficult PRC-driven requirements, the DIE and DSE must also maintain the ability to respond to Russian, Iranian, North Korean, violent extremist organizations, and other unknown requirements.

Despite the daunting task, the DIE and DSE made significant progress in cultivating the workforce required to support decision advantage in FY23. From changes in process, policy, to changes in workplaces, the DIE and DSE continue to adjust their recruiting and retention business practices. To compete for niche talent, the OUSDI&S and Office of the Under Secretary of Defense Personnel and Readiness (OUSDI&P&R)) partnered to propose a new compensation plan to dramatically improve the ability of the DIE and DSE to compete in the labor market for people with strong Science, Technology, Engineering, and Mathematics (STEM) skill sets, particularly at the entry- and mid-levels. The proposed pay plan represents the first time that the Department has used Defense Civilian Intelligence Personnel System authorities to implement an Enterprise-wide pay plan for critical STEM-related work roles. In a second partnership, the OUSDI&S collaborated with Washington Headquarters Services (WHS) to reduce the time to hire civilian personnel by almost half. Training additional OUSDI&S personnel to develop and classify position descriptions and leveraging existing Title 10 direct hiring authorities will result in further time-to-hire reductions.

Components also applied innovative efforts to respond to critical gaps in language requirements and will continue to build on relationships with universities to offer fellowships, mentoring opportunities, and recruiting pipelines. From new programs to identify and reward organic language capabilities, programs ensuring linguists with the right skills are in the right roles, and programs involving native speakers at universities, Components consistently endeavored to develop the critical knowledge, skills, and abilities aligned to mission requirements. Additionally, nascent efforts are underway to encourage and increase mobility within and outside the intelligence DIE and DSE. Efforts include focusing on joint duty, new Public-Private Talent Exchanges, leveraging Intergovernmental Personnel Act authorities, and leveraging University Affiliated Research Centers.



The Honorable Ronald S. Moultrie accepts his induction into the DLIFLC Hall of Fame.

“...the most successful conflict that we have ever seen are the ones that never happened. That’s the greatest success that we can have. We have those successes every day.”

Honorable Ronald Moultrie, Under Secretary of Defense for Intelligence and Security



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### Take Care of Our People and Cultivate the Workforce We Need

#### STRATEGIC OBJECTIVE 4.2 - CHANGE THE CULTURE. LEAD: OUSD(P&R)

##### EXECUTIVE SUMMARY OF PROGRESS

The Services made significant progress in hiring and onboarding 617 Integrated Primary Prevention Workforce (IPPW) staff in FY23. This fell short of the goal of 809 due to challenges in hiring. P&R's Office of Force Resiliency (OFR) held a Prevention Collaboration Forum to focus on the challenges in hiring the IPPW in June 2023 and an Integrated Prevention Roundtable to identify solutions to address the challenges. Also, P&R is leveraging the P&R Chief Talent Management Officer to conduct a prevention workforce pilot to identify and address hiring challenges.

In response to a recommendation from the Independent Review Commission (IRC) to Address Sexual Assault in the Military, P&R's Violence Prevention Cell (VPC) developed the DoD Credentialing Program for Integrated Primary Prevention (IPP) Personnel as the credential for the new prevention workforce.

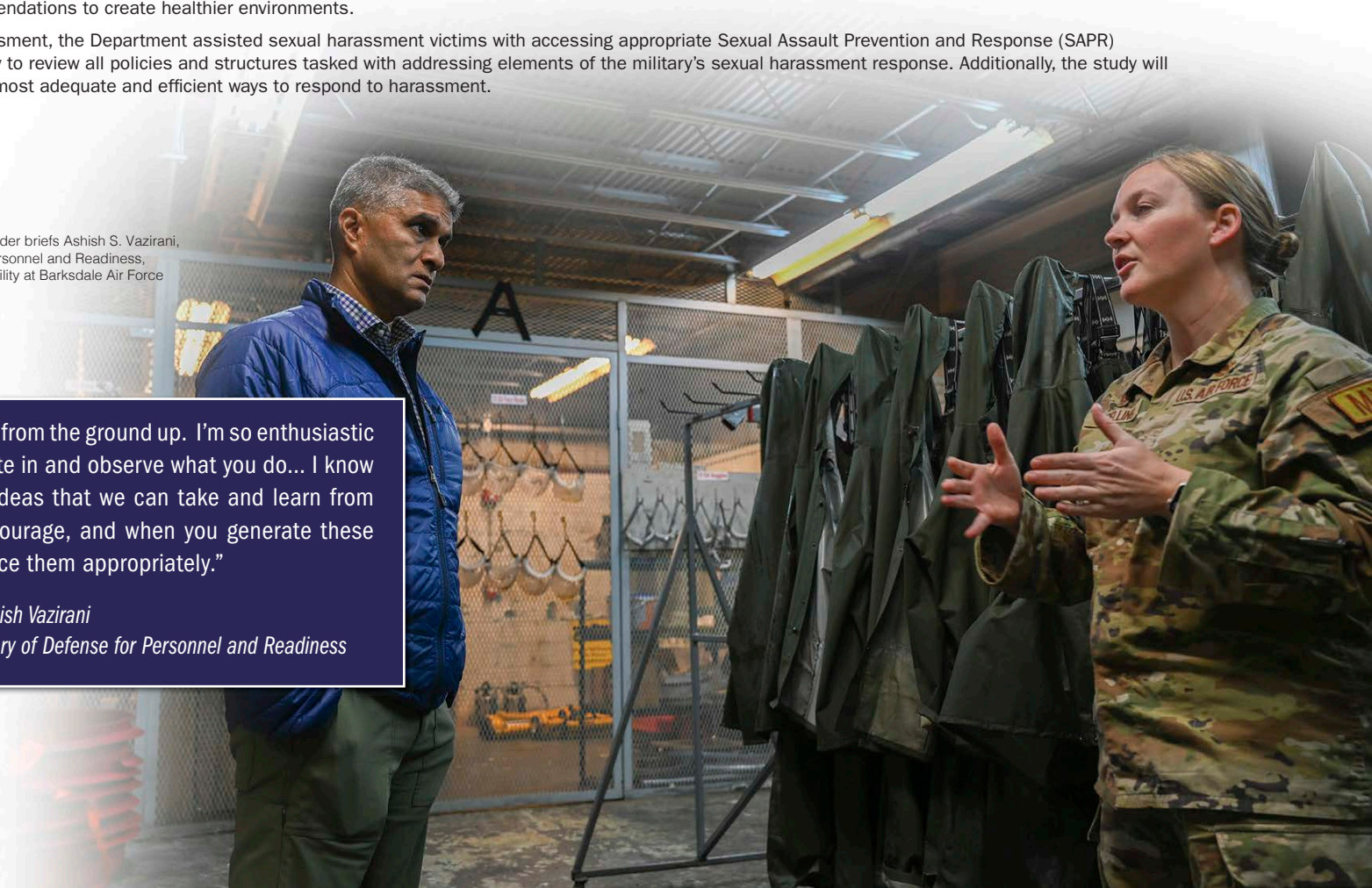
Between January and May of 2023, the second iteration of Onsite Installation Evaluations (OSIEs) were conducted at 13 sites and 12 ships throughout the Department, findings of which highlight the need to continue to develop prevention capabilities and align prevention efforts with best practices. Also, in response to increases in estimates of prevalence of unwanted sexual contact, sexual harassment, and other concerning climate issues at the Military Service Academies (MSAs), VPC conducted OSIEs at the MSAs resulting in cross-MSA and academy-specific recommendations to create healthier environments.

In an effort to combat sexual harassment, the Department assisted sexual harassment victims with accessing appropriate Sexual Assault Prevention and Response (SAPR) services and commissioned a study to review all policies and structures tasked with addressing elements of the military's sexual harassment response. Additionally, the study will offer key recommendations on the most adequate and efficient ways to respond to harassment.

The 2nd Maintenance Squadron commander briefs Ashish S. Vazirani, acting Under Secretary of Defense for Personnel and Readiness, during a visit to the Corrosion Control Facility at Barksdale Air Force Base, Louisiana, November 14, 2023.

"Most of the good ideas come from the ground up. I'm so enthusiastic about being able to participate in and observe what you do... I know there are going to be great ideas that we can take and learn from you. We want to enable, encourage, and when you generate these solutions, elevate and resource them appropriately."

*Honorable Ashish Vazirani  
Under Secretary of Defense for Personnel and Readiness*





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**Strategic Priority 4**  
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**PERFORMANCE GOAL 4.2.1 - BUILD A CLIMATE OF DIGNITY AND RESPECT. LEAD: OUSD(P&R)**

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 4.2.1.1 - % of Prevention Workforce Billets that have been filled	Total IPPW hired/total planned: 617/809 or approx. 76% of FY23 target (approx. 25% of total target)	25%	Not Met	N/A
PM 4.2.1.2 - % Onboarded prevention workforce that has been trained/credentialed	50%	25%	Met	N/A
PM 4.2.1.3 - Year to year % decrease in risk factors and increases in protective factors on the Defense Organizational Climate Survey (DEOCS) workplace constructs	Data are not reportable yet for FY23, as these data are collected annually and take significant time to process and report out. Update to be provided by February 16, 2024.	Decrease in % of DoD personnel experiencing risk and increase in personnel experiencing protective factors 2022-2023	Pending	N/A
PM 4.2.1.4 - % Satisfied with Overall Military way of life (Status of Force Survey)	Results from the Status of the Forces survey are not yet available for 2023, as the survey goes into the field in November.	% Increase from previous Status of Forces Survey	Pending	N/A

**FY 2023 PERFORMANCE PROGRESS UPDATE**

Due to hiring challenges, the Services did not meet FY23 targets for the IPP Workforce. Beginning in 2023, in accordance with the newly issued DoDI 6400.11, the Defense Organizational Climate Survey (DEOCS) is fielded during a standardized window between August 1 and November 30 annually. To ensure commanders and leaders have ample time to comply with the new requirement, USD(P&R) authorized a one-time extension to December 30, 2023. The new fielding window will improve data quality and enhance the Department’s ability to accurately track progress in improving climate.

**PERFORMANCE GOAL 4.2.2 - PREVENT SEXUAL ASSAULT AND SEXUAL HARASSMENT. LEAD: OUSD(P&R)**

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 4.2.2.1 - Reduce climate factors that contribute to sexual assault and harassment across the Force	Data are not reportable yet for FY23, as these data are collected annually and take significant time to process and report out. Update to be provided by February 16, 2024.	Sustained reduction in the presence of sexually harassing behaviors	Pending	N/A

**FY 2023 PERFORMANCE PROGRESS UPDATE**

Based on rigorous quantitative and qualitative evaluations, the Office of People Analytics aimed to enhance the DEOCS and reduce survey burden, while retaining the valid and reliable measurement of DEOCS factors, by revising survey question text and reducing the number of questions per factor. Analyses will be conducted to determine if year-to-year trends are still valid given these question updates.



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**PERFORMANCE GOAL 4.2.3 - INCULCATE DEIA PRINCIPLES ACROSS ALL DOD EFFORTS. LEAD: OUSD(P&R)**

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 4.2.3.1 - Total #, %, and type of identified DoD guiding documents that have been updated to incorporate Diversity, Equity, Inclusion, and Accessibility (DEIA) principles and values based on OUSD(P&R) recommendations. Recommend starting with # and type in first reporting since line of effort document list requires further vetting beyond the D2T.	Future document reviews by the DoD 2040 Task Force pending approval.	TBD	Future document reviews by the D2T pending approval.	N/A
PM 4.2.3.2 - % of DEIA recommendations approved by DoD senior leadership in the DEIA Risk Report, 2020 D&I Board, MLDC and other approved sources that have been implemented	2010 MLDC Recommendations: - DoDIG review in 2022 determined 6 of 18 recommendations implemented and closed. 2020 SecDef Immediate Actions: 67% complete 2020 D&I Board Recommendations: 20% complete 2023 D2T Recommendations: 0% complete	TBD	Partially Met	N/A

**FY 2023 PERFORMANCE PROGRESS UPDATE**

The DoD 2040 Task Force (D2T's) document analysis launched round one in late 2022 through early 2023. Round two is launching in late 2023, wrapping up in early 2024; round three will commence in March 2024. After all three rounds are complete, findings will be briefed to leadership for a determination on next steps.

Given the number of initiatives underway, the goal is not unrealistic but is instead far more challenging than originally understood. As the D2T sought to develop and vet its own recommendations, it became aware of the hundreds of other recommendations and initiatives already in circulation. This drove the D2T to pause its own report and recommendation development in order to complete a 6-month-long recommendation scan and assessment that would help the team understand what already existed and how the D2T work could complement and build on that work. That recommendation scan and assessment took a significant chunk of time and the findings drove the D2T to significantly change and reduce its recommendations from over 100 to approximately 20. The D2T is now driving its own recommendations in new and P&R-centric ways to most effectively build on and complement existing initiatives observed during the recommendation scan and assessment.

**PERFORMANCE GOAL 4.2.4 - PREVENT AND APPROPRIATELY RESPOND TO EXTREMIST BEHAVIOR. LEAD: OUSD(P&R)**

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 4.2.4.1 - Reduce climate factors that contribute to extremism across the Force	Of the six recommendations, DoD completed one recommendation in FY23 and is progressively pursuing the remaining recommendations.	Sustained reduction in the presence of extremist behaviors	Met	N/A

**FY 2023 PERFORMANCE PROGRESS UPDATE**

DoD now has a full definition of prohibited extremist activity and active participation that can be found in DoDI 1325.06. Of the six recommendations from the Countering Extremist Activity Working Group report, DoD completed recommendation 6 (Develop and initiate execution of an Outreach and Education Plan) in FY23 and is progressively pursuing the remaining recommendations: A centralized Prevention, Assistance, and Response system has been implemented, a Behavioral Threat Analysis Center has been stood up and is operational, and lastly, the Defense Insider Threat Management and Analysis Center case management system is in development. Efforts are being made to bring all recommendations to operational status in FY24. Both military and civilian personnel will be governed by the respective DoD issuance for training and instruction of prohibiting extremist activities.





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#### STRATEGIC OBJECTIVE 4.3 - PROMOTE THE HEALTH, WELLBEING AND SAFETY OF THE FORCE AND FAMILIES. LEAD: OUSD(A&S)

##### EXECUTIVE SUMMARY OF PROGRESS

P&R continues to work through data challenges to improve enterprise view of mishap and lost workday reporting. New data standards and processes are expected to be fully implemented by March 2024 to improve standardization and data completion.

Military childcare has continued to see a gradual recovery from the COVID-19 pandemic. Unmet Need for Priority 1 and 2 children has decreased from 14,561 in September 2022 to 11,657 in September 2023. The Department has also seen improvements in utilization, which increased in the Five Regions from 64 percent in September 2022 to 69 percent September 2023.

All Military Treatment Facilities (MTF)s successfully completed Electronic Health Record (EHR) rollout on time as expected. This was due to rigorous project planning and consistent leadership support. Due to use of a commercial EHR and effective partnerships, the Department has successfully been able to transfer information from DoD to civilian hospitals and clinics in support of better patient care. All MTFs have also transitioned to the authority, direction, and control of the Defense Health Agency (DHA), with all facilities having reached Full Operating Capability.

Patient satisfaction was at 68% prior to the pandemic and prior to the onset of recent staffing shortages. The system performed with excellence during the COVID-19 pandemic but, like their civilian counterparts, some Military Health System (MHS) staff are experiencing burnout. The MHS has streamlined some HR processes and has embarked on a digital strategy to transform the “digital front door” for our patients.

The pandemic hurt the mental health of many Americans. Military families also suffered during the pandemic and their stress was compounded by stress resulting from a high military operational tempo. The MHS is working to increase the behavioral healthcare workforce and to improve access to care for patients with mental health issues.

The overall quality of life of our Service members, civilian employees, and their families is essential for sustaining the All-Volunteer Force and for ensuring the Department’s readiness to defend the nation.”

*Honorable Ashish Vazirani  
Deputy Under Secretary of Defense for Personnel and Readiness*

Ashish S. Vazirani, Deputy Under Secretary of Defense for Personnel and Readiness, tours the Space Launch Complex 3 during Vazirani’s visit to Vandenberg Space Force Base, CA, October 31, 2022.







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**PERFORMANCE GOAL 4.3.1 - CREATE A CULTURE OF SAFETY ACROSS THE DEPARTMENT. LEAD: OUSD(P&R)**

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 4.3.1.1 - Progress Towards Zero - Fatal non-combat mishaps	Class A: 5% increase (328 in FY23 vs. 312 avg)	Continued progress towards zero compared to the prior five (5)-year average and the prior FY	Not Met	N/A
PM 4.3.1.2 - Reduction in lost workdays - Civilian and service member workforce occupational injuries and illnesses	28% decrease (74K in FY23 vs. 104K avg)	Continued progress towards zero compared to the prior five (5)-year average and the prior FY	Met	N/A

**FY 2023 PERFORMANCE PROGRESS UPDATE**

Overall FY23 Class 'A' mishaps experienced an uptick, primarily from off-duty private motor vehicle accidents which increased by approximately 25% from the five-year average (183 vs. 146). Progress was made with on-duty Class 'A' mishaps, which decreased by approximately 8% from the five-year average (108 vs. 118). Working through the Defense Safety Oversight Council and operationally focused Joint Safety Council, the Department is seeking cross cutting initiatives to reduce Class 'A' mishaps, such as joint motorcycle mentoring and training.

The reduction from the five-year average in the Department's civilian lost workdays from injuries and occupational illnesses is promising. We expect that even with the known data lag (which is created by factors such as ongoing workers compensation claims), civilian lost workdays will continue to show a decrease, perhaps just not as substantially.

**PERFORMANCE GOAL 4.3.2 - TAKE CARE OF OUR FAMILIES. LEAD: OUSD(P&R)**

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 4.3.2.1 - Unmet childcare need for installations identified as having the greatest unmet need	Decrease of approximately 19.9%	Decrease unmet childcare need by 5% from FY 2022 Target	Met	N/A
PM 4.3.2.2 - Utilization rate of installation Child Development Centers identified as having the greatest unmet childcare need	69.3%	87% Utilization Rate	Not Met	N/A

**FY 2023 PERFORMANCE PROGRESS UPDATE**

Level of unmet need varies from installation to installation, with some installations having high levels of unmet need for childcare and other installations having sufficient capacity to meet childcare needs. Workforce issues and capacity continue to be contributing factors to limited childcare; however, specific contributory issues vary by installation and region. Unmet Need consistently tends to be the highest in San Diego, Norfolk, and the National Capital Region.

Major highlights include:

1. Decreasing the cost of childcare for Child Development Program direct care staff. As part of this effort, we are exploring ways to improve the workplace experience, create a professional development pipeline, increase compensation, improve the recruitment and retention of childcare staff through the Child Development Program Recruitment, Retention, and Compensation Task Force;
2. Implementing an Innovation Pilot Program as part of the continuing effort to reduce childcare waiting lists and improving staffing DoD-wide.



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**PERFORMANCE GOAL 4.3.3 - OFFER QUALITY SCHOOLING/ EDUCATION FOR DOD DEPENDENTS. LEAD: OUSD(P&R)**

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 4.3.3.1 - Student performance on national assessments	2.5% point increase in overall student performance	Maintain the DoD Education Activity (DoDEA)'s position as a top performing school jurisdiction in the National Assessment of Educational Progress (NAEP) scores in reading and mathematics for grades 4 and 8	Met	N/A
PM 4.3.3.2 - Access to and performance in challenging courses	40.5%	Advanced Placement (AP) participation and performance. Increasing participation rates in rigorous coursework (such as AP) has been shown by national research to increase the likelihood of college enrollment or pursuit of a higher need career. Increase participation rate to 37%.	Met	N/A
PM 4.3.3.3 - Support for Social and Emotional Learning	Target partially met; DoDEA has implemented Multi-tiered System of Support (MTSS) framework and implementation plan and remains committed to development of a data dashboard with Spring 2025 as the target for implementation.	1. Develop a systemic MTSS framework and implementation plan that provides: (1) clear expectations; (2) robust supports; (3) improvement-focused monitoring systems; and (4) shared accountability 2. Develop MTSS-focused data dashboard that includes key research-based academic, behavioral, and social emotional learning (SEL) data points	Partially Met	N/A

**FY 2023 PERFORMANCE PROGRESS UPDATE**

DoD Education Activity (DoDEA) maintained its position as a high performing school system overall, leading the nation in educational outcomes. Practices include low student to teacher ratios, and innovations such as a Virtual High School option. The inclusion of remote learning technology into classrooms well before the COVID-19 pandemic give current DoDEA students who were also DoDEA students in 2020-2022 a significant edge in academic performance.

DoDEA continued to work to expand participation in its Advanced Placement (AP) program for providing rigorous courses to all students. This effort resulted in growth to 40.5% of students completing an AP course among the class of 2023. The expansion of participation also resulted in four DoDEA schools receiving recognition for providing extraordinarily high levels of AP course access while serving lower income students, and 36 schools (95% of eligible) being recognized as among the highest achieving on the AP program.

DoDEA completed development of a Multi-tiered System of Support (MTSS) framework and timeline for implementation. To support the implementation, four continuous improvement teams have been established. The MTSS Implementation timeline identifies a target date of Spring 2025 for Data Informed Decision-Making to occur for academic, social-emotional, and behavioral expectations.



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**PERFORMANCE GOAL 4.3.4 - OFFER HIGH-QUALITY CAREER SERVICES AND IMPROVE CREDENTIALING OPPORTUNITIES FOR FAMILY MEMBERS. LEAD: OUSD(P&R)**

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 4.3.4.1 - Military spouses are able to receive a license in a new state within 30 days with minimal paperwork accompanying the application	26 states	35 states (based upon Defense-State Liaison Office (DSLO) strategic plan for 2022)	Met	N/A
PM 4.3.4.2 - # of Compacts approved	26 states	16 states approve six (6) or more compacts	Met	N/A

**FY 2023 PERFORMANCE PROGRESS UPDATE**

Two programs that reflect credentialing best practices are the Military Spouse Career Accelerator Pilot (MSCAP) which offers 12-week fellowships in civilian companies that partner with DoD through Hiring Our Heroes; and the My Career Advancement Account (MyCAA) program which offers up to \$4,000 in financial assistance to obtain a license, certification, or associate degree. The MSCAP program currently has 4,322 applications with 184 employer partners hosting fellows. 194 spouses have converted from fellow to employee a success rate of 82% (fellowship completion vs. employed with employer after fellowship). In March 23, 2023, the MyCAA program was expanded by Defense Secretary Austin to include spouses of E-6s and O-3s. Since the expansion, \$2.6M in financial assistance funding has been approved for 986 spouses of E-6s and 281 spouses of O-3s. These employed and upskilled military spouses, combined with Defense-State Liaison Office (DSLO) efforts for greater reciprocity of licenses and credentials and DSLO’s 2024 State Policy Priorities, which lists military spouse employment and economic opportunities as DSLO’s #2 priority, just under childcare, are proven practices to promote the wellbeing of military families.

**PERFORMANCE GOAL 4.3.5 - MEDICAL CARE FACILITIES THAT HAVE ROLLED OUT MHS EHR SYSTEM ON TIME, ON BUDGET, AND AS EXPECTED. LEAD: OUSD(P&R)**

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 4.3.5.1 - % of MTFs with MHS GENESIS	100%	80%	Met	N/A
PM 4.3.5.2 - (Interoperability) # of civilian facilities that automatically give data to MHS GENESIS	95%	15%	Met	N/A

**FY 2023 PERFORMANCE PROGRESS UPDATE**

100% of CONUS MTFs now have GENESIS installed. Over 95% of U.S. healthcare systems now have Health Information Exchange connections with the MHS GENESIS Electronic Health Record.



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## Strategic Priority 4 Take Care of Our People and Cultivate the Workforce We Need

### PERFORMANCE GOAL 4.3.6 - PROVIDE ACCESS TO QUALITY CARE WHEREVER OUR SERVICE MEMBERS AND FAMILIES ARE STATIONED. LEAD: OUSD(P&R)

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 4.3.6.1 - % of transformation milestones achieved on time for initial operating capability (IOC) and full operating capability (FOC)	100%	80%	Met	N/A
PM 4.3.6.2 - % Satisfaction with Healthcare (Health Care Survey of DoD Beneficiaries (HCSDB)/ Consumer Assessment of Healthcare Providers and Systems (CAHPS) Surveys)	52.9%	70%	Not Met	N/A

#### FY 2023 PERFORMANCE PROGRESS UPDATE

All MTFs have transitioned to the authority, direction, and control of the DHA. Regular leadership meetings to discuss progress and solve problems were critical for both effective management and communication. Even though new standard procedures have been implemented, it will take time for them to be understood.

The MHS has just completed the installation of an EHR and the transition of authority, direction, and control of all of its hospitals and clinics. This has caused a temporary disruption in performance affecting both staff and patients. Now that the initial implementation is complete the MHS should be able to improve the patient experience, especially if staff shortages are also addressed. This is a major focus of the MHS strategy.

#### CHANGED PERFORMANCE GOALS AND PERFORMANCE MEASURES

The FY 2023 performance measure target changed from 73% to 70%.

### PERFORMANCE GOAL 4.3.7 - PROMOTE THE MENTAL AND PHYSICAL WELL-BEING OF OUR PEOPLE. LEAD: OUSD(P&R)

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 4.3.7.1 - Self-Reported Mental Health HCSDB	81%	91%	Not Met	N/A
PM 4.3.7.2 - Health Care Effectiveness Data and Information Set (HEDIS) (7 day follow up after hospitalization)	61%	64.5%	Not Met	N/A

#### FY 2023 PERFORMANCE PROGRESS UPDATE

Partnerships among all practitioners across the DoD and with civilians have improved access. Telehealth has been popular with patients and will be part of the solution set moving forward. A new system with more effective triage should get patients into care more rapidly and ensure that the most appropriate type of care will be provided.

Prototypes of processes to identify patients in civilian hospitals that will be returning to care of MTF providers show promise for spread across the MHS. Monitoring and managing the handoff from civilian inpatient settings to civilian or military providers is a vexing problem. The MHS will need to find solutions in order to achieve breakthrough performance.



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## Strategic Priority 4 Take Care of Our People and Cultivate the Workforce We Need

### PERFORMANCE GOAL 4.3.8 - ENSURE SAFE, QUALITY, AND WELL-MAINTAINED ON-BASE HOUSING THAT PROVIDES A POSITIVE LIVING EXPERIENCE FOR SERVICE MEMBERS AND THEIR FAMILIES. LEAD: OUSD(A&S)

In response to the GAO report on Military Barracks released on 19 September 2023, Mr. Brendan Owens, Assistant Secretary of Defense, Energy Installations and Environment and Chief Housing Officer said, “In return for the commitment and sacrifices that service members make when they volunteer to defend our nation, the Department of Defense has a moral obligation to ensure that the places they live and work dignify their service,” Owens said. “The DOD has, in too many instances, failed to live up to our role in making sure housing for our soldiers, sailors, Marines, airmen and Guardians honors their commitment and enables them to bring the best versions of themselves to their critical missions.”

“I will move out aggressively to increase oversight and accountability in government-owned unaccompanied housing and to address unacceptable living conditions impacting our service members,” Owens said. “My office will work with the military departments to ensure that you have a safe and secure place to live. Collectively, we will improve our responsiveness to your concerns as we strive to ensure a living experience that enhances your wellbeing and readiness so that you can defend the citizens of the United States as part of the finest military in the history of the world.” As cited in a September 29, 2023 DoD Article titled, “Military Service Leaders Address Deficiencies in Barracks.”

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 4.3.8.1 - % Completion of one-time condition inspections of privatized family and unaccompanied housing and government-owned/controlled family housing	41%	25%	Exceeded	
PM 4.3.8.2 - % Of MHPI projects with trailing 12-month debt service coverage ratios > 1.25	87%	85%	Exceeded	
PM 4.3.8.3 - % Population of government owned/controlled and MHPI housing inventories in the DoD enterprise Military Housing (eMH) database	70%	90%	Not Met	

#### FY 2023 PERFORMANCE PROGRESS UPDATE

The OUSD(A&S) exceeded the target of completing 25% of FY20 and FY21 National Defense Authorization Act (NDAA) mandated inspections of all privatized housing and government-owned/controlled family housing.

Debt-to-credit ratios are an important indicator of MHPI project performance as it measures their income versus expenses. The Department monitors MHPI project performance through quarterly reviews with the Military Departments where more detailed information by MHPI project is provided.

As of the Trailing 12 Month (TTM) period ending FY23 Q3, the MHPI FH portfolio has 68 out of 78 (87.2%) FH Projects with a TTM Debt Service Coverage Ratio (DSCR) - (Combined Debt) > 1.25. This is above our FY23 Target of 85.0% and positive news for the MHPI portfolio.

The Military Departments are diligently working to get 100% of their housing inventory in the eMH database. Most notably, inventory for privatized UH and government owned/controlled training/transient UH requires MilDep attention to input into eMH.





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## Strategic Priority 4

### Take Care of Our People and Cultivate the Workforce We Need

#### EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS TO STRATEGIC OBJECTIVE 4.3 - PROMOTE THE HEALTH, WELLBEING AND SAFETY OF THE FORCE AND FAMILIES.

##### *Department of Air Force*

DAF Integrated Response Co-Location Pilot (spanning seven major commands (MAJCOMS) and 13 installations)) significantly improved support for victims and survivors of sexual assault, sexual harassment, domestic violence, stalking, and cyber harassment through the co-location of a Sexual Assault Response Coordinator, Sexual Assault Prevention and Response Program Victim Advocate, Domestic Abuse Victim Advocate, Victim's Counsel, and Religious Support Teams. Through a culmination of surveys and installation situational reports, response advocates reported a 22% increase in collaboration, coordination, consistency, awareness, and access since the start of the pilot. This resulted in the DAF's decision to implement the co-location of response advocates across the Enterprise, significantly improving support for victims or survivors of sexual assault, sexual harassment, domestic violence, stalking, and cyber harassment.

“Our prevention framework includes identifying risks and protective factors for our population, addressing negative attitudes and beliefs that can lead to an environment that tolerates unethical behavior, designing actions to mitigate key sexual assault risk factors while promoting protective factors, and designing ways to equip leaders at all levels to foster protective factors and reduce risk factors, growing bystander intervention skills, and promoting positive unit culture to eradicate sexual assault. In addition, we believe that effective training can reduce violence and harm while recognizing that inadequate training can be unhelpful and counterproductive and can lead to training fatigue.”

*Lieutenant General Caroline M. Miller  
Deputy Chief of Staff for Manpower, Personnel, and Services*



Co-Location Pilot at Vandenberg Military workforce at Vandenberg's Integrated Resilience Center



## 5 Strategic Priority 5 Address Institutional Management Priorities

### STRATEGIC OBJECTIVE 5.1 - ACCELERATE THE PATH TO AN UNMODIFIED AUDIT OPINION. LEAD: OUSD(C)/CFO

#### EXECUTIVE SUMMARY OF PROGRESS

The Department completed its sixth annual consolidated financial statement audit covering approximately \$3.8 trillion dollars of the Department's total assets which involved approximately 1,600 auditors and included nearly 700 site visits. The audit comprised 29 standalone audits conducted by independent public accountants (IPAs) and the Office of Inspector General of the DoD (DoD OIG). The DoD OIG issued a disclaimer of opinion on the Department's FY 2023 consolidated financial statements, meaning it was unable to obtain sufficient appropriate audit evidence on which to base an opinion. The Department has highlighted this objective as a focus area for improvement.

Of the 29 component standalone audits, 10 received unmodified opinions (i.e., auditors determined the financial statements were presented fairly and in accordance with Generally Accepted Accounting Principles (GAAP)), one (1) received a qualified opinion (i.e., auditors concluded there were misstatements or potentially undetected misstatements that were material but not pervasive to the financial statements), and 18 received disclaimers of opinion. The independent auditor's report for each unclassified standalone audit is available in the respective Component's financial report accessible on the Agency Financial Report website. Other Components and accounts are not undergoing a standalone audit as they are audited by the DoD OIG as part of the consolidated audit.

In addition, the audits resulted in the consolidation of two Department-wide material weaknesses into one, and the separation of one Department-wide material weakness into two. No new Department-wide material weaknesses were reported resulting in no net change in the number of material weaknesses. The Department of the Army Working Capital Fund (WCP) and the Department of the Navy General Fund (GF) downgraded their Fund Balance with Treasury (FBWT) material weaknesses, and the Department of the Air Force GF closed their FBWT material weakness. The Department of the Navy Working Capital Fund and General Fund downgraded their Oversight and Monitoring material weaknesses. The DISA General Fund downgraded its Property, Plant, and Equipment (PP&E) material weakness. The U.S. Transportation Command downgraded its Reporting Entity Definition and Imputed Costs material weakness. The National Reconnaissance Office downgraded their FBWT and PP&E Equipment Assets material weaknesses. The Defense Logistics Agency GF received a new Accounting for Long-Term Production Contracts material weakness and the U.S. Special Operations Command received a new Consolidating Information Systems material weakness.



"The fiscal year (FY) 2023 financial statements and accompanying information reflect our continuing efforts to advance the Department of Defense (DoD) mission through the Secretary's priorities and deliver transparent financial reporting in support of the National Defense Strategy."

*Honorable Michael McCord  
Under Secretary of Defense (Comptroller)/Chief Financial Officer*



## 5 Strategic Priority 5 Address Institutional Management Priorities

### PERFORMANCE GOAL 5.1.1 - INCREASE THE NUMBER OF FAVORABLE (UNMODIFIED OR QUALIFIED) DOD FINANCIAL STATEMENT AUDIT OPINIONS.

**LEAD: OUSD(C)/CFO**

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 5.1.1.1 - Total # of favorable (unmodified or qualified) financial statement audit opinions	11 10 clean (unmodified) and one (1) qualified (modified) opinions	12 Eleven (11) clean (unmodified) and one (1) qualified (modified) opinions	Not Met	10** Nine (9) clean (unmodified) and one (1) qualified (modified)
PM 5.1.1.2 - # of component material weaknesses (MWs) closed or downgraded	10	29	Not Met	4

\*\*The USMC GF underwent a two-year audit cycle, which concluded in February 2024. In fiscal year FY 2022, the USMC GF did not receive an audit opinion from an IPA firm.

#### FY 2023 PERFORMANCE PROGRESS UPDATE

The sixth annual Department-wide financial statement audit resulted in a disclaimer of opinion; however significant progress was achieved. Of the 29 Components undergoing standalone financial statement audits, 10 received an unmodified audit opinion, and one (1) received a qualified opinion. All other DoD Components undergoing a standalone audit received disclaimers of opinion. The audits resulted in the consolidation of two DoD-wide material weaknesses into one, and the separation of one (1) DoD-wide material weakness into two (2). No new DoD-wide material weaknesses were reported, resulting in no net change in the number of material weaknesses.

The Department took a major step toward resolving its FBWT material weakness, a Secretary of Defense audit priority area. The Air Force General Fund closed its FBWT material weakness, making it the first Military Service to remediate this foundational issue on one of its financial statements. The Army WCF, Navy GF, and National Reconnaissance Office downgraded their FBWT material weaknesses. Importantly, the substantial progress made by the Department regarding FBWT demonstrates that identifying DoD-wide priority areas, concentrating efforts, and setting and monitoring metrics, is collectively having a meaningful impact

### PERFORMANCE GOAL 5.1.2 - UTILIZE ADVANA FOR FUND BALANCE WITH TREASURY RECONCILIATIONS. LEAD: OUSD(C)/CFO

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 5.1.2.1 - % of Fund Balance with Treasury (FBWT) Entities on Advana/total Entities	90%	75%	Exceeded	N/A

#### FY 2023 PERFORMANCE PROGRESS UPDATE

- The Department has exceeded its planned goal for FY 2023 migrating 90% of DoD Reporting Entities' FBWT reconciliations into Advana, with four remaining entities to complete.



## 5 Strategic Priority 5 Address Institutional Management Priorities

### STRATEGIC OBJECTIVE 5.2 - OPTIMIZE BUDGET TO EXECUTION AND FOSTER A HIGH INTEGRITY FUNDS CONTROL ENVIRONMENT.

**LEAD: OUSD(C)/ PROGRAM & BUDGET (PB)**

#### EXECUTIVE SUMMARY OF PROGRESS

The Department's financial management community made significant strides to improve business processes and systems that provide fiscal control over assets, funds distribution, and budget execution. Progress made in each of the performance areas improved total funds visibility, data availability, and accuracy of information in support of current and emerging Department priorities.

Increased visibility into execution against disaster and emergency response funding is a top priority. Having a clear process and capability to track emergencies is critical to successful mission response. Tracking financial data, by contingencies in Advana, is improving auditability and mission-direct reporting. The Department remains on-track towards full implementation of planned emergency tracking capability by the end of FY 2025.

The Department is proud to report that all DoD financial reporting entities (Services and Defense agencies) now use the Advana Spend Plan Module to report and track Operation and Maintenance spend plans. The spend plan data collection process is streamlined for simplicity and replication ease, allowing for better resource management, and enabling every dollar budgeted be executed in alignment with mission priorities. Spend plans are tracked against budget and execution data providing a holistic view of the Department's financial status for Operation and Maintenance accounts.

Use of spend plans, through the Advana Spend Plan Module, was evident this year, as Department leaders executed priorities with speed and efficiency. Overall execution rates were well within the metric parameter (+/- 3% spend plan variance). Standardized spend plan formats and metrics provide the Department with improved visibility over financial operations and increases transparency across DoD.

DoD is committed to implementing Government-Invoicing (G-invoicing) solution to meet the Department of Treasury's mandate to process intergovernmental transactions. The Department made progress in this area over the past year, but many challenges remain with regard to addressing system and data migration timelines, and other complexities. The Department's Chief Financial Officer remains committed to progressing this requirement to the fullest extent possible. Leveraging Treasury's G-invoicing solution supports DoD's vision to transition to innovative digital and automation solutions in an effort to optimize resources and improve auditability.



"Fiscal readiness accelerates mission readiness. I thank Congress for its support and investment in our mission, my DoD partners and colleagues for their commitment to good stewardship, the DoD financial management workforce for all of its hard work, and all those who serve in uniform to keep us safe."

*Honorable Michael McCord  
Under Secretary of Defense (Comptroller)/Chief Financial Officer*





## 5 Strategic Priority 5 Address Institutional Management Priorities

### PERFORMANCE GOAL 5.2.1 - INCREASE VISIBILITY INTO EXECUTION AGAINST DISASTER AND EMERGENCY RESPONSE FUNDING BY IMPLEMENTING A CAPABILITY TO TRACK RAPID RESPONSE. LEAD: OUSD(C)/CFO

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 5.2.1.1 - % implementation of emergency funding tracking complete	78%	50%	Exceeded	14%

#### FY 2023 PERFORMANCE PROGRESS UPDATE

- The Department remains on-track towards full implementation of emergency tracking capability by the end of FY 2025. In FY 2023, the Department has been able to move quickly to add contingencies into Advana as they arise.

### PERFORMANCE GOAL 5.2.2 - INCREASE CONTROL OVER OUR ENACTED BUDGET EXECUTION BY DEVELOPING SPEND PLANS USING A STANDARD METHODOLOGY. LEAD: OUSD(C)/CFO

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 5.2.2.1 - % spend plan variance	- 1.10%	+/- 3%	Met	FY22: 0.35%
PM 5.2.2.2 - % reporting entities onboarded to Advana spend plan tool	100%	100%	Met	FY22: 68%

#### FY 2023 PERFORMANCE PROGRESS UPDATE

- In FY 2023, the Department's Operation and Maintenance Military Departments (Active Components) and Defense Agencies goal was set that execution should align to spend plans within a +/- 3% variance. Overall FY 2023 execution variance was -1.1% against the spend plans.
- The Department has achieved full utilization of the Advana Spend Plan Module for Operation and Maintenance spend plans. All DoD financial reporting entities (Services and Defense Agencies) now use the Advana Spend Plan Module to report and track Operation and Maintenance spend plans.

### PERFORMANCE GOAL 5.2.3 - WITH THE EXCEPTION OF EXEMPTED TRANSACTIONS, PROCESS INTRAGOVERNMENTAL REIMBURSABLE TRANSACTIONS USING THE DEPARTMENT OF THE TREASURY G-INVOICING APPLICATION (OR USER INTERFACE METHOD FOR NON-DOD PARTNERS). LEAD: OUSD(C)/CFO

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 5.2.3.1 - % target systems integrated with G-Invoicing for new orders	33%	58%	Not Met	N/A

#### FY 2023 PERFORMANCE PROGRESS UPDATE

- The Department continued to work towards achieving its planned FY 2023 target towards Department-wide implementation of the G-invoicing. For the year, 33% of DoD systems deployed the G-invoicing solution. The Department continues to work through a variety of challenges for further adoption of the G-invoicing solution and remains fully committed to G-Invoicing as the long-term solution to account for and support intragovernmental (IGT) Buy/Sell transactions.





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## Strategic Priority 5 Address Institutional Management Priorities

### STRATEGIC OBJECTIVE 5.3 – MODERNIZE DOD BUSINESS SYSTEMS. *LEAD: DOD CIO*

#### EXECUTIVE SUMMARY OF PROGRESS

To establish a modern and efficient Defense Business Systems (DBS) portfolio, the Department must advance and expedite rationalization activities. The Department has highlighted this objective as a focus area for improvement. In FY23, DoD CIO did not meet performance goal objectives due to lack of DoD Component coordination on retirement progress and the absence of senior leadership engagement via DoD DBS governing bodies. Moving forward, the Department will leverage the Defense Business Council (DBC) to track and monitor retirement and rationalization progress to expedite the rationalization of the DBS portfolio.



Honorable John Sherman discusses changes in the defense environment and how the DoD is transforming IT and Cyber programs to stay ahead of the challenge at TechNet Cyber.

“Today, we face hybrid and near peer adversaries in an complex and dynamic security environment. As DoD CIO, it causes me to think hard about the characteristics of the technologies we provide. Form must follow function here. Programs to modernize capabilities and improve customer experience, develop resilient edge compute capabilities, and secure networks will ensure that we deploy interoperable emerging technology to our warfighters.”

*Honorable John Sherman  
DoD Chief Information Officer*



## 5 Strategic Priority 5 Address Institutional Management Priorities

### PERFORMANCE GOAL 5.3.1 – MODERNIZE AND RATIONALIZE DOD BUSINESS SYSTEMS. LEAD: DOD CIO

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 5.3.1.1 - % of Business Systems decommissioned/retired or rehost/migrate on schedule per planned DoD Information Technology Portfolio Repository (DITPR) date(s)	40%	100%	Not met	N/A

#### FY 2023 PERFORMANCE PROGRESS UPDATE

- Through the tracking of retirement progress, DoD CIO determined that more frequent and targeted engagements with DoD organizations responsible for retiring systems are necessary to resolve challenges and roadblocks that may prohibit retirement activities.
- Moving forward, DoD CIO will work with DoD Component's to validate retirement targets prior to the start of the fiscal year and set up regular engagements with DoD Components to mitigate risks and resolve issues prohibiting timely retirements.

### PERFORMANCE GOAL 5.3.2 – DECREASE THE NUMBER OF LEGACY, FINANCIAL STATEMENT AUDIT-RELEVANT BUSINESS SYSTEMS. LEAD: OUSD(C)/CFO

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 5.3.2.1 - # of legacy systems shut down	10	11	Not Met	18

#### FY 2023 PERFORMANCE PROGRESS UPDATE

The Department retired 10 audit-relevant financial management systems in FY 2023. DoD refined the Enterprise Financial Management (FM) IT Roadmap, and as required by law, completed an annual system review of audit relevant systems baselining the degree of compliance with Federal Financial Management Improvement Act (FFMIA) and DoD's Standard Financial Information Structure (SFIS). Results from the reviews have created improved managerial and technical visibility of the Department's financial management system portfolio, allowing for smarter system investment decisions, creating a compliance foundation for continued system migrations and retirements. While there is still much work to be done in this area, the Department is on track to retire another 44 audit relevant defense business systems in the next four (4) fiscal years.



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## Strategic Priority 5 Address Institutional Management Priorities

### STRATEGIC OBJECTIVE 5.4 - ACCELERATE THE ADOPTION OF TRUSTED DATA AND ANALYTICS ACROSS THE DEPARTMENT.

**LEAD: CDAO**

#### EXECUTIVE SUMMARY OF PROGRESS

The Department has made great strides both in providing timely, relevant, and high-quality analytic support to DoD decision-making entities and in increasing data that is Visible, Accessible, Understandable, Linked, Trustworthy, Interoperable, and Secure (VAULTIS) as evident by the rise in the number of senior governance meetings using analytics, and the number of metrics exceeding data quality targets.



Ms. Margie Palmieri at RAND Event "CDAO One Year In" - July 11 2023.

"Next level of the hierarchy of needs is data quality. And so before you start building any analytics, you want to make sure you've got access to the right data and it's of sufficient quality. With that kind of construct, we've been able to focus our efforts and we've got five priority areas that are kind of reflective of the hierarchy of needs and how we're applying them. And so number one is data quality, it is foundational. We've got to have the foundation of data quality and the access to it to make that possible."

*Ms. Margie Palmieri, Deputy Chief Digital Artificial Intelligence Officer*



## 5 Strategic Priority 5 Address Institutional Management Priorities

### PERFORMANCE GOAL 5.4.1 - PROVIDE TIMELY, RELEVANT, AND HIGHEST QUALITY ANALYTIC DECISION-MAKING SUPPORT TO IMPROVE DOD OUTCOMES. LEAD: CDAO

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 5.4.1.1 - % Senior governance meetings leveraging descriptive, predictive, and/or prescriptive analytics to drive courses of action	41%	50%	Not Met	N/A

#### FY 2023 PERFORMANCE PROGRESS UPDATE

The Department continues to be committed to increasing the use of data analytics to drive improved organizational performance by tracking progress against strategic priorities through outcome-based metrics. To enable data-driven performance management, the Pulse initiative aimed to provide executives a strategic view of performance through a centralized database of key indicators. Both the Pulse centralized data model and business analytic tools leverage technologies on Advana to monitor and track performance related to National Defense Strategy (NDS), strategic priorities, and other key indicators of organizational health.

In the last two years, Advana has translated strategic priorities of the Office of Secretary of Defense (OSD) into desired outcomes that can be measured using authoritative data, accelerating the Pulse objective to drive executive decisions. This year has demonstrated significant progress toward integrating Pulse into the highest levels of enterprise leadership:

- In September 2023, Pulse successfully integrated a framework of more than 600 Washington Headquarters Services (WHS) PSA metrics into the Pulse structure and was able to deliver a working executive dashboard prototype for Deputy Secretary of Defense (DepSecDef) consumption several weeks after initial request at the end of July. CDAO work continues to automate connections of priority metrics within the framework.
- In May 2023, Pulse presented a prototype of an OSD-level Performance Dashboard to the DepSecDef. Pulse's efforts to centralize performance data enables this dashboard to align and aggregate metrics into OSD's classified areas of interest.
- As of April 2023, The Deputy Assistant Secretaries of Defense (DASD) have used the Pulse National Defense Strategy Implementation (NDS-I) application to discuss progress during quarterly Defense Strategy Steering Group (DSSG) meetings.
- Since March 2023, The Offices of the Under Secretary of Defense (OUSD) Principal Staff Assistants (PSAs) have used the Pulse Strategic Priority Metric (SPM) application to report at monthly Defense Business Council (DBC) meetings on progress against DoD's FY23-26 Strategic Management Plan.

In order to ensure that the Chief Digital and Artificial Intelligence Office (CDAO) is appropriately focusing its resources, it will reassess which senior governance fora will derive the most value from the use of analytics since not all have quality data to support the use of analytics for decision making at this time. CDAO also continues to focus on how to improve the quality of data needed for senior leaders to make decisions using that data. For additional details, please refer to table 5.4.2.



## 5 Strategic Priority 5 Address Institutional Management Priorities

### PERFORMANCE GOAL 5.4.2 - IMPROVE DATA QUALITY BY MAKING DATA VISIBLE, ACCESSIBLE, UNDERSTANDABLE, LINKED, TRUSTED, INTEROPERABLE, AND SECURE (VAULTIS) IN SUPPORT OF DOD PRIORITIES. LEAD: CDAO

PERFORMANCE MEASURE	FY 2023 ACTUAL	FY 2023 TARGET	FY2023 STATS	PRIOR YEAR RESULTS
PM 5.4.2.1 - % Prioritized use cases accessible with standard CAC reader	79%	70%	Exceeded	N/A
PM 5.4.2.2 - % Prioritized use cases linked to source systems	62%	50%	Exceeded	N/A
PM 5.4.2.3 - % Prioritized data sources meeting targeted completion rate	49%	60%	Not Met	N/A
PM 5.4.2.4 - % Prioritized use cases using open architecture	100%	50%	Exceeded	N/A
PM 5.4.2.5 - % Prioritized use cases with appropriate encryption	100%	60%	Exceeded	N/A

#### FY 2023 PERFORMANCE PROGRESS UPDATE

All analytic capabilities require trusted, high-quality data to support decision makers, therefore CDAO has placed high emphasis on achieving quality data. This emphasis has led CDAO to exceed our targets in four of five metrics. These targets were chosen due to their alignment with the core qualities of data quality which are published in the Data, Analytics, and AI Adoption Strategy and would therefore allow us to measure progress on increasing data quality throughout the Department. To enhance data quality, during the last year, the Department developed OSD's initial prototype of VAULTIS compliant data mesh data products. These initial data products established the baseline for development of a data product playbook by which any DoD Component can identify the steps it must take to develop its own data products, an integral step in creating a data mesh allowing data connectivity and interoperability across the Department while maintaining decentralized governance over that data.

Additionally, CDAO held two VAULTIS Day events, each involving over a hundred CDO/CDAO representatives from across the enterprise. The events, which included presentations and collaborative sessions with department and industry data, analytics, and AI leadership and subject matter experts, enhanced participants' understanding of the VAULTIS principles and illuminated best practices for implementation.

In addition, CDAO has issued multiple policies and frameworks in response to requirements as articulated by Components. Policies and frameworks included an appendix to the DoD data, analytics, and AI adoption strategy providing metrics to implement and assess data quality and VAULTIS, adopting the National Institute of Standards and Technology (NIST) AI lexicon as the DoD AI standard. These efforts also yielded the development of the data management Playbook which issues policy to facilitate sharing of law enforcement sensitive and military health data and offers guidance on ways to enhance enterprise-wide data access.

For the one metric that was not met, CDAO is currently undertaking a review to ensure the priority data sources are still priorities for connections into the Advana system. Additionally, CDAO has adjusted how it determines what data is a priority and expects that new process to be stable moving forward.





## 5 Strategic Priority 5 Address Institutional Management Priorities

### EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS TO STRATEGIC OBJECTIVE 5.4 - ACCELERATE THE ADOPTION OF TRUSTED DATA AND ANALYTICS ACROSS THE DEPARTMENT.

#### *Department of the Navy*

Total users of the human capital management (HCM) applications in Advana Jupiter grew from 147 total users at the start of FY23 to 736 total users by August 2023. During August 2023, those users accessed DON dashboards over 3,000 times, as opposed to only 787 times at the start of FY23. This demonstrates a continued growth in usage of the DON's self-service Jupiter products, such as the Hiring Metrics Dashboard, DON Civilian Snapshot Dashboard, and Manpower Reconciliation Dashboard. This is in addition to standard civilian data reporting, which ran 12,618 reports during September 2023 alone. The DON completed a Master Data Entity (MDE) workshop which built the data standard across the DON for person/workforce attributes for two sectors of the workforce mix (mil and civ) and across the Services (USN and USMC). MDE is currently being used to establish standard data definitions in the Jupiter data catalog, as well as to develop a Total Force Data Set in Jupiter that can be used for total force analytics and modeling. The DON also expanded the set of standard applications available in Jupiter. A number of dashboards were expanded and updated, and some new ones created. New dashboards include Workforce Composition Tool which graphically depicts representation compared to National statistics, Civilian and Military Compensation Comparisons, civilian Telework, and a Civilian and Military Billet to Person Reconciliation. The civilian Recruitment and Attrition dashboards were further enhanced with refined logic and new views.

“Data is key to everything we are doing. The DON's vision is to become a modern, data-centric and data-aware organization capable of consuming and exploiting data in near-real-time in support of the warfighter at the speed of mission. Information is combat power.”

*DON chief Information Officer Jane Rathbun*



PHILIPPINE SEA (March 19, 2023) Ensigns monitor external communications and simulated contacts from the combat information center (CIC) aboard the Ticonderoga-class guided-missile cruiser USS Shiloh (CG 67) during a bilateral exercise in the Philippine Sea, March 19, 2023.

# Appendix – Acronyms and Abbreviations

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4ENO	4th Estate Network Optimization	C5ISRT	Command, Control, Communications, Computers, Cyber, Intelligence, Surveillance, Reconnaissance, and Targeting
AAF	Adaptive Acquisition Framework		
ABMS	Advanced Battle Management System		
ACAS	Assured Compliance Assessment Solution	C-C5ISRT	Counter-Command, Control, Communications, Computers, Cyber, Intelligence, Surveillance, Reconnaissance, and Targeting
ACAT	Acquisition Category		
ACWA	Assembled Chemical Weapons Alternative		
AD	Active Duty	CAHPS	Consumer Assessment of Healthcare Providers and Systems
Advana	Advancing Analytics	CBDP	Chemical and Biodefense Portfolio
AEV	Advanced Education Voucher	CCMD	Combatant Command
AFFF	Aqueous Film Forming Foam	CDAO	Chief Digital and Artificial Intelligence Officer
AFGSC	Air Force Global Strike Command	CDP	Child Development Program
AI	Artificial Intelligence	CERCLA	Comprehensive Environmental Response Compensation and Liability Act
AOR	Area of Responsibility		
APFIT	Accelerate the Procurement and Fielding of Innovative Technologies	CFE	Carbon Pollution-Free Electricity
		CFT/TF	Cross-Functional Team/Task Force
APG	Agency Priority Goal	CIV	Civilian
APP	Annual Performance Plan	CJADC2	Combined Joint All-Domain Command and Control
APR	Annual Performance Report	CJCS	Chairman of the Joint Chiefs of Staff
ARC	Air Reserve Components	CLIP	Central Laboratory Investment Program
Army	PE Army Program Element	CMC	Commandant of the Marine Corps
ASD	Assistant Secretary of Defense	CNO	Chief of Naval Operations
ASuW	Anti-Surface Warfare	COCOM	Combatant Command
ATSD	Assistant to the Secretary of Defense	COMSATCOM	Commercial Satellite Command
AWG	Aero Shell Working Group	CONLC3S	Council on the Oversight of the National Leadership Command, Control, and Communications System
BAH	Basic Allowance for Housing		
BALTOPS	Baltic Operations	CONUS	Continental United States
BCI	Building Condition Index	COO	Chief Operating Officer
BHM	Business Health Metrics	CRADA	Cooperative Research and Development Agreements
BPR	Biodefense Posture Review	CReATE	Code Repository and Tools Environment
C3	Command, Control, and Communications	CSG	Carrier Strike Group
C3LB	Command, Control, and Communications Leadership Board	CSS	Customer Satisfaction Survey
		CTA	Critical Technology Area

CTD	Critical Time Dissemination	DISG	Deputy's Innovation Steering Group
CTO	Chief Technology Officer	DISIC	Defense Intelligence and Security Integration Council
CWG	Climate Working Group	DITIP	DoD IT Investment Portal
CY	Calendar Year	DITPR	DoD Information Technology Portfolio Repository
Cyber Ops	Cyber Operations	DIWG	Defense Innovation Working Group
CYBERCOM	Cyber Command	DJ8	Director, Force Structure, Resources, and Assessment J8
DA	Department of the Army	DJAIC	Director, Joint Artificial Intelligence Center
DAF	Department of the Air Force	DJS	Director, Joint Staff
DA&M	Director of Administration and Management	DMAG	Deputy's Management Action Group
DAB	Defense Acquisition Board	DMDC	Defense Manpower Data Center
DAFA	Defense Agencies and DoD Field Activities	DMI	EXCOM Digital Modernization Infrastructure Executive Committee
DASD(RUE)	Deputy Assistant Secretary of Defense for Russia, Ukraine, and Eurasia	DoD	Department of Defense
DAU	Defense Acquisition University	DoD CIO	Chief Information Officer of the Department of Defense
DBS	Defense Business System	DODD	Department of Defense Directive
DBC	Defense Business Council	DoDEA	Department of Defense Education Activity DoDI Department of Defense Instruction
DCAPE	Director, Cost Assessment and Program Evaluation	DoDIN	Department of Defense Information Network DoDM Department of Defense Manual
DCAT	DoD Climate Assessment Tool	DoDNET	Department of Defense Network
DCC	Defense Civilian Careers	DON	Department of the Navy
DCOI	DoD Data Center Optimization Initiative	DOT&E	Director of Operational Test and Evaluation
DCPDS	Defense Civilian Personnel Data System	DPIC	Defense Performance Improvement Counsel
DCWF	DoD Cyber Workforce Framework	DRC	Defense Regional Clock
DEI	Diversity, Equity, and Inclusion	DSE	Defense Security Enterprise
DEIA	Diversity, Equity, Inclusion, and Accessibility	DSL	DS-Logon
DepSecDef	Deputy Secretary of Defense	DSLO	Defense State Liaison Office
DevSecOps	Development, Security, and Operations	DSOC	Defense Safety Oversight Council
DHA	Direct Hire Authority	DSSG	Defense Strategy Steering Group
DHRA	Department of Defense Human Resources Activity	DTRA	Defense Threat Reduction Agency
DHRB	Defense Human Resources Board	DWC	Deputy's Workforce Council
DIB	Defense Industrial Base		
DIE	Defense Intelligence Enterprise		
DISA	Defense Information Systems Agency		

E.O.	Executive Order	HBSS	Host Based Security System
EFMP	Exceptional Family Member Program	HCSDB	Health Care Survey of DoD Beneficiaries
eGRC	enterprise Government, Risk, and Compliance	HEDIS	Health Care Effectiveness Data and Information Set
EHR	Electronic Health Record	HII	Hiring Improvement Initiative
EMBRSS	Emerging Mid-Band Radar Spectrum Sharing	HIMARS	High Mobility Artillery Rocket System
eMH	enterprise Military Housing	HMMWV	Armored High Mobility Multipurpose Wheeled Vehicles
EMSO EXCOM	Electromagnetic Spectrum Operations Executive Committee	HIS	Human Systems Integration
ERMG	Executive Readiness Management Group	IaaS	Infrastructure-as-a-service
ESC-MC	Enterprise SATCOM Management and Control	IAPR	Integrated Acquisition Portfolio Reviews
ESTCP	Environmental Security Technology Certification	IBC	Industrial Base Council
EVSE	Electric Vehicle Support Equipment	IDA	Institute for Defense Analyses
EW	EXCOM Electronic Warfare Executive Committee	IEP	Installation Energy Plan
FBwT	Fund Balance with Treasury	IG	DoD Inspector General of the Department of Defense
FFMIA	Federal Financial Management Improvement Act	IJA	Infrastructure Investment and Jobs Act
FFRDC	Federally Funded Research and Development Center	INDOPACOM	Indo-Pacific Command
FMS	Foreign Military Service	INDPACOM	Indo-Pacific
FOC	Full Operational Capability	IOC	Initial Operational Capability
FVEY	The Five Eyes Alliance	IRM	Integrated Risk Management
FYDP	Future Years Defense Program	IRP	Installation Resilience Plan
GC	DoD General Counsel of the Department of Defense	IT	Information Technology
GFMB	Global Force Management Board	IWD	Individuals with Disabilities
GOaR	Gateway Optimization and Resiliency	IWTD	Individuals with Targeted Disabilities
GPEC	Global Posture Executive Committee	J6	Command, Control, Communications, & Computers/ Cyber
GPRA	Government Performance and Results Act of 1993	JCS	Joint Chiefs of Staff
GPS	Global Positioning System	JOTI	Joint Operational Training Infrastructure
GRAM-S/M	GPS Receiver Application Module-Standard Electronic Module-E/Modernized	JROC	Joint Requirements Oversight Council
GSA	General Services Administration	JS	Joint Staff
GSC	Global Service Center	JS J6	Joint Staff, Command, Control, Communications, & Computers/Cyber
GSD	Global Service Desk	L.I.V.E	Leading Inclusively Virtual Experience
HBCU	Historically Black Colleges and Universities	Log IT	Logistics Information Technology

LUCI	Laboratory University Collaboration Initiative	NDS	National Defense Strategy
MAPL	Mission Assurance Priority List	NIF	NAVPLAN Implementation Framework
MAPS	Mounted Assured PNT System	NIPR	Non-classified Internet Protocol Router
MCCYN-PLUS	My Childcare in Your Neighborhood - PLUS	NSC	National Spectrum Consortium
MCCYN	Military Care in Your Neighborhood	NWC	Nuclear Weapons Council
MDAP	Major Defense Acquisition Program	OCX	Operational Control Segment
MDEB	Missile Defense Executive Board	ODASD(E&ER)	Office of the Deputy Assistant Secretary of Defense for Environment, Energy, and Resilience
MEI	Military Education Institution	OEM	Original Equipment Manufacturer
MGUE	Military GPS User Equipment	OFR	Office of Force Resiliency
MHPI	Military Housing Privatization Initiative	OIB	Organic Industrial Base
MHS	Military Health System	OPM	Office of Personnel Management
MHSER	Military Health System Executive Review	OPSDEPS	Operations Deputies
MI	Minority Institutions	OSD	Office of the Secretary of Defense
MII	Manufacturing Innovation Institute	OSI&A	Office of Strategic Intelligence and Analysis
MIL	Military	P2P	Performance-to-Plan
MLDC	Military Leadership Diversity Commission	PA/SI	Preliminary Assessment/Site Inspection
MOMS	Mothers of Military Service Leave	PaaS	Platform-as-a-service
MOSA	Modular Open Systems Approach	PATHSS	Partnering to Advance Trusted and Holistic Spectrum Solutions
mRNA	messenger ribonucleic acid	PATHSS-C	Partnering to Advance Trusted and Holistic Spectrum Solutions – Classified
MSI	Minority Serving Institution	PATHSS-TG	Partnering to Advance Trusted and Holistic Spectrum Solutions Task Group
MTA	Middle Tier of Acquisition	PC	Project Convergence
MTESG	Military Training Executive Steering Group	PDM	Program Decision Memorandum
MTF	Military Treatment Facility	PE	Program Element
MURI	Multidisciplinary University Research Initiative	PFAS	Polyfluoroalkyl Substances
MW	Material Weakness	PfM	Portfolio Management
NASAMS	National Advanced Surface to Air Missile System	PG	Performance Goal
NATO	North Atlantic Treaty Organization	PIO	Performance Improvement Officer
NAVPLAN	Navigation Plan	PMA	President's Management Agenda
NBIS	National Background Investigative System		
NBS	National Biodefense Strategy		
NCQA	National Committee for Quality Assurance		
NDAA	National Defense Authorization Act		



PNT	Position, Navigation, and Timing	SOPOC	Special Operations Policy and Oversight Council
POM	Program Objective Memorandum	SP	Strategic Priority
PPBE	Planning, Programming, Budgeting, and Execution	SSIWS	SATCOM Synchronization and Integration Work Shop
PRC	People's Republic of China	SSP	Single Service Provider
PSA	Principal Staff Assistant	SSS	Strategic Seminar Series
QCAM	Quick Compass Survey of Active-Duty Members	STEM	Science, Technology, Engineering, and Mathematics
R&D	Research and Development	SWaP	Size, Weight, and Power
RCML	Reserve Component Maternity Leave	T&E	Test and Evaluation
RDT&E	Research, Development, Test and Evaluation	T2H	Time-to-Hire
REPI	Readiness and Environmental Protection Integration	TCCP	Tactical Command and Control Procedures
RF	Radio Frequency	TG	Task Group
IMPAC	Rim of the Pacific	THOR-ER	Tactical High-speed Offensive Ramjet for Extended Range
RMG	Resource Management Group	TTCP	The Technical Cooperation Program
RSMG	Russia Strategy Management Group	TTH	Time-to-Hire (Check vs T2H)
SA	Senior Advisor	UARC	University Affiliated Research Center
SaaS	Software-as-a-service	U.S.	United States
SAPR	Sexual Assault Prevention and Response	USAF	United States Air Force
SATCOM	Satellite Communications	U.S.C.	United States Code
SBIRS	Space-Based Infrared Systems	USD	Under Secretary of Defense
SCRWG	Supply Chain Resilience Working Group	USG	United States Government
SecDef	Secretary of Defense	USMC	United States Marine Corps
SERDP	Strategic Environmental Research and Development Program	USNCC	United States Naval Community College
SES	Senior Executive Service	USSF	United States Space Force
SFIS	Standard Financial Information Structure	VCJCS	Vice Chairman of the Joint Chiefs of Staff
SIPR	Secret Internet Protocol Router	VS22	Valiant Shield 2022
SLC	Senior Leadership Council	WMG	Workforce Management Group
SMP	Strategic Management Plan	ZEV	Zero-Emission Vehicle
SNAP-IT	Select and Native Programming Data Input Systems for IT	ZT	Zero Trust
SO	Strategic Objective	ZT PfMO	Zero Trust Portfolio Management Office
SOF	Special Operations Forces	ZTRA	Zero Trust Reference Architecture



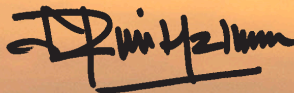
# Acknowledgment

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The Strategic Management Plan has evolved significantly in the last two years: it is now fully aligned to the National Defense Strategy (NDS) and provides a clear picture of how the Department plans to realize the Secretary's strategic priorities, both in terms of building enduring advantages and to address the Department's management priorities. Moreover, as of this year, what was a public report has now transformed into a management tool enabled by "Pulse", the Department's authoritative performance management platform in Advana. To prepare the SMP, DoD Components, including the Military Departments, articulate their contributions to SMP strategic priorities and provide performance measures and targets to track implementation.

This is impressive progress in a very short time for an organization unique in its size and complexity but there is still a lot more to deliver. We will continue to use the SMP as a tool to align budget to strategy and continue to increase the adoption of outcome-driven, data-enabled performance measures to track implementation of strategic priorities. These efforts will be complemented by the broader utilization of both existing and innovative tools and authorities to continuously integrate and develop data enabled capabilities to support decision-making. We will also continue to strengthen our partnerships with the performance management and data scientists community, both inside DoD and throughout the interagency.

An endeavor of this magnitude cannot succeed without close collaboration: our thanks and appreciation to our colleagues in OMB for their partnership and advice, to our Senior Leaders for their advice, guidance and support; and to all the amazing professionals who serve in and out of uniform throughout the Department.



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*We are interested in your feedback.*

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