ANNUAL REPORT ON

STATE OF THE OSD IT ENTERPRISE

FISCAL YEAR 2024

OSDCIO | CHIEF INFORMATION OFFICER

OSDCIO | CHIEF
INFORMATION
OFFICER

LETTER FROM THE DEPUTY OSD CIO

Organizations and individual users within the Office of the Secretary of Defense (OSD) undertake missions that are critical to supporting key National Defense Strategy priorities centered around building enduring advantages over our adversaries. These vital missions rely on a robust information technology (IT) environment, which includes secure networks, reliable devices, a responsive help desk, and modern IT capabilities. The office of the OSD Chief Information Officer (CIO) collaborates tirelessly with the Defense Information Systems Agency (DISA) – our IT service provider – and OSD IT customers to arm the OSD workforce with a solid IT foundation and the necessary tools to carry out their mission-essential tasks.

During fiscal year 2024 (FY24), we built upon the important accomplishments of FY23 – our first year as an office – and hit key milestones aligned with our IT digital modernization priorities. We listened to our customers in more than 220 one-on-one sessions, facilitated governance discussions across eight committees and working groups, organized and managed a property custodian pilot within five OSD organizations, responded to a 90-day Deputy Secretary of Defense (DSD) tasker with 12 actionable recommendations for improving the OSD civilian onboarding process, and guided OSD transitions from legacy IT capabilities to integrated, enterprise solutions that align with broader Department of Defense (DoD) modernization priorities. We also developed a forward-looking digital roadmap to guide our work through FY30, aligned to desired business outcomes with the overarching goal to constantly and continuously improve the OSD IT user experience.

As we reflect on the past year, it is humbling and inspiring to recount the significant strides OSD has made toward delivering a mission-enabling consistent and continuous IT user experience for all OSD employees. We will always place our customers first, ensuring their needs have a unified voice and a seat at the table where decisions are made about IT-related priorities and associated resources. We are fortifying the already strong bridges we built in FY23 to foster collaboration and transparency between our customer base, our IT service provider, and senior OSD leadership. Looking ahead, we are committed to crafting strategies that will drive modernization of the OSD IT enterprise, keeping pace with user expectations and maintaining our competitive advantage in the global landscape.

I'm proud of what the office of the OSD CIO has accomplished this year. And I'm excited to embark on another year of meaningful work, all designed to enhance the OSD IT user experience and bolster the important missions of our OSD enterprise with a modern, solid IT foundation. Stay tuned!

Danielle Metz
Deputy OSD CIO

A YEAR IN REVIEW: THE OSD IT LANDSCAPE

OSD CIO defined three operational goals in the February 2023 *OSD IT Enterprise Implementation Plan*:

» GOAL 1
FLIP IT DELIVERY MODEL FROM SERVICE PROVIDER-LED TO CUSTOMER-LED

Establish formalized governance and clear authorities to manage customer requirements, advocating for those requirements with IT service providers and resource managers.

» GOAL 2
TREAT OSD AS AN IT ENTERPRISE

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.

» GOAL 3
MAXIMIZE USE OF TECHNOLOGY TO SUPPORT THE OSD MISSION

Utilize the maximum potential of technology available across OSD and reduce the overall IT management burden on Principal Staff Assistants (PSAs) and the five Defense Agencies and Field Activities (DAFAs) that make up the OSD IT enterprise, freeing their resources to focus on their organizations' specific missions.

These goals – and the work supporting them – are designed to leverage OSD's collective power to improve the IT experience for OSD as a whole rather than leaving individual OSD organizations to tackle common IT problems on their own. OSD CIO made significant progress against these goals during FY24.

GOAL 1
FLIP IT DELIVERY MODEL FROM SERVICE PROVIDER-LED TO CUSTOMER-LED

During FY24, OSD CIO built upon the formal governance structure established in FY23, allowing for increased dialogue between customers and IT service providers and enabling transparency, accountability, and user feedback in a collaborative forum. Here are some of our accomplishments in this area over the past year:

» Managed the **enduring OSD IT governance structure**, including the OSD IT Enterprise Committee (OITEC) and bi-monthly working group as well as the quarterly Pentagon Area Customer Council (PACC). These chartered bodies offer a formal structure to collaborate, reach agreement, and work together as a united front toward the desired OSD IT enterprise future state. As part of OSD's IT modernization efforts, the OITEC played a pivotal role in transitioning the enterprise to the Global Service Desk (GSD). This initiative streamlined IT service management, improved operational efficiency, and provided a unified platform for managing IT requests, incidents, and changes. The PACC ensured that customer requirements such as reduced end user device lifecycle and network simplification were prioritized and integrated into the resource allocation process.

» Established and managed additional working groups under PACC and OITEC guidance to hone in on new priorities in the areas of **IT performance metrics, resource planning, records management, Section 508 compliance, and OSD civilian onboarding modernization**.

■ **PACC Metrics Working Group:** Meets monthly to develop and refine performance metrics to assess and drive enhancements to the OSD IT environment. Over the last quarter, the group diligently collected and analyzed metrics in the areas of endpoint performance, Tier 1 GSD performance, and network health, refining the metrics themselves and their thresholds to ensure accuracy and alignment with OSD CIO strategic objectives. These performance metrics build on the OSD-DISA Memorandum

of Agreement (MOA) by tracking performance in common IT service areas defined in the agreement. Over time, this data-driven approach will give us a comprehensive view of our operational performance and guide strategies for continuous improvement. So far, the metrics have highlighted improvements in IT help desk responsiveness such as improved speed to answer help desk calls in under 30 seconds, steady customer satisfaction rates of above 90% since April 2024, and healthy non-classified internet protocol router (NIPR) network performance since May 2024.

- **Resource Strategy Transition Working Group:** Establishing an OSD IT user baseline consumption model for increased responsiveness to customer needs. This model will help drive appropriate alignment of resources with data-based organization needs for common IT capabilities such as IT devices and business application licenses (e.g., Microsoft Teams, Correspondence and Task Management System).

- **OSD Records Management Working Group:** An action officer (AO)-level forum to drive collaboration on IT capabilities essential for supporting OSD records management requirements. The working group identifies gaps in current IT records management capabilities and defines the requirements necessary to ensure effective and compliant records management across OSD.

- **OSD Section 508 Compliance Working Group:** Reviews Federal Section 508 requirements and incorporates them into the OSD enterprise workflow, which ensures better coordination and collaboration around Section 508 compliance. This working group supplements the DoD CIO's Section 508 forum and provides a place for the OSD IT enterprise to collaborate on finding common pathways for compliance.

- **OSD Civilian Onboarding Modernization Cell:** Established to lead analysis of current OSD civilian onboarding processes and tools and provide recommendations for improvements via the *OSD Civilian Onboarding Modernization Implementation Plan* (described under Goal 2 below). When the implementation plan was submitted to the DSD in July 2024, the cell transitioned to execution and monitoring status of the recommendations outlined in the plan.

» **Continued monthly PSA and IT service provider listening sessions** to foster honest and open dialogue. We facilitated more than 220 sessions this year with 20 OSD customer organizations to drive information sharing, timely touch points to discuss important IT-related topics, and a collaborative avenue for customers to share their ideas, insights, and perspectives. Listening sessions offer a continuous feedback loop, allowing us to track improvements over time and adjust plans as necessary. During FY24, the OSD CIO team tracked 241 action items from these discussions and closed 208 (87%) of them via active and intentional collaboration between our OSD customers and the IT service provider. For example, these sessions identified key messaging gaps related to shared drive migration efforts. OSD CIO closed this gap with regular OSD IT enterprise communications to proactively address user questions, alleviate concerns, and track migration compliance.

» **Captured user perspective via monthly user surveys.** These surveys provide direct feedback allowing OSD CIO to better understand users' needs, preferences, and pain points. The user satisfaction rate over the last year[1] averaged 3.59 out of 5. This score represents a slight increase from FY23 and exceeds the industry benchmark (Gartner) of 3.19 out of 5. It indicates a moderate level of contentment with the current work setup and tools, serves as a baseline for evaluating user sentiment and gauging areas for improvement, and reflects fluctuations over time in user satisfaction as new capabilities (e.g., GSD) are rolled out. When combined with IT performance metrics, the user surveys provide a 360-degree view of OSD IT performance and helps OSD CIO advocate for IT modernization efforts on behalf of the OSD IT enterprise.

---

[1] Data points from October 2023-August 2024 OSD IT user surveys

GOAL 2
TREAT OSD AS AN IT ENTERPRISE

During FY24, OSD CIO formalized OSD IT enterprise roles and responsibilities, laid the groundwork for standardized IT-related processes, and refined understanding of the current IT baseline to inform opportunities for delivering IT services as an enterprise. Here are some of our accomplishments in this area over the past year:

» **Published Administrative Instruction (AI) 123, "Information Management and Technology Support for OSD"** in February 2024. This instruction codifies the roles and responsibilities of the OSD CIO, IT service provider, and OSD IT enterprise customers to ensure clear lines of authority.

» **Finalized the MOA for OSD common IT with the service provider** in February 2024. The MOA provides a structured framework for collaboration, establishes roles and expectations, articulates performance metrics, and manages potential challenges to the success of the OSD IT enterprise. OSD CIO will partner with DISA to update the MOA in FY27 to address new and emerging capabilities and support needs.

» In response to the DSD request, our office partnered with Washington Headquarters Services (WHS) to develop the *OSD Civilian Onboarding Modernization Implementation Plan* within 90 days, outlining 12 recommendations to streamline Day 1/Week 1 onboarding for OSD civilian new hires via process, technology, and governance improvements. These improvements will create a smoother first day experience for OSD civilian new hires and ensure they have the IT capabilities needed to contribute meaningfully on Day 1.

» **Refined common IT baseline requirements for OSD IT enterprise organizations**, including an IT baseline for end user devices as well as definitions for end user types and associated standard capabilities. These requirements are foundational to appropriate technical and resource planning for IT requirements within the OSD IT enterprise.

» Developed the *OSD IT Enterprise Asset Management Framework*, outlining a strategic approach to standardize asset management and property accountability. This framework guides IT Asset Management (ITAM) and property accountability practices for common IT end user devices (e.g., laptops, desktops, peripherals, mobile devices) and shared user devices (e.g., hot desktops, audio/visual devices) within the OSD IT enterprise. It sets the stage for developing standard operating procedures (SOP) to standardize and streamline asset management procedures, provide consistency across the OSD IT enterprise, and clarify roles and responsibilities regarding execution of asset management tasks.

» Led an **IT Property Custodian (PC) pilot** within five OSD organizations to demonstrate the value of having dedicated PCs in place to help OSD manage, control, and account for its IT assets. All five pilot organizations completed 100% inventory within a four-month period, enhancing insight into assets on hand and resulting in turn-in and removal of more than 500 excess items. Since completing the inventory, the PCs continue to partner with IT Managers to support daily asset management activities such as receipt of new equipment, coordinating equipment turn-in, supporting lifecycle replacement activities, and completing periodic inventories. The pilot informed development of the *OSD IT Enterprise Asset Management Framework* described above as well as draft OSD IT enterprise asset management and property accountability standard operating procedures.

GOAL 3
MAXIMIZE USE OF TECHNOLOGY TO SUPPORT THE OSD MISSION

During FY24, OSD CIO drove the implementation of technology for a more consistent and modernized user experience across the OSD IT enterprise and defined a forward-looking strategy to advance OSD IT digital modernization initiatives in support of broader DoD priorities. Here are some of our accomplishments in this area over the past year:

» Published *FY2026-2030 OSD IT Digital Modernization Roadmap* forecasting near- and mid-term OSD CIO initiatives designed to achieve five desired business outcomes. The roadmap provides vision and structure

to the modernization of the OSD IT enterprise technology landscape over the next five years.

» Partnered with DISA to transition OSD from legacy help desk tools and resources to new **Global Service Desk tools and resources** (e.g., ServiceNow, GSD phone number, Knowledge center), as part of a broader effort to unify GSD operations and support IT environment modernization priorities.

» Partnered with DISA to help OSD users **self-migrate personal unclassified shared drive data to DoD365 OneDrive**, as part of DISA's efforts to holistically evolve our endpoint strategy and adopt zero trust concepts to improve user services and security. These strategies also optimize use of the DoD365 suite of capabilities, resulting in streamlined workflows, overall cost savings, and a more integrated and efficient digital work experience for our users.

» Collaborated with the IT service provider and OSD IT enterprise customers to migrate OSD to the **DoD 365-Secure capability**, resulting in cloud-based email, upgraded office tools, and online storage on the secure network. This transition was the first step in modernizing the OSD IT secure network communication tools and obtaining parity between unclassified and secure network collaboration capabilities.

» **Collaborated with the IT service provider and Microsoft to promote DoD365 tools and capabilities** to the OSD IT enterprise via "Excite Day" booths and associated resources. These efforts created excitement around and enhanced understanding of DoD365 tools and capabilities available to all users.

» Developed an **OSD Cloud Migration Strategic Vision** document outlining a unifying vision for a smooth, secure, and efficient transition of mission-critical applications and data to the cloud, while minimizing disruption to ongoing operations and ensuring the highest levels of security and compliance. The vision document lays a foundation for forthcoming OSD Cloud Strategy and OSD Cloud Playbook documents that will specify how OSD will use cloud technologies to reach its business goals and provide a framework to empower OSD leaders and decision makers to thoughtfully plan, resource, and execute their cloud migrations.

A BRIGHT FUTURE

The OSD IT enterprise workforce requires access to a functioning suite of IT equipment to include desktops, laptops, and mobile phones loaded with secure, reliable software that enables office productivity and modern communications. The OSD CIO's vision to *deliver a mission-enabling consistent and continuous IT user experience for all OSD employees* aims to guarantee that the OSD enterprise workforce has a solid IT foundation, providing the common capabilities required to perform their missions and inform senior leader decision making.

The three operational goals described in the February 2023 *OSD IT Enterprise Implementation Plan* and referenced above continue to guide OSD CIO's efforts. In alignment with these goals, the FY2026-FY2030 *OSD IT Digital Modernization Roadmap* describes five desired business outcomes that are critical to achieving the OSD CIO vision: protection of DoD data, a responsive global service desk, a reliable remote experience, continuous access to current technology, and consistent network performance. These business outcomes represent a critical piece of the solid IT foundation required to build an enduring advantage and enable OSD mission success.

LOOKING AHEAD

Over the past year, OSD CIO expanded upon the strong foundation set during FY23 and maintained a steadfast focus on building a modernized IT environment for OSD that is customer-centric and responsive to OSD IT needs as a single Component. We will continue leveraging the outputs of IT performance metrics, user surveys, listening sessions, and governance forums to prioritize our efforts during FY25, advocate for the resources needed to make the necessary changes, and remain agile to address new priorities. Amongst other key initiatives, we will work in FY25 to:

» Develop an OSD cloud migration playbook to guide system migrations to cloud computing environments

» Develop OSD IT asset management standard operating procedures to enhance property accountability and asset management practices in a consistent way across the OSD IT enterprise

» Plan for OSD's deployment of a standardized virtual remote desktop capability to provide increased capabilities to the remote workforce

» Plan for implementation of a four-year lifecycle replacement approach for end user devices to better align the user experience with current technology expectations

» Begin transition planning for OSD network modernization to standardize and simplify the OSD network environment

» Support improvements to the OSD civilian onboarding process to ensure new OSD civilians have the right IT needed to start supporting their missions on their first day of employment

FOLLOW US ON LINKEDIN.

LEARN MORE ABOUT OSD CIO, VISIT OUR WEBSITE.

OSDCIO | CHIEF INFORMATION OFFICER