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STATE OF THE OSD IT ENTERPRISE



OSD IM&T

INFORMATION
MANAGEMENT &
TECHNOLOGY



LETTER FROM THE OFFICE OF THE OSD CIO

Users within the Office of the Secretary of Defense (OSD) information technology (IT) enterprise have distinct missions ranging from managing the budget process to researching the development of new weapons systems. However, underlying each of these missions is technology. IT capabilities, from video teleconferencing to hosting an application or system in a data center or cloud environment to using office productivity tools, form the connective tissue that ties OSD missions together. It is the mission of the Information Management and Technology (IM&T) directorate under the Office of the Director of Administration and Management (ODA&M) to establish this connective tissue, ensuring a world-class IT experience that enables the highest levels of Department of Defense (DoD) leadership decision making.

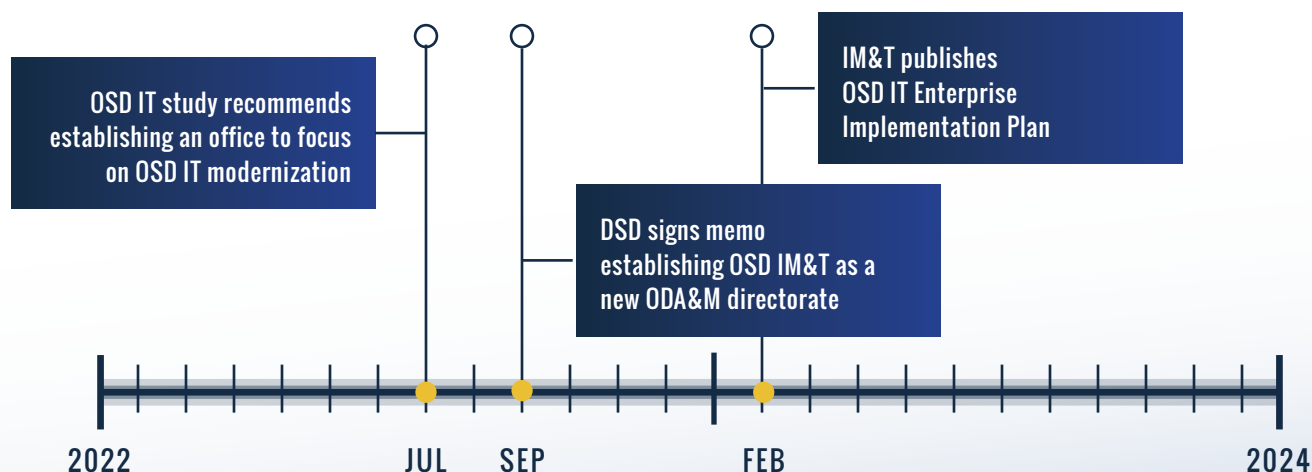
Looking back over the past year and celebrating IM&T's first birthday, it is incredible to reflect on all we have accomplished in such a short amount of time. We stood up the IM&T office this year, creating a brand-new directorate with the ODA&M organization. Amidst all the administrative and logistical churn that is part of standing up a new office—such as staffing the office, finding workspace, and securing a budget—we managed to define a set of challenging but achievable goals and make significant progress against them, as you will see outlined in more detail below. At a high level, we established a formal governance structure to foster dialogue between OSD IT customers and the service provider, enabling the capture, prioritization, and tracking of customer requirements from initial identification through implementation. We analyzed the current IT baseline to determine opportunities for delivering IT services as an enterprise, and we developed some fundamental documents to set the stage for continuous modernization and resource planning at the enterprise level. Specifically, we drafted an Administrative Instruction (AI) formalizing OSD information management and technology support roles and responsibilities and a Memorandum of Agreement (MOA) between OSD and Defense Information Systems Agency (DISA) as OSD's IT service provider. And we collaborated with you to drive implementation of technology for a better digital experience across the OSD IT enterprise.

I'm incredibly proud of what the IM&T directorate has accomplished this year, and we aren't slowing down. Stay tuned for more meaningful changes as we work hard to modernize the digital experience of the OSD IT enterprise.

Danielle Metz
IM&T Director and Deputy OSD CIO

SETTING THE STAGE

ODA&M conducted an OSD IT **study** in early 2022 to evaluate the current state of OSD IT and the effects of past cost-saving consolidation efforts. As a result of this study, the Deputy Secretary of Defense (DSD) **established a new office** within ODA&M with a simple, yet ambitious, vision—to deliver a modern digital experience for the OSD IT enterprise. The newly established ODA&M IM&T directorate, led by the DSD-appointed Deputy OSD Chief Information Officer (CIO), reached initial operational capability in November 2022, and published the OSD IT Enterprise **Implementation Plan** in February 2023 outlining an organizational vision and three strategic goals. The purpose of this report is to share IM&T progress over its first year and shed light on near-and longer-term priorities that will shape the office’s way ahead.



AN AMBITIOUS VISION

IM&T set out with a clear vision: to deliver a world-class IT experience, enabling the highest levels of DoD leadership decision making. To realize this vision, IM&T defined three strategic goals in the February 2023 OSD IT Enterprise Implementation Plan:



These goals represent IM&T’s initial priorities. They—and the work supporting them—are designed to leverage the collective power of the OSD IT enterprise to improve the IT experience for OSD as a whole, rather than leaving each Component to figure it out on its own. Together, we will work toward a future environment that is more responsive to customer needs and supports seamless collaboration, analysis, and information sharing faster and more securely, anywhere OSD missions are conducted.

A YEAR IN REVIEW

In addition to standing up an office from scratch, resourcing that office with funding and staff, and organizing for success, IM&T made significant progress against its strategic goals during fiscal year (FY) 2023.

GOAL 1: Flip IT delivery model from service provider-led to customer-led

During FY23, IM&T worked to establish a formalized mechanism—through governance forums—that allows for increased dialogue between customers and IT service providers, enabling transparency, accountability, and user feedback in a collaborative forum. Here are some of our accomplishments in this area over the past year:

- » **Established an OSD IT governance structure by establishing the OSD IT Enterprise Committee (OITEC) and bi-monthly working group and reconstituting the Pentagon Area Customer Council (PACC).** These chartered bodies offer a formal structure to collaborate, reach agreement, and work together toward the desired OSD IT enterprise future state. The governance structure essentially established the OSD enterprise and provided the opportunity for it to have a single, powerful voice rather than 22 individual—and in some cases much weaker—voices.



OITEC approves requirements, prioritizes them, and discerns the OSD position on various topics



PACC addresses these areas for IT across the Pentagon reservation, including the OSD position alongside Joint Staff and Army



OITEC Working Group provides the sandbox where the hard work of the OSD IT enterprise is done, including many of the accomplishments outlined under Goal 2

- » **Established monthly PSA and IT service provider listening sessions to foster honest and open dialogue.** This year we facilitated more than 115 sessions with 17 OSD organizations to drive information sharing, timely touch points to discuss important IT-related topics, and a

collaborative avenue for organizations to share their ideas, insights, and perspectives.

- » **Captured user perspective via monthly user surveys.** These surveys provide direct feedback allowing IM&T to better understand users' needs, preferences, and pain points. Based on the last six months of surveys, the user satisfaction rate averaged 3.48 out of 5. This score indicates a moderate level of contentment with the current work setup and tools and serves as a baseline for evaluating user sentiment and gauging areas for improvement.

GOAL 2: Treat OSD as an IT enterprise

During FY23, IM&T worked to obtain a comprehensive understanding of the current IT baseline to determine opportunities for delivering IT services as an enterprise. This analysis sets the stage for continuous modernization and resource planning at the enterprise level. Here are some of our accomplishments in this area over the past year:

- » **Developed draft Administrative Instruction (AI) "Information Management and Technology Support for OSD."** This forthcoming instruction codifies the roles and responsibilities of the OSD CIO, IT service provider, and OSD IT enterprise customers to ensure clear lines of authority.
- » **Developed standardized OSD Memorandum of Agreement (MOA) for common IT with the service provider.** The MOA creates a structured framework for collaboration, establishes roles and expectations, articulates performance metrics, and helps manage potential challenges to the success of the OSD IT enterprise.
- » **Identified user, network, and service desk performance metrics with quarterly reporting, including Service Level Agreements (SLAs).** IM&T submitted OSD technical debt metrics as part of a larger Department CIO community IT metrics, which provide a basis for tracking and quantitatively measuring IT changes over time to inform forward-looking strategies addressing modernization and service provider collaboration. These metrics will be included in a DSD management dashboard which is currently under development.

- » **Baselined current OSD IT consumption in partnership with the service provider and evaluated alternative resourcing strategies.**

This analysis provides a foundation for transitioning to a Working Capital Fund (WCF) model in the future, providing the power of the enterprise and democratizing the service provider's response to the Pentagon customer base.

- » **Quickly responded to a series of Secretary of Defense memos regarding the protection of information from unauthorized disclosure.**

These efforts provided a coordinated OSD response to the Secretary of Defense and Deputy Secretary of Defense taskings related to the security of data residing in IT systems, including distribution list cleanup, printing by exception on Joint Worldwide Intelligence Communications System (JWICS), and the management of shared drives.

- » **Validated OSD IT inventory and established a standard asset management process.**

These efforts baselined a manual process and made strides toward transforming it into an automated process where both the user and service provider have visibility into which assets are on the network, which is a key tenet of a Zero Trust architecture.

- » **Established requirements for conference room modernization,** setting the stage to upgrade and standardize conference room technology to give the OSD workforce the capabilities needed to seamlessly collaborate to execute critical OSD missions.

GOAL 3: Maximize use of technology to support the OSD mission

During FY23, IM&T worked to drive implementation of technology for a better digital experience across the OSD IT enterprise. Here are some of our accomplishments in this area over the past year:

- » **Created and began implementing a DoD365 Campaign Plan,** assisted with transition of shared drives to a cloud-based solution (OneDrive), and advocated for delivery of Office 365 tools on Secret Internet Protocol Router Network (SIPRNet). These activities enhanced use of the Office 365 suite to maximize DoD's investment and increase workforce productivity.



- » **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.

- » **Championed funding for an expedited transition to Global Service Desk (GSD),** which will provide new technology tools and a modern help desk experience for all Pentagon customers.

- » **Developed a three-year lifecycle replacement strategy** versus current six-year lifecycle to ensure all IT assets meet current security requirements and maintain modernization of end user devices.

- » **Conducted an OSD conference room data call and analysis** to ensure all OSD conference rooms receive and maintain a standard NIPR/SIPR and/or JWICS IT package and can use the full suite of DoD365 capabilities.

- » **Developed requirements for a virtual remote desktop** to replace the discontinued MobiKEY capability and to securely and effectively support the current environment wherein many employees work remotely.

LOOKING AHEAD

The past year has been one of immense change. From standing up and resourcing a new office for tackling OSD IT challenges, to forming new and meaningful avenues for constructive collaboration and governance, to developing an Administrative Instruction and an MOA, to detailed analysis that will shape our modernization strategy in the years to come—IM&T has begun forging a new path for the OSD IT enterprise.

We will use the outputs of the performance metrics, user surveys, listening sessions, and governance forums to prioritize our efforts during FY24, advocate for the resources necessary to make the necessary changes, and remain agile to address new priorities. Amongst other key initiatives, we will work in FY24 to:

- » Begin transitioning OSD to a Global Service Desk, offering a new service desk tool and improved help desk support
- » Develop an OSD cloud migration playbook to guide system migrations to cloud computing environments
- » Promote the use of new endpoint monitoring tools for the IT service provider to understand and mitigate IT issues
- » Partner with DoD CIO to upgrade the OSD JWICS domain to a Defense Intelligence Agency (DIA)-managed Common Operating Environment model, to include a hardware technology refresh

Keep an eye out for the forthcoming OSD IT Digital Modernization Strategy, which will provide a technology roadmap for modernizing the OSD IT enterprise, plans for standardizing Pentagon and Mark Center infrastructures, and strategic objectives for IT areas such as JWICS support, workforce of the future, cloud services adoption, mobility/remote/hybrid work, cybersecurity, Section 508 compliance, and mission IT enhancements.



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