ANNUAL REPORT ON

STATE OF THE OSW IT ENTERPRISE

FISCAL YEAR 2025

OSWCIO | CHIEF INFORMATION OFFICER

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LETTER FROM THE DEPUTY OSW CIO

In the world of technology, the landscape is ever-changing. This year has been no exception – we have seen great change in the priorities of our great nation's leaders, and we have continued to see evolution in the technologies and capabilities available in the marketplace. These changes propel us to greater efficiencies, enhanced security, and better solutions to support our warfighters.

While the environment we work in has and will continue to change, our core mission remains constant. The Office of the Secretary of War (OSW) Chief Information Officer (CIO) strives to ensure the information technology (IT) capabilities that are foundational to every OSW mission are available when and how OSW organizations need them – enabling them to provide their critical missions and services to our nation's warfighters.

During fiscal year 2025 (FY25), we collected IT performance metrics across three key categories to monitor end user IT device age, IT service desk responsiveness and effectiveness, and network performance. We listened to our customers in more than 220 individual sessions. We established an OSW IT baseline for end user IT devices and basic network accounts – critical for cost analysis and requirement identification. We published a framework to guide development of an online dynamic, phased OSW Cloud Migration Playbook, which we are looking forward to launching in the coming year.

These accomplishments were a product of close collaboration with organizations within the OSW IT enterprise as well as our IT service provider. I am thankful for their passion for improving IT within their own organizations and across the OSW IT enterprise, and I am excited about the work we have planned for the coming year. Together, we will continue to bolster the vital missions of our OSW enterprise with a modern, secure, and effective IT foundation. Stay tuned!

Charles Osborn
Acting Deputy OSW CIO

OSW CIO'S VISION: TO DELIVER A MISSION-ENABLING CONSISTENT & CONTINUOUS IT USER EXPERIENCE FOR ALL OSW EMPLOYEES

The three operational goals described in the February 2023 *OSD IT Enterprise Implementation Plan* – and shown below – continue to guide OSW CIO's efforts.

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

» **GOAL 2**
TREAT OSW AS AN IT ENTERPRISE

» **GOAL 3**
MAXIMIZE USE OF TECHNOLOGY TO SUPPORT THE OSW MISSION

A YEAR IN REVIEW

In alignment with these goals, the *FY2026-2030 OSD IT Digital Modernization Roadmap* describes five desired business outcomes that are critical to achieving the OSW CIO vision:

PROTECTED DEPARTMENT OF WAR (DoW) DATA

CONTINUOUS ACCESS TO CURRENT TECHNOLOGY

RESPONSIVE GLOBAL SERVICE DESK

CONSISTENT NETWORK PERFORMANCE

RELIABLE REMOTE EXPERIENCE

These business outcomes represent a critical piece of the solid IT foundation required to build an enduring advantage and enable OSW mission success.

Guided by the three operational goals, the OSW CIO worked collaboratively throughout FY25 with leaders and IT Managers across the OSW IT enterprise, alongside the Defense Information Systems Agency (DISA) as the primary OSW IT service provider, to improve the effectiveness and efficiency of OSW common IT services and make progress toward the desired business outcomes. The sections below describe OSW CIO's progress and accomplishments over the past year.

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

OSW CIO utilized data-driven insights to drive prioritization of IT capabilities, support, and associated resources. We leveraged continuous user engagement to ensure OSW CIO and DISA are focused on the things that matter most to OSW organizations – ensuring they have the common IT capabilities they need to perform their missions.

» Collected and **analyzed IT performance metrics** in the areas of endpoint performance, Tier 1 Global Service Desk (GSD) performance, and Non-classified Internet Protocol (NIPR) network health. These metrics align with OSW CIO business outcomes and build on the OSW-DISA Memorandum of Agreement (MOA) by tracking performance in common IT service areas defined in the agreement.

» ENDPOINT AGE*
Continuous Access to Current Technology

90.8% of OSW unclassified devices are less than four years old, which is OSW's target age for lifecycle refresh to maintain optimal device performance and security.

*As of September 1, 2025

» FY25 GSD PERFORMANCE
Responsive Global Service Desk

Tier 1 GSD performance meets or exceeds target levels for 4 out of 7 metrics:
- First Call Resolution
- Contact Abandonment Rate
- Average Handle Time
- Customer Satisfaction Rate

Ticket Reopen Rate and Zero Service Contacts vs. Agent Handled Contacts are trending towards target levels.

» NIPR NETWORK HEALTH*
Consistent Network Performance

Network performance exceeds all 5 metrics for network health, utilization, and speed:
- Packet Loss
- Retransmission
- Utilization
- Connect Times
- Response Times

*As of September 1, 2025

» **Captured user perspective via monthly user surveys**. These surveys provide direct feedback allowing OSW CIO to better understand users' needs, preferences, and pain points. The user satisfaction rate over the last year[1] averaged 3.74 out of 5, representing a slight increase from FY24. 47% of general users indicated a loss of one hour of work or less due to IT disruption, with 38% of general users reporting two to five hours of work lost. When combined with IT performance metrics, the user surveys provide a 360-degree view of OSW IT performance and helps OSW CIO advocate for IT modernization efforts on behalf of the OSW IT enterprise.

» Managed the **enduring OSW IT governance structure**, including the OSW 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 OSW IT enterprise future state. Both groups play a pivotal role in guiding OSW IT strategy, driving future OSW IT enterprise requirements, and enabling the key enterprise initiatives described in this document.

» **Continued monthly Principal Staff Assistant (PSA) and IT service provider listening sessions** to foster honest and open dialogue. We facilitated more than 220 one-on-one sessions this year with 21 OSW 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. During FY25, the OSW CIO team tracked 185 action items from these discussions and closed 150 (81%) of them via active and intentional collaboration between our OSW customers and the IT service provider. For example, these sessions led to better-defined processes for onboarding and offboarding and a clearer OSW-wide understanding of key initiatives like Zero Trust.

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[1] Data points from January 2025-September 2025 OSW IT user surveys

GOAL 2 ACCOMPLISHMENTS
TREAT OSW AS AN IT ENTERPRISE

OSW CIO conducted OSW IT enterprise-level analysis to inform common IT-related decisions. We developed OSW-wide standard processes for streamlined IT management, reducing the need for costly cleanup efforts. In addition to improving overall IT management effectiveness and efficiency, these accomplishments offer a solid foundation for the OSW IT enterprise as a single Component as we prepare for our transition to DoDNET.

» ESTABLISHED AN OSW IT BASELINE

Established an OSW baseline for end point devices (e.g., laptop, desktop, DoW Mobility Unclassified Capability (DMUC)) and NIPR DoD365 accounts. This baseline is critical for cost analysis and requirement identification for the OSW IT enterprise in preparation for DoDNET transition. Collaborated with PSAs, Defense Agencies and Field Activities (DAFA), and DISA to identify and mitigate 865 network account data discrepancies, reducing discrepancies from 15% to 8% between December 2024 and April 2025.

» Partnered with Chief Digital and Artificial Intelligence Officer (CDAO) to **establish an OSW Authorizing Official-as-a-Service (AOaaS) capability**, making it easier for OSW organizations to navigate this critical security-focused process. OSW CIO plans to pilot this capability in early FY26.

» **Developed *OSW IT Network Accounts Management Process Guide*** to supplement DISA's accounts management procedures and ensure an enduring, efficient, and accurate approach to updating OSW IT user accounts. Use of this guide across the OSW IT enterprise will minimize future account discrepancies

and time-consuming manual cleanup efforts to maintain an accurate baseline.

» Sustained **property custodian (PC) support** for five smaller PSAs, effectively bridging gaps in IT asset management (ITAM) and reinforcing enterprise accountability. Provided surge support to Washington Headquarters Services (WHS) to conduct a full physical inventory and facilitate the turn-in of excess equipment. As of July 2025, the five participating organizations and WHS can accurately account for 98% of their IT assets. OSW CIO's PC support also played a pivotal role in enabling Office of Network Assessment's (ONA) seamless FY2025 Q3 transfer of 100% of assets from one organization and location to another for rapid deployment. Overall, PC efforts improve visibility into asset inventory and availability, helping to eliminate redundancies, reduce lifecycle costs, and align investments with mission priorities.

» In alignment with the July 2024 *OSD Civilian Onboarding Modernization Implementation Plan*, **we drafted a forthcoming policy memo** to formalize improved civilian onboarding roles and responsibilities. These improvements have created a smoother first day experience for OSW civilian new hires and ensure they have the IT capabilities needed to contribute meaningfully on Day 1.

GOAL 3 ACCOMPLISHMENTS
MAXIMIZE USE OF TECHNOLOGY TO SUPPORT THE OSW MISSION

During FY25, OSW CIO drove the use of available technology for a more consistent and modernized user experience across the OSW IT enterprise and created resources to help implement OSW IT digital modernization initiatives in support of broader DoW priorities.

» Partnered with DISA J6 and the OSW IT enterprise to **complete Windows 11 transitions** on nearly all OSW devices. This successful and swift transition helps ensure OSW employees have access to effective technology that is current and secure for performing their important missions to support the warfighter.

» **Launched OSW Section 508 Center of Excellence** SharePoint site and resource guide highlighting useful resources, training, and testing tools for general users as well as more advanced Section 508 practitioners. Section 508 compliance ensures digital content and technologies are accessible to users with disabilities and enables their ability to fully participate and engage productively in their work, collaborate with their colleagues, and contribute to innovation.

» **Collaborated with the IT service provider and Microsoft to promote DoD365 tools and capabilities** to the OSW 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.

» PUBLISHED *OSD IT CLOUD MIGRATION PRIMER*

Published this primer as a baseline for developing an online dynamic, phased OSW Cloud Migration Playbook. The primer builds upon the *OSD IT Cloud Migration Vision* published last year, which emphasizes OSW CIO's commitment to enabling a seamless, secure, and efficient transition of mission-critical applications and data to the cloud. Together, these resources provide a framework for using cloud technologies to reach business goals and empower OSW leaders, decision makers, and program managers to thoughtfully plan, resource, and execute their cloud migrations in alignment with the DoW's Cloud Strategy.

LOOKING AHEAD

Over the past year, OSW CIO maintained a steadfast focus on building a modernized IT environment for OSW that effectively and efficiently supports the business and mission needs of the OSW IT enterprise 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 FY26, 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 FY26 to:

» Continue refining the OSW Cloud Migration Playbook to guide system migrations to cloud computing environments, and select pilot organization(s) to use and provide feedback on playbook resources for continuous improvement and enhanced effectiveness

» Develop a comprehensive OSW focused Zero Trust strategy and develop a phased implementation approach that monitors and validates security postures across the enterprise to enhance resilience against evolving cyber threats and aligns with DoW's Zero Trust strategy and timelines

» Develop an OSW IT Baseline Power BI dashboard to visualize and reduce the manual elements of analysis for OSW common IT hardware, software, user categories, and associated costs

» Pilot the OSW AOaaS capability and use lessons learned to refine the approach

» Refine OSW IT asset management process guide and standard operating procedures to enhance property accountability and asset management practices in a consistent way across the OSW IT enterprise, and create an interactive online resource for OSW IT Managers

» Continue collaborating with DISA to implement an integrated automated tool (e.g., ITAM/ Hardware Asset Management (HAM)) for real-time data on the state of IT assets

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