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MEMORANDUM FOR SENIOR PENTAGON LEADERSHIP (SEE DISTRIBUTION)
DEFENSE AGENCY AND DOD FIELD ACTIVITY DIRECTORS

SUBJECT: Communication of Organizational Performance for the Fiscal Year 2020 Senior Executive Service and Senior Professional Performance Appraisal Cycle

This memorandum, and its attachment, provide the assessment of the DoD'S organizational performance through third quarter Fiscal Year (FY) 2020. Pursuant to Chapter 43, Subchapter II of Title 5, United States Code and Part 430, Subpart D of Title 5, Code of Federal Regulations, performance evaluations for Senior Executive Service (SES), Senior Professional (SP), and equivalent workforce will be based on both individual and organizational performance.

In an effort to streamline the Department's reporting issuances, the Chief Management Office has encapsulated the previously issued "DoD Organization Assessment" (OA) within the attached "FY 2020 Agency Financial Report" (AFR). The performance information previously found in the standalone OA can now be viewed in the Management's Discussion and Analysis (MD&A) section of the FY 2020 AFR.

The purpose of the AFR is to provide an overview of the Department's financial information as well as preliminary summary-level performance results through third quarter FY 2020. The MD&A Performance Overview sub-section of the AFR highlights the key performance goals and results, also described in the FY 2021 Annual Performance Plan (Successes and Areas of Improvement).

The Office of Personnel Management (OPM) provided performance threshold definitions and were used to determine if performance measures exceeded, met, or did not meet their performance targets. Specifically, the OPM definitions are:

- **Exceeded:** Actual performance more than 100% of target
- **Met:** Actual performance 90-100% of target
- **Not Met:** Actual performance below 90% of target

The AFR can be found by visiting: <https://comptroller.defense.gov/Financial-Management/Reports/>. To view the Annual Performance Plan, please visit: <https://cmo.defense.gov/Publications/Annual-Performance-Plan-and-Performance-Report/>.

As a reminder, performance goals, as reflected in the President's Budget, are the basis for DoD-wide organizational performance. Rating officials and members of Performance Review Boards (PRB) will use the attached organizational assessment results, along with other relevant performance reports, to assess the performance of the Department's executive workforce. PRBs will make pay-for-performance decisions and award determinations based upon results achieved that demonstrate success and improvement in both DoD-wide and Component-specific performance.

I am confident that these streamlined actions will continue to facilitate the Department's ability to meet the high standards we have set for ourselves.

Questions regarding this correspondence may be directed to Sheila Denham at 571-372-3286 or by email at sheila.c.denham.civ@mail.mil.

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Lisa W. Hershman

Attachment:

As stated

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Director of Net Assessment

Appendix A: Third Quarter, FY 2020 Performance Results Summary

Appendix A highlights the Department's strategic goals, strategic objectives, and results through third quarter for Fiscal Year (FY) 2020 Annual Performance Plan. The following tables outline FY 2020 performance measure results. Exceeds (blue), Met (green) and Not Met (red) assessments were calculated based on the Office of Personnel Management's (OPM) Senior Executive Service (SES), Senior Professional (SP), and equivalent workforce ratings distribution justification criteria. To ensure the quality of performance data collected for this assessment, Department of Defense (DoD) goal owners have attested the performance data results and narrative information is complete, accurate, and reliable and that verification and validation procedures are documented and available upon request.

Strategic Goal 1 - Rebuild Military Readiness as We Build a More Lethal Joint Force

Restore military readiness to build a more lethal force

Utilizing the Readiness Recovery Framework (R2F) and Directed Readiness Tables (DRT), the Department developed plans and quantifiable standards to improve readiness conditions and address risks to national security, as well as identified opportunities to create trade-space to invest in readiness recovery, recapitalization, modernization, and innovation. The Department will continue to refine each Military Service's R2F Metrics/Goals with the ultimate aim of increasing the lethality of the Joint Force through enhanced readiness.

For FY 2020, the Department set a goal to assess, refine, and improve force elements that required attention. As of Quarter 3 (Q3), 2020, in coordination with the other Office of the Secretary of Defense Components, the Joint Staff, and the Services, the Department reviewed 40 force elements that require attention and are currently tracked in the R2F. The performance measures aim to capture the overall number of force elements assessed, based on those force elements that have a defined readiness level through the Dynamic Force Employment model. The Department conducted semi-annual assessments of Military Service force elements, thereby maturing and improving management's understanding of DoD readiness drivers, contextualizing the number of force elements facing readiness shortfalls, and providing an assessment of progress toward readiness recovery. The R2F was also validated through the SD's Weekly Priorities Review and reported to Congress through the classified Semiannual Readiness Report. The Department has identified that external factors—such as the lack of stable, predictable, and adequate funding; changes in operational tempo; and real-world actions of near-peer adversaries—may pose challenges to the R2F. Further, readiness shortfalls caused by the coronavirus 2019 (COVID-19) pandemic may present challenges for the Services in achieving their R2F goals in future quarters. However, major challenges have yet to materialize. As we continue to understand the long-term impacts of COVID-19 on military readiness, Services may identify impediments to recovery.

Increase Weapon System Mission Capability while Reducing Operation Cost

Improving execution of the F-35 Lightning II *Joint Strike Fighter* program has been a major goal for the Department in addressing DoD weapon system mission capability. The program is the Department's focal point for defining affordable, "next-generation" strike aircraft weapon systems and is the Department's largest joint and international acquisition program in DoD

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history. The F-35 is key to 429 strengthening international security and alliances while building defense capacity and enhanced interoperability with U.S. allies. Along with the Navy, Air Force, and Marine Corps, seven allied nations participate in the program as partners, four nations are customers under the Foreign Military Sales (*FMS*) program, and several additional FMS customers have shown strong interest.

The Department met its Q3, FY20 performance target for updating and issuing the F-35 Lifecycle Sustainment Plan and reported progress towards achieving sustainment affordability targets in accordance with the October 2018 Acquisition Decision Memorandum and Expand Global Sustainment Capabilities. The next step in the Life Cycle Sustainment Plan process is to improve the linkage between the performance metrics currently being tracked and cost metrics (such as cost per flight hour and cost per tail per year) in order to drive reductions in sustainment cost to meet the Military Services' affordability constraints. In support of this effort, the F-35 Joint Program Office is working together with the Office of the Assistant Secretary of Defense for Sustainment (*ASD(S)*), the Office of Cost Assessment and Program Evaluation (*CAPE*), and the GAO (which is currently performing an audit focused on F-35 sustainment cost issues) in order to improve the Department's understanding of sustainment cost issues across the F-35 enterprise.

In March 2020, the Department awarded a new \$4.7 billion contract for the acquisition of a total of 78 F-35s for the Navy, Air Force, and Marine Corps. The agreement achieved an overall per tail price reduction from previous contracts of 12.8% for the F-35A variant, 12.3% for the F-35B variant, and 13.2% for the F-35C variant.

Enhance Information Technology and Cybersecurity Defense Capabilities

During FY 2020, the Department made significant advancements in digital modernization. Efforts included network improvements, including those for command, control and communications, enabled by Cloud computing and artificial intelligence (AI), all protected with robust cybersecurity. Two key examples:

Accelerate DoD's Adoption & Integration of Artificial Intelligence (AI) to Achieve Mission Impact at Scale: The mission of the Joint Artificial Intelligence Center (JAIC) is to accelerate the adoption and integration of AI-enabled capabilities, scale the impact of AI throughout the DoD, and synchronize DoD AI activities to expand competitive military advantage. Achieving this goal requires close coordination and synchronization among DoD Components, interagency partners, foreign allies, industry, and academia. The JAIC successfully met performance requirements, with only minor delays during the ongoing COVID-19 outbreak. Progress highlight: In collaboration with stakeholders, the DoD helped develop and formally adopted five principles for the ethical development of AI capabilities. These principles (responsible, equitable, traceable, reliable, and governable) apply to the use of AI in both combat and noncombat situations.

Evolve to Fifth Generation Wireless Communications Technologies (5G): This goal measures DoD's evolution to 5G wireless capability through the execution of early adoption pilot projects; all milestones were met. In response to the President's commitment to making America first in 5G wireless technology, DoD is actively supporting the National Security Council's established

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goal to improve America's digital infrastructure by deploying nationwide secure 5G Internet. Progress highlight: The DoD 5G strategy, published in May 2020, provides the DoD approach to implementing America's National Strategy to Secure 5G. The strategy is key to ensuring 5G's positive impact on the "battle network of the future."

Implement initiatives to recruit and retain the best total force to bolster capabilities and readiness

In order to increase lethality, improve readiness, and grow the capability and capacity of our forces, it is imperative to improve the overall management of our Total Force of Active and Reserve military personnel, government civilians, and contracted services. Section 129a of Title 10, United States Code requires the Secretary of Defense to establish policies and procedures for determining "the most appropriate and cost efficient mix of military, civilian, and contractor personnel to perform the mission of the Department of Defense." The outcome is to attain "a Department of Defense workforce sufficiently sized and comprised of the appropriate mix of personnel necessary to carry out the mission of the Department and the core mission areas of the Armed Forces."

While the Department spends a large amount on labor costs, our Total Force is the key enabler for all operational and critical support functions. We must continuously review and better rationalize how we choose among Total Force alternatives in determining how to do our work and reinvest cost savings in force readiness and modernization.

The Department's lethality and readiness are not just a function of our Service members. DoD's civilian workforce is essential to sustaining the viability and capabilities of the All-Volunteer Force – providing the critical equipment maintenance, base support, logistics and engineering expertise, family programs, and medical care that ensure our Soldiers, Sailors, Airmen, and Marines are ready to deploy, world-wide, and answer the call of our operational Commanders. DoD's civilian workforce is in the business of protecting the American way of life, not regulating or governing it. While it may be appropriate for other federal agencies to reduce their civilian workforce, for the DoD, right-sizing will necessitate targeted growth to both restore readiness and increase the lethality, capability, and capacity of our military force.

In addition, the DoD will go beyond optimization of the Total Force to address critical areas to support Service members and civilians. DoD provides numerous programs and initiatives to ensure it maintains a highly skilled military and civilian workforce shaped for today and prepared for tomorrow's needs. These programs deliver critical skill training to support the mission, provide more flexible measures to recruit quality people, and encourage young citizens to pursue technical, competitive DoD careers. The Department's ability to replace the loss of skills and experience with new talent depends on efficiently and effectively recruiting, hiring, and retaining high-performing employees.

In Q3 FY2020, the Department published implementation policy for section 1109 of the National Defense Authorization Act (NDAA) for FY 2020 which amended section 9905 of Title 5, United States Code. This authority streamlined and simplified certain existing DoD civilian hiring

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authorities. The authority also expanded coverage to new occupations for which the authority may be used and suspends other hiring authorities.

Accomplishment of hiring improvement goals will continue to be monitored/managed through the DoD Human Capital Operating Plan. A Time to Hire (TTH) goal of 80 days was established for FY 2020, with the understanding that outliers (occupations/locations with unique hiring challenges) need to be identified.

TTH days declined for the fourth consecutive quarter; decreasing 16 points from the 94-day baseline in Q4 FY 2019 to 78 days in Q3 FY 2020; two points under the overall FY 2020 80-day goal.

The increasing use of direct hire authorities, as well as priority placement program streamlining initiatives, continue to support the improvement in TTH in DoD. However, the COVID-19 National Emergency and subsequent health protection protocols impacted the Department's ability to complete recruitment efforts during the end of Q2/Q3. The Department will likely experience a greater impact on recruitment during Q4 as these protocols may continue.

Ensure the U.S. Technological Advantage

The Under Secretary of Defense for Research and Engineering (USD(R&E)), continues to drive the Department toward technical dominance in the modernization areas outlined in the National Defense Strategy. The modernization priorities include: 5G; artificial intelligence; autonomous systems; biotechnology; cybersecurity; directed energy; fully-networked command, control, and communications; hypersonics; microelectronics; quantum science; and space. The OUSD(R&E) continues to work across the Department to ensure the research and development investments are aligned and focused.

The OUSD(R&E) also ensures the U.S. maintains or achieves technological advantage through other activities. For FY 2020, the Department set the goal to ensure the long-term viability of the U.S. manufacturing industry to produce capabilities at scale and in the needed time frame. As of second quarter FY 2020, the Department established the Joint Defense Manufacturing Council, which will provide strategic oversight across DoD and alignment to numerous working groups and activities related to manufacturing technology. The council convened its first meeting on March 6 and continues to implement virtual meetings. The Department also set a goal to mitigate exploitation of DoD funded research and technology. The OUSD(R&E) developed DoD Instruction 5000.83, Technology and Program Protection to Maintain Technical Advantage, which was issued in July 2020. The policy standardizes the practice of evaluating all Science and Technology programs for risk of exploitation. Another Department goal in FY 2020 is to grow the competency and methodology for quantifiable cyber resilience of weapon systems, which the Department has done through efforts such as the deployment of software assurance tools to DoD practitioners through the Joint Federated Assurance Center (JFAC) portal. The OUSD(R&E) has established a Prototyping Senior Steering Group (PSSG) to ensure the organization's prototyping investments are synchronized and provide the widest benefit to the Joint Service.

The OUSD(R&E) is also contributing efforts to address the COVID-19 pandemic. Utilizing

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Coronavirus Aid, Relief, and Economic Security Act (CARES Act) funds, the DoD's response to the COVID-19 pandemic includes research and development at the Defense Advanced Research Projects Agency in the areas of AI and biotechnology to help accelerate the response to the current crisis. The OUSD(R&E) is using funds to leverage the federal, state, commercial, and academic members of the DoD Manufacturing Innovation Institute national ecosystem to support manufacture of antibody and antiviral diagnostics technologies, rapidly deploy medical devices and instrumentation, develop a range of medical countermeasures, and coordinate national efforts to accelerate secure U.S. manufacture and acceptance of critical medical supplies.

Enhance Safe and Resilient DoD Installations

The National Defense Strategy emphasizes rebuilding military readiness for a more lethal joint force. As power projection platforms, installations are key components of this line of effort. The Department must work to ensure resiliency to a wide range of challenges – regardless of the source – to include weather, climate, natural events, disruptions to energy or water supplies, and direct physical or cyber-attacks.

The Department is committed to protecting the quality of life for military personnel and their families by ensuring access to safe, high-quality, affordable family and unaccompanied housing where they want to live. The housing conditions where Service members and their families live impact their quality of life and ability to do their jobs, and the Department's ability to recruit and retain the force. Ensuring a positive housing experience is critical to support personnel readiness. The Department is also committed to the long-term success of the Military Housing Privatization Initiative (MHPI) program, and continues oversight of the MHPI portfolio to ensure delivery of safe, quality, well-maintained housing for Service members and their families over the life of the housing projects. This includes a dual focus of ensuring residents have a safe and positive experience living in privatized housing, as well as ensuring the long-term viability of the MHPI projects.

The FY 2020 NDAA included significant modifications of, and additions to, the MHPI legal framework. On February 25, 2020, the Secretary of Defense and the Military Service Secretaries issued the MHPI Tenant Bill of Rights (BOR) that addressed 15 of the 18 rights set out in the FY 2020 NDAA. The BOR expressed DoD's commitment to provide the full benefit of the initial 15 rights by May 1, 2020, and to continue our efforts to provide the full benefits of the three remaining rights - access to maintenance history, process of dispute resolution, and withholding of rent until disputes are resolved - as soon as possible. On June 1, 2020, the Assistant Secretary of Defense for Sustainment, as the Chief Housing Officer (CHO), announced that the first 14 rights in the BOR are fully available to military service members and their families who are tenants of MHPI housing (Tenants) at the vast majority of installations, noting that there are a few instances where an individual right may not be fully available initially at an installation, in which

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case the affected Tenants will be informed at the local level. The CHO announcement, posted on the defense.gov website, asked Tenants for their patience as the Department, including our military installations, and the MHPI projects gain proficiency in delivery of these rights, especially given the present national health situation. The announcement also explained that the Department has made significant progress working with the MHPI companies to resolve remaining challenges to ensure the benefits of the 15th right (common forms and documents), and the remaining three rights (access to maintenance history, process of dispute resolution, and withholding of rent until disputes are resolved) can be made available to Tenants.

On May 1, 2020, the CHO issued interim policy on provision of a seven-year maintenance history for MHPI housing units to prospective tenants. The interim policy does not require “all information” regarding the maintenance of the unit as required by the FY 2020 NDAA, but instead provides the prospective tenant with a seven-year maintenance history in a user-friendly format before signing the lease, and allows tenants the ability to request and receive additional details on that maintenance history. On June 25, 2020, the CHO and the Military Service Components held a conference call with the MHPI companies and the financial community (aka Lenders) engaged in the MHPI projects to discuss provisions in the FY 2020 NDAA. This was the Office of the Secretary of Defense’s first formal engagement with the Lenders and allowed DoD to validate Lender concerns and understand their approval requirements, thereby informing the way ahead towards implementation of the FY 2020 NDAA provisions. On July 16, 2020, the CHO issued policy on use of the MHPI Universal Lease and issued the Universal Lease Frame, a template with common terms and schedules including dispute resolution and rent segregation.

Enhance Acquisition and Sustainment Workforce

The NDS requires increased performance in our acquisition system. Executing one of our most important senior leader functions – talent management - the Department of Defense (DoD) must recruit, develop and retain the high-quality acquisition workforce essential to develop, acquire and sustain operational capabilities for the Nation and warfighter. DoD’s current acquisition workforce framework is outdated, too complex and does not support component acquisition leaders and their new generation acquisition workforce, so the DoD acquisition community is focused on getting Back-to-Basics. The new Back-to-Basics acquisition workforce framework, in combination with the Defense Acquisition University Transformation and deployment of modern talent management practices, will enhance deployment of the Adaptive Acquisition Framework (AAF) and improve DoD’s acquisition system and results.

The number of students enrolled in a credential and the number of credential completions are measures of performance. As of the end of the third quarter, 6,205 students had enrolled and 633 had earned one of Defense Acquisition University (DAU) five credentials, exceeding targets and expectations. As part of their COVID-19 response, DAU was able to move 80 percent of their resident course offerings online, enabling more than 10,000 workforce members to continue training without any down time. DAU quickly developed a COVID-19 related Acquisition Resources and Guidance webpage that includes Federal, DoD, Service, and DAU information. The "DAU Coronavirus Acquisition Resources and Guidance" page was created to provide a

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highly-focused, and crucial, cadre of acquisition professionals across the Federal government with a dedicated, single-point of reference.

This resource was launched March 11, 2020, and provides a curated list of policy guidance, statutes, and tools for those on the frontline of the acquisition fight against COVID-19. Since March, the page has been visited over 7,500 times (an average of 1,500 visits per month). Each visit represents a connection between a professional and a critical piece of information. The online version of the AAF represents a significant step forward in the digitization of DoD acquisition policy. This new way of thinking about policy and guidance as digital tools, instead of static documents, allows for the workforce to zero-in on a specific item at their moment of need. In this calendar year alone, the AAF has been visited well over 200,000 times (an average of 28,515 times per month).

STRATEGIC GOAL 1								
Rebuild Military Readiness as We Build a More Lethal Joint Force								
Strategic Objective (SO) 1.1: Restore Military Readiness to Build a More Lethal Force								
SO Leaders: USD(P&R)								
Performance Goal (PG) 1.1.1: Improve the Department's ability to measure, assess, and understand readiness by September 30, 2021					PG Leader: USD(P&R)			
Performance Measure (PM)		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.1.1.1: Refine and Improve Readiness Recovery Framework Program Metrics/Goals Build-Up	Target	40	N/A	N/A	N/A	116	DRT	35 FEs
	Actual	40					FY22 not approved	
PM 1.1.1.2: Refine Air Force Readiness Recovery Framework Program	Target	8	N/A	N/A	8	16	DRT	14 FEs
	Actual	8					FY22 not approved	
PM 1.1.1.3: Refine Army Readiness Recovery Framework Program	Target	15	N/A	N/A	15	43	DRT FY22 not	9 FEs

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	Actual	15					approved	
PM 1.1.1.4: Refine Marine Corps Readiness Recovery Framework Program	Target	4	N/A	N/A	4	16	DRT FY22 not approved	6 FEs
	Actual	4						
PM 1.1.1.5: Refine Navy Readiness Recovery Framework Program	Target	7	N/A	N/A	7	16	DRT FY22 not approved	6 FEs
	Actual	7						
PM 1.1.1.6: Refine Functional Combatant Command Readiness Recovery Framework Program (includes SOCOM, CYBERCOM, and SPACECOM)	Target	6	N/A	N/A	6	25	DRT FY22 not approved	1 FE
	Actual	6						
<i>Number: # of Force Elements with readiness shortfalls and assigned metrics / Overall # of Force Elements (FEs) assessed</i>								

PG 1.1.2: Reform the Automated Defense Readiness Reporting System to increase functionality, integrity, and utility for the Department					PG Leader: USD(P&R)			
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.1.2.1: Identify DRRS-S input tool requirements and design to meet FY19 NDAA legislation	Target	DoD Readiness Reporting Reform Report to Congress in Coordination	DoD Readiness Reporting Reform Report to Congress Published	DoD Readiness Reporting Policy revisions in begin	DoD Readiness Reporting Policy revisions in coordination	DoD Readiness Reporting Policy revision complete	Implement improvements to DRRS-S data transfer processing architecture	Readiness Reporting Working Group created
	Actual	Achieved Desired Performance Level	Completed	Revisions Begun				
PM 1.1.2.2: Create functionality in DRRS-S to support Army & Marine Corps transition to DRRS-S	Target	DRRS-USMC and Army consolidated into DRRS-S in progress	DRRS-USMC and Army consolidated into DRRS-S in progress	DRRS-USMC and Army consolidated into DRRS-S in progress	DRRS-USMC and Army consolidated into DRRS-S	Complete	N/A	DRRS-Navy consolidated into DRRS-S
	Actual							

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	Actual	On track (development in progress)	On Track (development in progress)	Significant Risk of Completing on Time				
PM 1.1.2.3: Publish a Directive-Type Memorandum on strategic readiness	Target	Continue to socialize the Strategic Readiness DTM throughout the Department	Continue to socialize the Strategic Readiness DTM throughout the Department	Continue to socialize the Strategic Readiness DTM throughout the Department	Continue to socialize the Strategic Readiness DTM throughout the Department	Publish the Strategic Readiness DTM	Update the Strategic Readiness DTM	DTM not published
	Actual	Concept still being socialized	Concept still being socialized	Concept still being socialized				

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PG 1.1.3: Improve Credentialing Opportunities					PG Leader: USD(P&R)			
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.1.3.1: Integrate DoD Credentialing Policy into Career Investment Portfolio and revise DoDI by the end of FY2020	Target				X			N/A
	Actual							
PM 1.1.3.2: Begin the preparation to integrate non-Federal partnership programs into the Service Member Outcomes Portal to include industry, labor unions, NGOs and VSOs/MSOs	Target				X			Target missed
	Actual							
PG 1.1.4: Advance DoD Integrated Safety Assessment, Reporting, Culture and Mishap Mitigation Activities to Reduce Preventable Mishaps and Improve Operational Readiness					PG Leader: USD(P&R)			
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.1.4.1: Provide final recommendations for Mishap Leading Indicators and Mishap Classification Causality and Corrective Action Bins and definitions	Target		X					Established DSOC Leading Indicators and Mishap Classification Task Forces and provided preliminary recommendations
	Actual		X					
PM 1.1.4.2: Provide final recommendations from the Lessons Learned Management Task Force on sharing and communicating Lessons Learned across DoD	Target			X				Identified initial requirements for a DoD-wide lessons learned repository
	Actual			Not Met				
PM 1.1.4.3: Submit final mishap data standards and values for submission to the Business Enterprise Architecture, implementing leading indicators, mishap classification recommendations, and lessons learned management approach	Target				X			Identified 130 standard mishap data elements and developed the draft TO-BE SOH information management process
	Actual							
PM 1.1.4.4: Analysis of SOH Program Management Program Element Code	Target					X		NEW
	Actual							
PM 1.1.4.5: Develop a DoD-wide Safety Management System Criteria and Recognition Program	Target						X	NEW
	Actual							

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SO 1.2: Increase Weapon System Mission Capability While Reducing Operating Cost								
SO Leader: USD (A&S)								
PG 1.2.1: Improve F-35 Execution				PG Leader: OUSD(A&S)				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.2.1.1: Update and issue the F-35 Lifecycle Sustainment Plan and report progress on achieving Sustainment Affordability targets in accordance with the Oct 2018 Acquisition Decision Memorandum	Target	X	X	X	X	X	X	
	Actual	X	X	Not Met				
PM 1.2.1.2: Demonstrate readiness for F-35 Full Rate Production Decision	Target					X		
	Actual							
PM 1.2.1.3: Complete F-35 Initial Operational Test & Evaluation	Target	Measured Annually			X			
	Actual							
PM 1.2.1.4: Expand Global Sustainment Capabilities	Target	X	X	X		X		
	Actual	X	X	X				

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PG 1.2.2: Improve Nuclear Sustainment and Expedite Nuclear Modernization			PG Leader: OUSD(A&S)					
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.2.2.1: Support Air Force B61-12 Life Extension Program tail kit and National Nuclear Security Administration warhead integration leading to tail kit production contract award	Target		X					
	Actual		X					
PM 1.2.2.2: Support Air Force in upcoming Long Range Stand Off (LRSO) weapon design reviews	Target	X						
	Actual	X						
PM 1.2.2.3: Assist Navy, DoD CAPE, OSD(Policy) and Joint Staff in completing the Analysis of Alternatives for the Nuclear Sea-Launched Cruise Missile	Target	Measured Annually			X			
	Actual							
PM 1.2.1.4: Conduct Ground Based Strategic Deterrent Milestone B Defense Acquisition Board and Decision	Target	Measured Annually			X			
	Actual							
PM 1.2.1.5: Initiate the Nuclear Certification Overarching Integrated Product Team	Target		X					
	Actual		X					
PM 1.2.1.6: Approve the Long Range Stand Off (LRSO) Engineering & Manufacturing Development (EMD) Request for Proposal (RFP)	Target					X		
	Actual							

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Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.2.1.7: Re-baseline the Inter-Continental Ballistic Missile Fuze Modernization program	Target	Measured Annually			X			
	Actual							
PM 1.2.1.8: Support development of an integrated nuclear bomber capability transition framework	Target		X					
	Actual		X					
PM 1.2.1.9: Support Test and Evaluation facility/resource reviews	Target	Measured Annually			X			
	Actual							
PM 1.2.1.10: Establish a Re-entry Vehicle Overarching Integrated Product Team	Target		X					
	Actual		X					
PG 1.2.3: Expedite Logistics Innovation				PG Leader: USD(A&S)				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.2.3.1: Operational Availability	Target	87.6%	86.1%	88.6%	86.1%	86.1%	86.1%	
	Actual	78.8%	75.9%	81.3%				
<p>The Ao target is a weighted average of the Ao targets for individual weapon systems and military equipment. Because the weighting factor is the actual size of the individual fleets, the target is a dynamic value from quarter to quarter. 86.1% is the Q2 2020 target. We have used this target for future periods, but will substitute the actual target values when they are available.</p>								
PM 1.2.3.2: NMCS and CASREP (Casualty Report) Backorders	Target	85%	85%	85%	85%	85%	85%	
	Actual	87.5%	87.7%	Data not Available				
<p>The individual Services have their own standards for NMCS and CASREP backorders at the individual weapon system level. Because the operational impact of backorders varies from quarter to quarter depending upon Service-specific factors, there is not a meaningful aggregate target for this metric. *Changed to Supply Availability with targets of 85% each quarter.</p>								
PM 1.2.3.3: Time Definite Delivery Compliance	Target	85%	85%	85%	85%	85%	85%	2017: 86% 2018: 86%
	Actual	85%	85%	86%				

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SO 1.3: Enhance information technology and cybersecurity defense capabilities								
SO Leaders: Principal Deputy, Department of Defense Chief Information Officer (DoD CIO)								
PG 1.3.1: Implement First Four Cyber Priorities				PG Leader: DoD Chief Information Security Officer (CISO), DoD CIO				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.3.1.1: Automated Continuous Endpoint Monitoring (ACEM): Achieve 100% endpoint visibility for Non-classified Internet Protocol Router (NIPR) information networks	Target	*	*	*	*	*	*	*All data and targets are classified
	Actual	*	*	*				
PM 1.3.1.2: Identity Credential Access Management (ICAM): Deploy DoD enterprise and Component level ICAM solution	Target	*	*	*	*	*	*	*All data and targets are classified
	Actual	*	*	*				
PM 1.3.1.3: DevSecOps: Develop a Secure Application Development capability for the DoD	Target	*	*	*	*	*	*	*All data and targets are classified
	Actual	*	*	*				
PM 1.3.1.4: Implement Cyber Excepted Service (CES) and Improve Workforce	Target	42%	51%	59%	67%	79%	90%	FY19: 34%
	Actual	35%	53%	53%				
PG 1.3.2: Implement Joint Regional Security Stack (JRSS) as an Enterprise Service to standardize and enhance security of the Department of Defense Information Network (DoDIN)				PG Leader: Deputy CIO for Information Enterprise (DCIO IE)				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.3.2.1: Cumulative percentage of NIPRNet/SIPRNet JRSS installed with operational traffic	Target	65% / 0%	70% / 0%	75% / 16%	85% / 16%	90% / 60%	100% / 85%	FY18: 65% / 0%
	Actual	65% / 0%	65% / 0%	65% / 0%				FY19: 65% / 0%
PM 1.3.2.2: Cumulative percentage of locations whose network communications are behind JRSS on NIPRNet and SIPRNet	Target	50% / 0%	52% / 0%	55% / 0%	59% / 2%	70% / 15%	80% / 25%	FY18: 40% / 0%
	Actual	57% / 0%	60% / 0%	62% / 0%				FY19: 49% / 0%

Note: First number reflects NIPR JRSS/Second Number reflects SIPR JRSS

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PG 1.3.3 Implement Defense Industrial Base (DIB) and Cyber Supply Chain Risk Management (SCRM) Activities		PG Leader: Deputy CIO for Cybersecurity (DCIO CS)						
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.3.3.1: Number of DIB participants in the voluntary Defense Industrial Base Cybersecurity program and number of outreach engagements with the DIB	Target	25	25	25	25	40	40	NEW
	Actual	24	29	21				
PM 1.3.3.2: Number of cyber threat information products developed and shared by the DoD Cyber Crime Center (DC3) with DIB Cybersecurity program participants	Target	250	250	250	250	1,000		NEW
	Actual	244	454	357				
PM 1.3.3.3: Cyber-Supply Chain Risk Management	Target	10	10	10	20	40	10	NEW
	Actual	10	10	10				
PM 1.3.3.4: Improve threat and risk assessment methods and capabilities	Target	10	10	15	15	40	60	NEW
	Actual	10	10	15				
PM 1.3.3.5: Facilitate Supply Chain Risk Management Information Sharing	Target	10	20	25	25	80	80	NEW
	Actual	10	20	25				
PM 1.3.3.6: Develop and Implement a SCRM Component for the DoD Information Network (DODIN) Approved Product List	Target	10	10	10	20	60	60	NEW
	Actual	10	10	10				

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PG 1.3.4: Accelerate DoD's Adoption & Integration of Artificial Intelligence (AI)				PG Leader: Director, Joint Artificial Intelligence Center				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.3.4.1: Build out the Joint Artificial Intelligence Center	Target	40%	50%	60%	66%	90%		FY19: 30%
	Actual	40%	50%	60%				
PM 1.3.4.2: Mission Initiative and Joint Common Foundation (JCF) Lines of Effort on schedule and within budget	Target	75%	75%	77%	80%	85%	90%	NEW
	Actual	75%	75%	77%				
PM 1.3.4.3: DoD AI and JAIC engagements with industry, academia, and U.S. allies and partners	Target	Measured Annually			100%	100%		NEW
	Actual							
PM 1.3.4.4: Guide the creation of strategically and militarily useful AI technologies	Target	Measured Annually			4	5	6	NEW
	Actual							
PG 1.3.5: Award of Joint Enterprise Defense Infrastructure (JEDI) Cloud Contract				PG Leader: Deputy CIO for Information Enterprise (DCIO IE)				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.3.5.1: *Award of JEDI Cloud Contract	Target	100%	100%	100%	100%	100%	100%	FY19: 0%
	Actual	100%	0%	0%				

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PG 1.3.6: Evolve to 5G				PG Leader: USD(R&E) and Deputy CIO for Command, Control, & Communications (DCIO C3)				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.3.6.1: Evaluate Pilot results	Target	Identify initial pilot locations and use cases	Release Pilot Requests for Prototype Proposal RPP	Evaluate RPP Responses	Award Pilot Contracts	TBD after contracts awarded and Pilots begin	Pilot success measurement	NEW
	Actual	4 locations and use cases ID'd	4 RPPs issued for initial pilot locations and use cases	Submissions received for RPPs Evaluation ongoing				
PG 1.3.7: Joint Enterprise Defense Infrastructure (JEDI) Environments Open for Business				PG Leader: Deputy CIO for Information Enterprise (DCIO IE)				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.3.7.1: JEDI Cloud Open for Business	Target	30%	40%	50%	60%	100%	100%	FY19: 0%
	Actual	30%	40%	50%				

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PG 1.3.8: Modernize Tactical Radio Communications (Waveforms, Radios, Crypto)				PG Leader: Deputy CIO for Command, Control & Communications (DCIO C3)				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year
PM 1.3.8.1: COMSEC Modernization Radio (Tactical Radios)	Target	Measured Annually			40%	60%	80%	FY18: 5% FY19: 5%
	Actual							
PM 1.3.8.2: COMSEC Modernization Radio (Link-16)	Target	Measured Annually			60%	90%	100%	FY19: 24.7%
	Actual							
PM 1.3.8.3: Accelerate Mobile User Objective System (MUOS) Terminal Procurement	Target	14%	16%	18%	20%	28%	36%	FY19: 9.2%
	Actual	9.2%	9.2%	9.2%				
PG 1.3.9: Assured Electromagnetic Spectrum (EMS) Access, Use, & Maneuver				PG Leader: Deputy CIO for Command, Control & Communications (DCIO C3)				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.3.9.1: Electromagnetic Spectrum Enterprise Architecture (EMSEA)	Target	50%	60%	70%	80%	100%		NEW
	Actual	50%	50%	60%				
PM 1.3.9.2: EMS Common Operational Picture (COP)	Target	20%	30%	40%	50%	100		NEW
	Actual	10%	24%	34%				

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PG 1.3.10: Modernize and Protect PNT Delivery				PG Leader: Deputy CIO for Command, Control & Communications (DCIO C3)				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.3.10.1: MGUE platform integration and installation	Target	N/A	JLTV PEO Cert Comp			Stryker PEO Cert Complete	DDG Comp & B-2 Install Comp	N/A (MGUE not available for installation)
	Actual		JLTV PEO Cert delayed	JLTV PEO Cert complete (delayed from Q2)				
PM 1.3.10.2: Defense Regional Clock (DRC) Installation	Target	83%	-	90%	-	100%		FY19: 85%
	Actual	87%		87%				
PG 1.3.11: Improve Senior Leadership Communications by Ensuring Those Critical DoD Systems, Facilities, Platforms, and Nodes Provide Assured, Reliable, and Resilient Communications				PG Leader: Deputy CIO for Command, Control & Communications (C3)				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.3.11.1: Assess 5 critical senior leadership communications nodes yearly	Target	2	1	2	1	5	5	FY19: 4
	Actual	2	1	0				
PM 1.3.11.2: Develop 5 Plan Of Action and Milestones (POAMs) to resolve each location's findings	Target	2	1	2	1	5	5	FY19: 4
	Actual	2	1	1				
PM 1.3.11.3: Annual report that captures DTRA assessments	Target	Measured Annually			1	1	1	FY19: 1
	Actual							

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SO 1.4: Deliver timely and relevant intelligence to warfighters and decision makers to provide decisive and dominant advantage over adversaries	
SO Leaders: Principal Deputy, Department of Defense Chief Information Officer (DoD CIO)	
PG 1.4.1: Provide Advantages in Competitive and Contested Environments	PG Leader: Director for Defense Intelligence (Intelligence Strategy, Programs & Resources)
Classified	
PG 1.4.2: Leverage Commercial Technologies and Innovation Solutions	PG Leader: Director for Defense Intelligence (Warfighter Support)
Classified	
PG 1.4.3: Elevate Defense Security	PG Leader: Director for Defense Intelligence (Intelligence and Security)
Classified	
PG 1.4.4: Deepen Alliances and Foreign Partnership	PG Leader: Director for Defense Intelligence (Warfighter Support)
Classified	
PG 1.4.5: Increase Enterprise Integration	PG Leader: Director for Defense Intelligence (Intelligence Strategy, Programs & Resources)
Classified	

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SO 1.5: Implement initiatives to recruit and retain the best Total Force to bolster capabilities and readiness								
SO Leader: USD(P&R)								
PG 1.5.1: Improve recruitment and retention of the civilian workforce				PG Leader: USD(P&R)				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.5.1.1: Civilian Time to Hire: Number of days for all civilian hiring actions (Internal and External)	Target	Decrease from previous FY average of 94	Decrease from Q1 FY 2020	Decrease from Q2 FY 2020	Decrease from Q3 FY2020	< FY 2020 average	< FY 2021 average	94 day average
	Actual	82	83	78				
PM 1.5.1.2: Continue quarterly performance reviews of Components' hiring efficiency (time to hire) and effectiveness (manager satisfaction/ applicant quality)	Target	Reviews ongoing	Reviews ongoing	Reviews ongoing	Reviews ongoing	Reviews ongoing	Reviews ongoing	
	Actual	Reviews ongoing	Reviews ongoing	Reviews ongoing				
PM 1.5.1.3: Monitor Hiring Managers Customer Satisfaction Survey results	Target	75%	75%	75%	75%	>FY 2020 average	>FY 2021 average	
	Actual	72%	73%	78%				
PM 1.5.1.4: By October 1, 2020, implement DoD Hiring Model across the Enterprise and begin identifying hiring	Target	On Track	On Track	On Track	On Track	Complete & Reviews Ongoing	Reviews Ongoing	
	Actual	On Track	On Track	Delayed				

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PG 1.5.2: Enhance recruitment and sustainment of the All-Volunteer Force (AVF)				PG Leader: USD(P&R)				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.5.2.1: *By the end of FY 2021, increase percent of youth who say they have considered military service by two points to 60%	Target	Measured Annually			59%	60%	N/A	Results expected January 2020
	Actual							
PM 1.5.2.2: *By the end of FY 2021, increase enlisted annual accession percentages from non-top 10 states by one-half point to 72.4%	Target	Measured Annually			72.2%	72.4%	N/A	Results expected January 2020
	Actual							
PM 1.5.2.3: *By the end of FY 2021, increase influencers who have seen a JAMRS ad by five points to 10%	Target	Measured Annually			8%	10%	N/A	Results expected January 2020
	Actual							

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SO 1.6: Ensure the U.S. technological advantage								
SO Leader: OUSD (R&E)								
PG 1.6.1: Foster U.S. military technical advantage by advancing development and aligning investments				PG Leader: OUSD (R&E)				
Performance Measures		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Result
PM 1.6.1.1: Recruit a Director of Defense Research and Engineering for Modernization to serve as the Department’s steward and advocate for advancing the Department’s National Defense Strategy’s modernization priorities	Target	X						N/A
	Actual	X						
PM 1.6.1.2: Deliver Department-Wide Road to Dominance Strategies to Deliver Game-Changing Effects for the Warfighter	Target	Measured Annually			X	N/A	N/A	N/A
	Actual	Measured Annually						
PM 1.6.1.3: Leverage strategic partnerships to ensure the Department’s investments are appropriately focused on the modernization priorities and address issues during the FY 2022 Program and Budget Review, as needed, to address remaining investment gaps	Target	Measured Annually			X			Met
	Actual	Measured Annually						
PM 1.6.1.4: Mature R&E Organization; finalize transitions from heritage OUSD (AT&L) manpower and processes. Complete and obtain approval for the OUSD(R&E) charter	Target	X				N/A	N/A	N/A
	Actual	Partially Met			Target Met in July			
PM 1.6.1.5: Re-orient Federally Funded Research and Development Centers (FFRDCs) to align with FAR 35.017	Target		X			N/A	N/A	N/A
	Actual		X					

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Performance Measures		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year
PM 1.6.1.6: Ensure the long-term viability of the U.S. manufacturing industry to produce capabilities at scale								
<ul style="list-style-type: none"> Align Manufacturing Technology Programs to DoD technology modernization areas 	Target				X	N/A	N/A	N/A
	Actual							
<ul style="list-style-type: none"> Establish Defense Manufacturing Council 	Target		X			N/A	N/A	N/A
	Actual		X					
<ul style="list-style-type: none"> Establish Synthetic Biology Manufacturing Innovation Institute 	Target				X	N/A	N/A	N/A
	Actual							
PM 1.6.1.7: Mitigate exploitation of DoD funded research and technology								
<ul style="list-style-type: none"> Technology and Program Protection DoDI 	Target		X			N/A	N/A	N/A
	Actual		Partially Met		Target Met in July			
<ul style="list-style-type: none"> Guidance to DoD Grant Managers to address research exploitation 	Target			X		N/A	N/A	N/A
	Actual			Partially Met	Target Met in July			
PM 1.6.1.8: Grow competency and methodology for quantifiable cyber resilience of weapons systems								
<ul style="list-style-type: none"> Deploy Software assurance (SwA) engineering tool licenses 	Target		X			N/A	N/A	N/A
	Actual		X					
<ul style="list-style-type: none"> Updated DoDI 5200.44 	Target				X	N/A	N/A	N/A
	Actual							
PM 1.6.1.9: Establish Prototyping Senior Steering Group	Target			X		N/A	N/A	N/A
	Actual	X						

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SO 1.7: Ensure Safe and Resilient DoD Installations								
SO Leader: USD (A&S)								
PG 1.7.1: Enhance the Quality of Military Housing				PG Leader: USD(A&S)				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.7.1.1: Issue Resident Bill of Rights	Target	X						NEW
	Actual		X					
PM 1.7.1.2: Develop Resident Responsibility Document	Target	X						NEW
	Actual		X					
PM 1.7.1.3: Review MHPI Resident Satisfaction Survey Process	Target				X			NEW
	Actual			X				
PM 1.7.1.4: Establish Dispute Resolution Process	Target	X						NEW
	Actual	X		X				
PM 1.7.1.5: Establish Incentive Fee Framework	Target	X						NEW
	Actual	X						
PM 1.7.1.6: Revitalize Housing Workforce	Target			X (Army and Navy)		X (Air Force)		NEW
	Actual			X (Navy)				

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Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.7.1.7: Establish Customer Care/Resident Advocates	Target			X (Army and Navy)		X (Air Force)		NEW
	Actual			X (Army and Navy)				
PM 1.7.1.8: Issue Common Lease Framework	Target				X			
	Actual			X				
PG 1.7.2: Ensure Installation Energy Resilience				PG Leader: USD(A&S)				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.7.2.1: Installation Energy Plan Reviews	Target	X	X	X	X	X	X	NEW
	Actual			Not Met				
PM 1.7.2.2: Energy Resilience and Conservation Investment Program (ERCIP) Annual Program Review	Target	X				X	X	NEW
	Actual	X						
PM 1.7.2.3: Utilities Privatization Program Annual Program Review	Target	X				X	X	NEW
	Actual	X						

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PG 1.7.3: Mitigate Environmental Threats to Past, Current, and Future Installations			PG Leader: USD(A&S)					
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.7.3.1: Expand and run DoD climate tool to assess vulnerabilities	Target					X		NEW
	Actual							
PM 1.7.3.2: Assess Current Department Water Resilience Vulnerabilities	Target	X						NEW
	Actual	X						
PM 1.7.3.3: Integrate climate resilience (flood risk mitigation) into master planning and DD1391s	Target		X (Modify DD 1391)		X (Update UFCs)			NEW
	Actual		Not Met					
PM 1.7.3.4: Incorporate climate resiliency (projections) into planning and design UFCs	Target	Measured Annually			X			NEW
	Actual							

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PG 1.7.4: Environmental Remediation of the “PFAS” class of chemical			PG Leader: USD(A&S)					
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.7.4.1: Develop Policy to Track Sites in Preliminary Assessment/Site Investigation	Target	X						Signed Oct 23, 2019
	Actual	X						
PM 1.7.4.2: Develop Policy to Estimate Cost to Complete	Target	X						Signed Oct 15, 2019
	Actual	X						
PM 1.7.4.3: Issue Policy to Report PFAS in Storm Water Discharge Permits	Target		X					Signed Jan 10, 2020
	Actual		X					
PM 1.7.4.4: Establish DoD PFAS Website on Defense.gov	Target	X						Went live Nov 19, 2019
	Actual	X						
PM 1.7.4.5: Identify Method for Testing Non-Groundwater & Soil and Establish Timelines for Implementation	Target	X						NEW
	Actual	X						
PM 1.7.4.6: AFFF Sampling to Validate Concentrations of PFOS/PFOA	Target	X						Lab validation Dec 30, 2019
	Actual	X						
PM 1.7.4.7: Evaluate Fluorine Free Foams to Validate MILSPEC Compliance	Target	X	X	X	X	X	X	On-going
	Actual	X	X	X				

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SO 1.8: Recruit, Develop, and Retain a Diverse Acquisition and Sustainment Workforce								
SO Leader: USD (A&S)								
PG 1.8.1: Enhance Acquisition Workforce Talent Management Tools and Processes					SO Leader: USD (A&S)			
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.8.1.1: Deployment of new Back-to-Basics acquisition workforce framework	Target		X		X	X		
	Actual		X					
PM 1.8.1.2: Deployment of modern talent management system capability 1. Completion of Service Pilot Phase 1 Update 2. Expanded deployment	Target		X		X	X		
	Actual		X					
PG 1.8.2: Transform the Way We Train and Develop the Acquisition Workforce					PG Leader: USD(A&S)			
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.8.2.1: Number of students enrolled in a credential* *Includes those in process and completions; cumulative totals.	Target	2000	2000	2000	2000	4000	6000	No prior data
	Actual	2561	4154	6205				
PM 1.8.2.2: Number of credential completions* * Cumulative totals.	Target	65	65	65	65	260	1200	No prior data
	Actual	125	331	633				

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PG 1.8.3: Enhance Diversity in Acquisition Workforce				PG Leader: USD(A&S)				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.8.3.1: Assess state of diversity	Target		X					NEW
	Actual		X					
PM 1.8.3.2: Identify and share Service/Agency, Private Sector best practices	Target	Measured Annually			X			NEW
	Actual	Measured Annually						
PG 1.8.4: Grow Competencies in Emerging Disciplines; Validate Annually				PG Leader: USD(A&S)				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 1.8.4.1: Deployment of Emerging Training Requirements capability [finalizing Back-to-Basics Framework implementation to Q4]	Target	Measured Annually			X			NEW
	Actual	Measured Annually						
PM 1.8.4.2: Leverage PPTE assignments for emerging disciplines	Target		15					NEW
	Actual		16					
PM 1.8.4.3: Leverage use of authorities	Target	Measured Annually			X			NEW
	Actual	Measured Annually						
PM 1.8.4.4: Software Talent Initiatives	Target	Measured Annually			X			NEW
	Actual	Measured Annually						
PM 1.8.4.5: Plan Implementation of Defense Civilian Training Corps	Target			X				NEW
	Actual			X				

Strategic Goal 2 - Strengthen Our Alliances & Attract New Partners

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Reform the Security Cooperation Enterprise

The Department understands its role in and contribution to our national security. We are part of an interagency team working with the State Department and other stakeholders to build international cooperation through bilateral, regional, and broader relationships toward mutually beneficial strategic and operational outcomes. The Department's contribution to strengthening alliances and partnerships consists of a wide range of programs and activities designed to improve security and foster interoperability and preparedness, both in terms of capability and capacity. These programs include foreign military sales, foreign military funding, exercises and training events, military-to-military exchanges, and partnering to develop key technological capabilities. We will ensure that these programs and activities are calibrated and coordinated so that the Department fully and appropriately contributes to the achievement of our broader national security objectives. This effort includes assessing and reforming our security cooperation organizations and structures, our workforce, and our processes.

The Defense Security Cooperation Agency (DSCA) continues to support the Department's role in our national security and National Defense Strategy Implementation by assessing and reforming our security cooperation organizations and structures, our workforce, and our processes.

Working with other key Department of Defense stakeholders, the DSCA developed and is currently implementing strategic planning frameworks that will focus DoD attention on developing partner capabilities that best support partner security roles tied to NDS objectives. This Strategy to Capability approach enables the Department to prioritize efforts across all security cooperation activities. While there are 4 levels to the Strategy to Capability approach, Level 1 Strategic Frameworks provide the best indicator to measure progress. These frameworks are critical to synchronizing, planning and resourcing efforts across the Department because they are the only document that establishes a coordinated DoD perspective on partner roles, capabilities, and activities. As of Q3 FY2020, DSCA has completed 34 of 60 targeted Level 1 Strategic Frameworks. The COVID-19 pandemic and the DoD "maximum telework" policy during Q3 FY2020 limited employee access to the secure networks and classified information required to develop, review, and validate the Level 1 Strategic Frameworks. However, efforts to review and develop the Strategic Frameworks have continued and will resume in full once Action Officers are able to regain consistent access to the secure networks and classified information.

The DSCA is also leading a Congressionally-mandated Security Cooperation Workforce Development Program to professionalize and certify the DoD Security Cooperation Workforce (SCW). One of the components of this program is building and implementing a program to certify the SCW based on training and experience. The Certification Program began implementation in phases starting in January 2020 with full implementation of the program planned for the end of 2023. The DSCA issued guidance specific to the Certification Program in Q1 FY2020, and began implementation of the Certification Program in Q2 FY2020. In FY2017 and FY2018, DoD components submitted manpower and personnel data to DSCA to help identify the size and scope of the SCW. In FY2019, DSCA established the Defense Security Cooperation University and began offering an initial tranche of Certification Program courses to SCW members. The DSCA

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has reached 40% completion of the effort to establish guidance to create a trained and certified workforce, which is on track and slated for completion in FY2022. The DSCA has also developed, tested, and fielded 67% of courses for the SCW Certification Program, which has exceeded the target for this quarter and is also slated for completion in FY2022.

Promote Acquisition & Sustainment Initiatives with Key International Partners

The DoD engagement with industry partners on international procurement and development measures place emphasis on making U.S. products more attractive and competitive. OUSD(A&S) measures include conducting outreach to Industry Associations and CEOs to meet the performance goal to enable timely Foreign Military Sales (FMS) deliveries via contracting, dialogue with industry, tech release, and plan for exportability. In Q3 FY2020, outreach to industry continued to address regular business involving international acquisition issues, as well as assessing ongoing COVID-19 impacts. Through a mix of teleconference calls and video teleconferences, engagement with industry associations and contractors, to lay the groundwork for ongoing dialogue, has remained on track and continued on a steady pace despite the current COVID-19 environment.

The Department received \$1 billion for the Defense Production Act (DPA) through the CARES Act recently passed by Congress to prevent, prepare for, and respond to issues as a result of COVID-19. As part of the National response, DoD, in coordination with Health and Human Services (HHS), is looking to expand capacity in several critical areas, including medical resources and the Defense Industrial Base (DIB). The DoD is actively working with industry, interagency partners and Congress to ensure Title III of the DPA is utilized where needed and in concert with the whole of government approach to COVID-19.

In response to COVID-19 DIB impacts, the Industrial Base Council (IBC) is currently assessing inputs from all sources to prioritize funds appropriated to the DPA Title III program. The two IBC priorities for these investments are to (1) offset direct financial distress in the DIB caused by COVID-19 and (2) support regions harder hit by COVID-19 with investments aimed towards local job creation. Ongoing DPA Title III efforts to date largely target the supply chains in aircraft, shipbuilding, space, soldier systems, microelectronics, and rare earth elements. Investment projects in products and services for these fragile DIB sectors will stimulate the sub-tiers and small businesses supporting the most critical programs critical to national security and bolster DIB companies to persevere through the challenging economic pressures now present. To date, 17 projects have been awarded in support of the COVID-19 response, 5 projects for essential medical resources and 12 to support the DIB.

The Title III program is actively engaging with the International Development Finance Corporation (DFC) to put policy and procedures in place to enable Title III loans in support of the national response to COVID-19. Executive Order (EO) 13922 delegates authorities to DFC CEOs under Title III of the DPA “to make loans, make provision for purchases and commitments to purchase, and take additional actions to create, maintain, protect, expand, and restore the domestic industrial base capabilities, including supply chains within the United States and its territories (‘domestic supply chains’), needed to respond to the COVID-19 outbreak.” \$100 million of DPA

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Title III funding appropriated under the CARES Act has been allocated for potential DFC loans. DPA Title III loans will support HHS, Strategic National Stockpile priority areas, specifically N95 respirators, other personal protective equipment, pharmaceuticals, ventilators, airway management consumables and testing supplies.

STRATEGIC GOAL 2								
Strengthen Our Alliances & Attract New Partners								
Strategic Objective (SO) 2.1: Reform the Security Cooperation Enterprise								
SO Leader: DSCA								
PG 2.1.1: Synchronize U.S. planning and resourcing efforts to develop full-spectrum capabilities for partner nations				PG Leader: DSCA				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 2.1.1.1: Level 1, Strategic Frameworks	Target	20	20	20	20	X	X	29
	Actual	18	16	0				
PG 2.1.2: Develop a Highly Qualified Security Cooperation Workforce				PG Leader: DSCA				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 2.1.2.1: Establish guidance to create a trained and certified workforce	Target	40%	40%	40%	65%	80%	100%	25 Complete
	Actual	40%	40%	40%				
PM 2.1.2.2: Develop, test and field courses for the SCW Certification Program	Target	45%	50%	55%	60%	75%	100%	40%
	Actual	45%	53%	67%				
PM 2.1.2.3: SCW members complete all required Basic level courses in the appropriate academic Area of Concentration (AoC).	Target	0%	10%	20%	30%	85%	90%	N/A
	Actual	3%	6%	11%				

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Strategic Objective (SO) 2.2: Promote Acquisition & Sustainment Initiatives with Key International Partners								
SO Leader: A&S								
PG 2.2.1: Identify and Exploit Opportunities for Interoperability with Potential Partners					PG Leader: USD(A&S)			
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 2.2.1.1: Conduct *PF#2: AUS Workshop ME&I Definition & Introduction *PF = Pathfinder	Target	X						1 st held 12-13 Sept 19
	Actual	X						
PM 2.2.1.2: PF#2: AUS Workshop ME&I Follow-On	Target	X						NEW
	Actual	X						
PM 2.2.1.3: Conduct PF#3: Finland Workshop	Target		X					NEW
	Actual		Delayed due to COVID					
PM 2.2.1.4: Conduct PF#4: NLD Workshop (TBD)	Target							
	Actual							
PG 2.2.2: Enable Timely FMS Deliveries via Contracting, Dialogue with Industry, Tech Release, and Plan for Exportability					PG Leader: USD(A&S)			
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 2.2.2.1: Publish DFARS case to codify the FFP requirement in regulations	Target	X						NEW
	Actual	X						
PM 2.2.2.2: Conduct outreach to Industry Associations and CEOs	Target	X	X	X	X			NEW
	Actual	X	X	X				

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PG 2.2.3: Partner with Interagency and Industry Stakeholders to Advance Shared Equities				PG Leader: USD(A&S)				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 2.2.3.1: Engage with DoD Components and Industry CEOs as part of communications strategy	Target	X	X	X	X			NEW
	Actual	X	X	X				
PM 2.2.3.2: Leverage tradeshows to make partners aware of cutting edge U.S. defense systems* * Tradeshow participation in 2020 cancelled as result of - COVID-19	Target		X		X			NEW
	Actual		X					
PM 2.2.3.3: Conduct outreach with MoDs, NATO, and EU to ensure security and interoperability of systems	Target		X	X				NEW
	Actual		X	X				
PG 2.2.4: Strengthen Industrial Base Through Approved International Partners				PG Leader: USD(A&S)				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 2.2.4.1: Leverage CNAD to drive acquisition best practices, shape multinational cooperation to meet NATO targets for collective security. Continue focus on NATO-EU cooperation as key element for EU defense initiatives.	Target			X				NEW
	Actual			X				
PM 2.2.4.2: Engage key partners and allies where Chinese influence may compromise global industrial base.	Target		X	X	X			NEW
	Actual		X	X				

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Strategic Goal 3 - Reform the Department's Business Practices for Greater Performance and Affordability

Improve and strengthen business operations through a move to DoD-enterprise or shared services; reduce administrative and regulatory burden

The Department is on track to achieve \$7.7 billion in financial savings for FY20, continuing to contribute toward the reform savings total of \$46 billion across FY19-24 as the target set by OMB. Established reform teams continue to push the Department forward in cross-functional reform areas. DoD leverages a standardized reform management framework to monitor progress of each reform area against major milestones and measurable tollgates. The senior reform governance board conducts frequent recurring progress reviews at a rate of 50% each quarter, provides direction, establishes priority, and conducts resource analysis to ensure continued advancement of the reform areas. To date in Q3, 7 of 8 reform teams as well as the Defense-wide program office have presented high priority initiatives and efforts to the Reform Management Group (RMG). The Department is in the process of executing and implementing defense-wide reforms 2.0 (DW 2.0) with emphasis on category management, clean sheeting, and streamlining business processes and functions. For the second year in a row, DoD has successfully set the annual Fiscal Year Defense Program (FYDP) saving targets by the end of the second quarter at continued FY levels that maintain the necessary momentum to achieve \$46B in savings by FY24. These savings targets are critical to sustain the progress made in benefit realization while advancing toward new bold transformation and reform initiative solution developments, decisions, and implementation engagements.

Defense Business Systems

The Department continues to evaluate the total number of systems across the enterprise with a goal to reduce interfaces by merging appropriate data and improving the cadence of information exchange between systems. This is evident in Defense Business System (DBS) reform activities that achieved the following in FY 2020:

Defense Civilian Human Resource Management System (DCHRMS): The DCHRMS configuration has been in full swing reengineering thousands of business processes and rules, reducing system roles by 30 percent, and decreasing the number of data fields by 45 percent. The reform is on track to increase interoperability of human resources capability by reducing interfaces down to 36 in FY 2020 from 42 in FY 2019.

Enterprise Digital Learning Modernization: This year, an enterprise solution for delivering a Learning Management System in an IL4 cyber security accredited environment, has nearly been completed. This reform yielded a \$3 million investment cost avoidance, leveraged existing capabilities, increased shared service opportunities, and integrated requirements into a Software as a Service and Platform as a Service environment; streamlined and reduced the acquisition process cycle time and workload, and standardized architecture into an open source learning

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environment. With financial savings for this reformed capability at \$22 million in FY 2020, this begins the \$122 million in savings expected over the FYDP.

Modernize Defense Travel: The Department has brought on 2,000+ users and completed over 800 trips through deployment of an initial prototype. Quarterly results identify improper payment rates have exceeded targets at less than 1% and are a 4.3% improvement over the legacy travel system. Customer satisfaction rates also exceeded targets and are set to further improve as customer feedback configuration updates are incorporated. The COVID-19 situation created a temporary DoD travel ban delaying deployment roll-out and will slip completion and savings schedules. This reform is set to save \$119 million in FY 2020.

Contract Management

Validation of contract requirements for continued need, redundancy, and effectiveness of contracts, structures, and conditions – remains a major reform focus area. Accomplishments for FY 2020 are significant.

Financial savings achieved, demonstrated, and validated for all DoD Components in accordance with Service Requirements Review Boards, Senior Review Panels, and programmed budgeted amounts have confirmed \$441 million for FY 2020. The annual review to ensure bridge contracts awarded in fourth estate entities are for proper purposes only, are on track to meet or exceed the target of less than 125. COVID-19 impacted senior review panels with shifts from in-person to paper reviews, yet no issues with schedule or outcome achievements are expected.

The implementation of Category Management Best Practices throughout the DoD has accomplished contract spend reviews of \$26 billion in FY20 thus far, and are set to gain substantial contract cost avoidance and financial savings across the Fiscal Year Defense Program 2020-2024 in all 19 Government Services Agency defined subcategories. Initial sprint savings determined in FY 2020 have thus far reached \$67 million, with \$6 billion in savings currently being considered. As some key DoD organizations were called upon to provide response capability to support COVID-19, some spend reviews and sprint initiatives were placed on hold or pushed to the future for extended completion times.

Healthcare Management

The DoD Military Health System has cautiously made changes fundamental to the governance, organization, and operational business aspects, intended to ensure no degradation of care or readiness. Achievements in FY 2020 are highlighted below.

Medical Force Structure reforms generated \$19 million in savings prior to COVID-19 by resizing medical headquarters staffs. Non-availability of service members for medical reasons met the targets for the entire period. Expeditionary knowledge, skills, and abilities met the FY20 targets at mid-year in both general and orthopedic surgery areas, and availability of primary care appointments were above target.

Clinical Facility Rightsizing efforts, shared service delivery of medical benefits between DoD and the Department of Veterans Affairs, reforms to improve TRICARE, and imaging-related medical

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device reviews, are targeted to achieve savings over \$1 billion in FY 2020. COVID-19 response efforts resulted in commitment of the bulk of military and local healthcare resources, pausing all medical reform initiatives pending COVID-19 response moderation.

Reduce Regulatory Burden

A key Administration priority is to reform regulatory requirements that negatively impact the U.S. economy. In accordance with Executive Order 13777 and OMB Memorandum M-17-23, the Department established a goal to review all 716 DoD codified regulations in order to evaluate regulations for consolidation and to eliminate unnecessary, outdated, or ineffective regulations by 25%. This effort will help reduce burden and costs to the public; identify priority regulations that align with the SD's priorities; and improve the business process of issuing regulations.

The DoD Regulatory Reform Task Force review, which was completed by Q1, FY 2019, recommended 248 (35%) regulations for repeal, 49 (7%) for replacement, 80 (11%) for modification, and 339 (47%) for retention. The Department has established a goal of implementing at least 50 Task Force recommendations each fiscal year. In FY 2020, through Q3, the Department implemented 30 recommendations that resulted in repealing 18 regulations, and modifying 12.

As a part of DoD's efforts in reducing regulatory burden and costs, DoD has worked with OMB to establish a regulatory cost allowance for each fiscal year. On April 21, 2020, DoD and EPA published a joint rule that became effective on June 22, 2020. This rule was particularly important in supporting DoD's compliance with Executive Order 13771 as it secured \$113 million in cost savings for the American public, resulting in the elimination of DoD's regulatory rolling budget deficit of \$65.5 million, and producing a carry-over cost savings of approximately \$27.5 million.

While it is expected that DoD will meet its regulatory reform goals for FY 2020, the COVID-19 pandemic presented several challenges that may impact DoD's regulatory performance. The Office of Management and Budget, Office of Information and Regulatory Affairs prioritized the review and clearance of COVID-19 regulatory actions and delayed review and clearance of non-COVID-19 regulations. Similarly, the Office of the Federal Register prioritized the publication of COVID-19 regulatory actions, which created a backlog of the publication of non-COVID-19 regulations across the executive branch agencies. As a result, there was a delay in the approval and publication of non-COVID DoD regulations. Additionally, since March 2, 2020, the DoD Regulatory Team processed approximately 400 COVID-19 interagency regulatory actions, while continuing to process DoD's own COVID-19 regulatory actions. The dramatic increase in interagency reviews of COVID-19 regulatory actions left DoD little time to process non-COVID-19 regulatory actions and may result in some high visibility, priority regulations not being finalized as anticipated this fiscal year.

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Improve the quality of budgetary and financial information that is most valuable in managing the DoD

The financial statement annual audit regimen is foundational to reforming the Department's business practices and consistent with the NDS. Data from the audits is driving the Department's strategy, goals, and priorities and enabling leaders to focus on areas that yield the most value to the warfighter. The audits are already proving invaluable and have the potential to support long-term, sustainable reform that could lead to efficiencies, better buying power, and increased public confidence in DoD's stewardship of funds.

The Department met all performance measures/targets for third quarter FY 2020. Independent Public Accountants (IPAs) conducted 24 standalone audits of DoD reporting entities. The DoD Office of Inspector General (OIG) oversaw the IPAs and issued the overarching consolidated audit opinion in FY 2019. Seven reporting entities received unmodified (clean) opinions and one received a qualified (modified) opinion.

All other DoD reporting entities received a disclaimer of opinion. A disclaimer of opinion means the auditor was unable to obtain sufficient audit evidence on which to base an opinion on the financial statements. In June 2020, the Financial Improvement and Audit Remediation Report was provided to Congress and, in July 2020, Congress was briefed on the status of the Audit and Corrective Action Plans. The Department will provide regular communication on the status of the FY 2020 audit and related remediation efforts.

The COVID-19 pandemic is altering the timing and scope of the FY 2020 financial statement audits and the government-wide financial reporting timeline but not the Department's commitment to the audits or its mission. Senior leaders in the Office of the Under Secretary of Defense (Comptroller) (OUSDC), the DoD OIG, Military Departments, and other Components are working with auditors to find alternative ways to complete audit work and OMB is assessing how the pandemic is affecting the government-wide financial statements reporting timeline. Audit testing of sensitive activities and areas that must be completed on site are being delayed. Inventory, Operating Materials and Supplies, and Property, Plant and Equipment—areas that require physical access to assets and documentation—are the most affected. Site visits have been postponed or canceled, and there are limited alternative procedures that auditors can use for testing these assets. Most Components are waiting to see if physical inventory counts and site visits can be rescheduled for later in the year.

While the full effect of the coronavirus crisis on the DoD audits and remediation activities is being assessed, we do not anticipate the current audit opinion to slip as a result of audit limitations resulting from the COVID-19 pandemic.

The Department's first priority during the pandemic, the health and safety of its workforce, is being balanced against audit and financial reporting requirements as well as corrective actions. DoD financial managers have worked hard to find creative solutions that keep corrective actions and the FY 2020 audits on track as much as possible. Until there is more information on adjustments to travel restrictions, telework, and personnel returning to work locations, we will

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continue to work around the COVID-19 limitations and ensure that audit efforts continue to the maximum extent possible.

Enable Innovative Acquisition Approaches that Deliver Warfighting Capability at the Speed of Relevance

A change in culture of Defense Acquisition is well underway by redesigning the Defense acquisition system. This will be the most transformational change to acquisition policy in decades. OUSD (A&S) has a goal of enabling innovative acquisition approaches that deliver warfighting capability at the speed of relevance, enabling the Services to deliver capability. During the first three quarters of this year, the OUSD (A&S) has completed development of the principal DoD policy directive that guides the operation of the defense acquisition system, and the seven supporting DoD Instructions that detail the adaptive acquisition framework and individual pathway procedures. In addition, fourteen supporting functional instructions in key areas such as testing, engineering, cost estimating and security either have been completed or are nearing completion.

A major accomplishment of 2019 was the rewrite of the DoD issuance 5000 series, the overarching policy guide on DoD acquisition. This overhaul is the most transformational change to acquisition policy in years, and an effort that all involved anticipate to have long-lasting positive effects. The 5000 “rewrite” was the decomposition of a large policy document into six clear, distinct, separate pathways known as the Adaptive Acquisition Framework (AAF). These pathways simplify and tailor-in acquisition approaches, empower Program Managers, conduct data-driven analysis, actively manage risks, and emphasize sustainment. This new approach will streamline traditional acquisition processes, providing our Combatant Commands and warfighters with greater lethality on the modern battlefield.

Development of a department-wide acquisition data strategy to enable the monitoring and reporting of AAF and the revised 5000 series policies was initiated in the second quarter of FY20. We are actively engaging Office of the Secretary of Defense policy owners, functional data stewards, the military departments, the fourth estate and other components in each AAF pathway to:

- Document and codify data standards for each of the six AAF pathways;
- Identify and promulgate a single DoD-wide acquisition data strategy to support the AAF policies; and
- Monitor the adoption of the acquisition data strategy and transparency of the Component data management activities.

During the third quarter of FY20, the Center for Acquisition Research and Innovation, as required under Title 10 U.S.C. § 2361a (FY20 National Defense Authorization Act § 835, Public Law 116-92), was stood up.

Build a Safe, Secure, and Resilient Defense Industrial Base (commercial and organic)

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America's manufacturing and defense industrial base ("the industrial base") supports economic prosperity and global competitiveness, and arms the military with capabilities to defend the nation. Currently, the industrial base faces an unprecedented set of challenges: sequestration and uncertainty of government spending; the decline of critical markets and suppliers; unintended consequences of U.S. Government acquisition behavior; aggressive industrial policies of competitor nations; and the loss of vital skills in the domestic workforce. Combined, these challenges, or macro forces, erode the capabilities of the manufacturing and defense industrial base and threaten the DoD's ability to be ready for the "fight tonight," and to retool for great power competition.

The USD(A&S) possess a number of unique authorities that can directly influence policy making and the promotion of defense industrial base (DIB)-related issues. The unique authorities within the USD(A&S) Office of Industrial Policy (INDPOL) have continued to focus on the DoD and Government-wide response to COVID-19 in Q3 and will continue to do so in Q4. INDPOL has also returned to its traditional portfolios of responsibilities in mitigating risks to the defense industrial base through investments, Committee on Foreign Investment in the United States (CFIUS), and other authorities.

STRATEGIC GOAL 3								
Reform the Department's Business Practices for Greater Performance and								
SO 3.1: Improve and strengthen business operations through a move to DoD-enterprise or shared services; reduce administrative and regulatory burden								
SO Leaders: CMO								
DoD Priority Goal 3.1.1: By September 30, 2021, create a long-lasting culture of innovation, empowerment, and improvement to reduce the cost of doing business throughout the Department and achieve \$16.4 billion in reform savings (FY20 -\$7.7B and FY21 - \$8.7B).				PG Leader: OCMO, Transformation & Reform Directorate				
Performance Measure (PM)		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.1.1.1: Achieve DoD-wide Reform Saving Targets. Attain Comptroller validated Department-wide fiscal year (FY) reform financial saving targets to meet Office of Management and Budget Passback for DoD to achieve reform	Target	Measured Annually			\$7.7B	\$8.7B	\$9B	NEW
	Actual							

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PM 3.1.1.2: Actively Govern DoD Reform Progress & Effectiveness. Reform governance oversee initiative progress & impacts according to sanctioned schedules, savings,	Target	20%	40%	70%	100%	100%	100%	NEW
	Actual	50%	50%	89%				
PM 3.1.1.3: Annually Set FYDP Reform Saving Targets. Continuously establish annual RMG financial savings and effectiveness targets through each relevant Fiscal Year Defense Program (FYDP)	Target		Q2			Q2	Q2	NEW
	Actual		Q2					

PG 3.1.2: Lead the integration and optimization of Enterprise Business Operations while creating a long-lasting culture of innovation, empowerment and improvement to reduce the cost of doing business					PG Leader: OCMO, Transformation & Reform Directorate			
Performance Measures		Q1 202	Q2 202	Q3 202	Q4 202	FY 202	FY 202	Prior Year Results
PM 3.1.2.1: Effectively Resource & Manage Reform Initiatives. Proactively manage and resource reform team capabilities through operative sources and IAW governance decisions to maximum feasible on a recurring basis.	Target	80%	80%	100%	100%	100%	100%	NEW
	Actual	100%	100%	100%				
PM 3.1.2.2: Equip Reform Teams for High-Impact Results. Train and administer business optimization process improvement methodologies and documentation requirements for business reform areas initiatives ensuring accuracy and timely conformity by the end of FY2020.	Target	20 %	40 %	70%	100 %	100 %	100 %	NEW
	Actual	100%	100%	100%				

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PM 3.1.2.3: Deliver Enterprise Reform Initiative Successes. Evaluate, inform, and guide reform initiative progress delivery and success of schedules, savings, and performance for effective RMG governance, savings benefit realization of targets, and business reform impacts that contribute to NDS accomplishment IAW Department program budget FY submissions.	Target	Establish Baseline	55%	75%	85%	NEW
	Actual	105 of 199 successful reform initiatives = 53%				

PG 3.1.3: Deliver performance-driven shared services and an exceptional customer experience				PG Leader: OCMO, Washington Headquarters Services and Pentagon Force Protection Agency Directorates				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.1.3.1: Pentagon Counter-Small UAS Program: Install, test, and operationalize emerging electronic and kinetic capabilities to maximize defenses against small Unmanned Aircraft System (SUAS) threats on the Pentagon Reservation (PFPA). Provide first FOC capability in Q3, FY2020	Target			X				NEW
	Actual			Delayed due to COVID				
PM 3.1.3.2: Pentagon Physical Security Information Management: Complete operationalization of the next generation of PFPA's Physical Security	Target	25%	50%	75%	100%			NEW

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Information Management (PSIM) software, assuring situational awareness of critical physical security platforms at the Pentagon Reservation and select DoD facilities. <i>Target EDC Q3 FY2020</i>	Actual	25%	66%	70%				
PM 3.1.3.3: OSD Insider Threat Program: Accomplish three additional elements of the National Insider Threat Task Force Insider Threat Program Maturity Framework by Q4, FY2020.	Target	100-90%	100-90%	100-90%				NEW
	Actual	80%	*75%	*80%				
PM 3.1.3.3.1. OSD Insider Threat Program; Insider Threat (InT) Engagement	Target	100-90%	100-90%	100-90%				
	Actual	85%	*80%	*85				
PM 3.5.3.3.2 OSD Insider Threat Program; OSD ITP Personnel & Training	Target	100-90%	100-90%	100-90%				
	Actual	90%	*85%	*87				

* COVID-19 challenges

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.1.3.4: Police Officer Recruitment: In collaboration with the Defense Civilian Personnel Advisory Service (DCPAS), Washington Headquarters Services, Human Resources Directorate (WHS-HRD), and the Federal Law Enforcement Training Centers (FLETC), PFPA will increase its throughput of new police officer recruits from 60 to 75 officers per year (FY 2020 and FY2021).	Target				75			NEW
	Actual	Measured Annually						
PM 3.1.3.5: Improved Promotion Processes for Pentagon Police: Implement the Office of Personnel Management, Human Resources Solutions, Selection and Promotion	Target	Measured Annually			FOC			NEW

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Assessment processes for Pentagon Police Officer grades Corporal through Captain. FOC for full implementation	Actual							
PM 3.1.3.6: Leased Facilities Antiterrorism Exercises and Training: Complete 10 delegated facilities' annual Antiterrorism (AT) Training and Exercises to support each Designated Official's ability to identify/validate tasks, conditions, and standards required to execute their AT plans. EDC Q4, FY2020.	Target	4	2	2	2	10	10	NEW
	Actual	4	1	13				
PM 3.1.3.7: Safeguarding of Classified Information: Mitigate the technical threats to national security information in classified processing spaces and comply with the initiative captured in the DepSecDef's policy titled "Mobile Device Restrictions in the Pentagon," signed May 22, 2018. Goal: Conduct 2100 Inspections by Q4, FY2020.	Target	Measured Annually			2100			NEW
	Actual							

Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.1.3.8: Washington Headquarters Services (WHS) – Improve the Employee Experience measured by the Best Places to Work in the Federal Government Agency Ranking (percentage)	Target	Measured Annually			75% (annually reported)	80%	85%	FY19: 76% (319 out of 420)
	Actual							
PM 3.1.3.9: WHS – Percentage of employees responding positively that they are empowered to perform their jobs. (DoD 2018 Benchmark: 62%)	Target	Measured Annually			65%	70%	75%	FY19: 63%
	Actual							
PM 3.1.3.10: WHS – Employee Engagement Index Score* (2018 Medium-	Target	Measured Annually			70%	75%	83%	FY19: 70%

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Sized Agency Best-in-Class Benchmark: 83%) * Defined as an employee’s sense of purpose that is evident in their display of dedication, persistence and effort in their work or overall attachment to their organization and	Actual							
PM 3.1.3.11: WHS – Develop a Shared Services Catalogue to organize and maintain service inventory and standards	Target	Draft	Final	Implement				NEW
	Actual	90%	95%	Goal deferred				
PM 3.1.3.12: WHS – Percentage of customer-focused goals and metrics achieved in the quarterly Balanced Score Card	Target			80%	85%	90%	95%	NEW
	Actual			82.6%				
PM 3.1.3.13: WHS – Percentage of customer satisfaction ratings of satisfactory or above for WHS functions and services	Target	Measured Annually			80%	85%	90%	NEW
	Actual							
PM 3.1.3.14: WHS – Percentage of all payments processed on time and without error	Target	98%	98%	98%	98%	98%	98%	NEW
	Actual	95.3%	96.2%	98.5%				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.1.3.15: WHS – Percentage of time and attendance (payroll) certified before respective payroll cut-off date	Target	99.1%	99.2%	99.3%	99.4%	99.6%	99.9%	FY19: 99.1%
	Actual	99.2%	99.0%	98.9%				
PM 3.1.3.16: WHS – Average Time to Hire (TTH) General Schedule (GS)-15 and below or equivalent employees	Target	70 Days	70 Days	70 Days	70 Days	65 Days	65 Days	FY19: 77 Days
	Actual	79 Days	91 Days	79 Days				
PM 3.1.3.17: WHS – Average Time to Hire (TTH) Senior Executive Service (SES) employees	Target	125 Days	125 Days	125 Days	125 Days	120 Days	115 Days	NEW
	Actual	152 Days	126 Days	163 Days				
PM 3.1.3.18: WHS – Percentage of personnel actions processed before	Target	90%	95%	95%	97%	97%	97%	NEW

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respective payroll cut-off date	Actual	97%	89%	99%				
PM 3.1.3.19: WHS – Percentage of repair/maintenance requests resolved or escalated within suspense	Target	80%	85%	88%	90%	90%	90%	FY19: 88%
	Actual	91%	92%	70%				
PM 3.1.3.20: WHS – Percentage of all contracts awarded within suspense	Target	80%	85%	85%	85%	87%	90%	FY19: 85%
	Actual	98%	91%	88%				
PM 3.1.3.21: WHS – Percentage of Issuance reviews, WHS-specific Freedom of Information Act (FOIA) requests, and security classification case reviews completed 5 business days or sooner prior to the suspense	Target	95%	95%	95%	95%	95%	95%	NEW
	Actual	82%	89%	94%				

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PG 3.1.4: Decrease overlap and duplication to increase mission-focused funding.				PG Leader: OCMO, Fourth Estate Management Office Directorate				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.1.4.1: Complete Budget Report, Certifications, Improvement Plans & Legislative Requirements	Target		X					Completed during Q2
	Actual		X					
PM 3.1.4.2: Complete Business Operations Review and Recommendation Report to Congress	Target		X					Completed during Q2
	Actual		X					
PM 3.1.4.3: Conduct periodic performance reviews for efficiency & effectiveness of enterprise business operations	Target		X					Ongoing Clean Sheet Processes
	Actual		X					
PM 3.1.4.4: Publish CMO's budget guidance to DAFAs (coordinated with the issuance of CAPE's Fiscal)	Target		X					Completed during Q2
	Actual		X					
PM 3.1.4.5: Conduct DAFA budget reviews (beginning FY2020)	Target		X	X				Ongoing
	Actual			X				
PM 3.1.4.6: Review and propose recommendations to address duplication in civilian HR service delivery; execute approved plan	Target			X				Ongoing Civilian HR Services Working Group
	Actual			X				

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PG 3.1.5: Preserve a service benefit through reduced appropriated fund cost and liabilities of retail operations with logistics, supply and workforce optimization.					PG Leader: OCMO, Community Services Reform Task Force Director			
Performance Measures (PM)		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.1.5.1: Reduce cost to operate by leveraging DoD-wide enterprise purchasing	Target	Planning				**\$17M - NAF \$12M - APF	**\$50M - NAF \$36M - APF	NEW
	Actual							
PM 3.1.5.2: Minimize impact to customer; baseline, set targets and monitor customer satisfaction rates	Target	Planning				Set Baseline from Existing Customer	No Customer Satisfaction on Decline	NEW
	Actual							
PM 3.1.5.3: Complete transformation plan IAW CMO 1 Mar, 2019 Memo	Target	1	2	2	3			NEW
	Actual	1	2	2				
PM 3.1.5.4: Consolidate indirect acquisition and purchasing operation support for array of resale items	Target	Planning				**\$13M - NAF \$0 - APF	**\$39M - NAF \$8M - APF	NEW
	Actual							
PM 3.1.5.5: Optimize total resale workforce w/ industry benchmarks	Target	Planning				**\$0 - NAF \$0 - APF	**\$15M - NAF \$0 - APF	NEW
	Actual							

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PG 3.1.6: Enterprise Management of Community Services Reform			PG Leader: OCMO, Community Services Reform Task Force Director					
Performance Measure (PM)		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.1.6.1: All DoD Official Lodging to convert to Non-Appropriated Fund operations NLT 1 Oct 2019 IAW P&R DTM.	Target	95%	95%	95%	100%	100%	100%	NEW
	Actual	93%	93%	93%				
PM 3.1.6.2: Provide adequate lodging rooms/facilities to established DoD Lodging Adequacy Standards.	Target	90%	90%	90%	90%	90%	90%	NEW
	Actual	79%*	79%*	79%*				
PM 3.1.6.3: Increase occupancy rate/utilization of DoD direct-run lodging for TDY and PCS travel	Target	60%	60%	60%	60%	60%	60%	NEW
	Actual	60%	60%	20%				
PM 3.1.6.4: Monitor and evaluate Facility Condition Index	Target	28%	28%	28%	26%	26%	25%	NEW
	Actual	28%	28%	28%				
PM 3.1.6.5: Customer Satisfaction Rating (annual average, 5.0 scale)	Target	5	5	5	5	5	5	NEW
	Actual	4.57*	4.57*	4.57%*				

*The score represents an average of the average based on annual data submission

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DoD Priority Goal 3.1.7: Reduce Regulatory Burden by Eliminating Unnecessary Federal Rules through Continued Implementation of Executive Order 13771			PG Leader: OCMO, Oversight & Compliance Directorate					
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.1.7.1: Implement 50 or more regulatory actions that address recommendations by the Regulatory Reform Task Force	Target	12 regs	13 regs	12 regs	13 regs	50 regs	50 regs	FY19: 76 regs
	Actual	14 regs	10 regs	6 regs				
PM 3.1.7.2: Offset EO 13771 Regulatory Costs	Target	≤ \$0	≤ \$0	≤ \$0	≤ \$0	≤ \$0	≤ \$0	FY19: 6%
	Actual	-\$16M	\$0M	\$0M				
PM 3.1.7.3: Actions completed to reduce unnecessary regulation	Target	5	5	5	5	20	20	FY19: 7%
	Actual	10	4	5				
PM 3.1.7.4: Issue updated regulatory guidance that streamlines process and promotes accountability	Target	Draft Guidance	Coordinate Draft Guidance	Adjudicate Comments received	Obtain PSA Approval on draft Guidance	Maintain Guidance	Maintain Guidance	
	Actual	Guidance Drafted	Guidance drafted 90% Completed Coord in Q3	Guidance drafted 90% Completed Coord in Q4				

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PG 3.1.8: Identify opportunities for efficiency by maturing the defense business operations portfolio management competency and by conducting Business Capability Reviews to better manage resources.				PG Leader: OCMO, Defense Business Systems Director				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.1.8.1: Publish annual Investment Management Guidance that includes business capability review instructions and Fiscal Year schedule	Target		X			Q2 FY21		NEW
	Actual		X					
PM 3.1.8.2: Offset EO 13771 Regulatory Costs	Target				X			NEW
	Actual							
PM 3.1.8.3: Actions completed to reduce unnecessary regulation	Target		X					NEW
	Actual			X				
PG 3.1.9: Migrate to the Defense Civilian Human Resource				PG Leader: OCMO, Defense Business Systems & Enterprise Operations Reform Director				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.1.9.1: Increased interoperability of HR Capability by reducing interfaces (number of interfaces)	Target				36	36	35	FY18: 42 FY19: 42
	Actual							
PM 3.1.9.2: Increased Accuracy in Pay Calculation	Target					<1% systematic errors	<1% systematic errors	
	Actual							
PM 3.1.9.3: Reduced # of records for employees; 1.08M by 2024	Target					1.08M (33% decrease)	1.08M	FY18: 2.9M records FY19: 3.0M records
	Actual							

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PG 3.1.10: Rationalize Business Systems – Task Management Systems				PG Leader: OCMO, Defense Business Systems & Enterprise Operations Reform Director				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.1.10.1: Decrease Late Taskers average days by FY23	Target			TBD	TBD	TBD		NEW
	Actual							
PM 3.1.10.2: Decrease average time to complete taskers by FY23	Target			TBD		TBD		NEW
	Actual							
PM 3.1.10.3: Establish total number of users by end of FY20	Target		TBD	TBD	110,000	TBD		NEW
	Actual							
PG 3.1.11: Modernize Enterprise Digital Learning				PG Leader: OCMO, Defense Business Systems & Enterprise Operations Reform Director				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.1.11.1: Increase the training and education spending under management through USA Learning 50% by 2024	Target	\$35M	\$70M	\$105M	\$115M	\$200M	\$347M	FY18: \$66M FY19: \$110M
	Actual	\$5M	\$20M	\$34M				
PM 3.1.11.2: Decrease the number of LMS in 4 th Estate by 40% by 2024; current baseline 24 to 14 by Sept 2024.	Target	18	17	17	17	16	15	FY 18: 24 FY19: 19
	Actual	18	17	17				
PM 3.1.11.3: Reduce the average training and education acquisition cycle time; number by October 1, 2024 (metrics show acquisition cycle time under USALearning)	Target	274	274	274	60 days	45 days	45 days	FY 18: 365 days (status quo)
	Actual	45	45	60				

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PG 3.1.12: Modernize Defense Travel			PG Leader: OCMO, Defense Business Systems & Enterprise Operations Reform Director					
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.1.12.1: Optimal Fare Usage	Target	60%	60%	60%	60%	65%	70%	59%
	Actual	63%	63%	63%				
PM 3.1.12.2: Increase Automation: touchless travel fulfillment	Target	90%	90%	90%	90%	90%	95%	83%
	Actual	75%	75%	75%				
PM 3.1.12.3: Reduce user workflow events (events per document)	Target	1.8	1.8	1.8	1.8	1.8	1.8	2.6
	Actual	2.8	2.9	2.9%				
PM 3.1.12.4: Reduce improper payment rate	Target	1%	1%	1%	1%	1%	1%	Legacy DTS = 5.3%
	Actual	0.85%	0.85%	.85%				
PM 3.1.12.5: Improve customer satisfaction: rated acceptable or better	Target	50%	50%	50%	50%	50%	75%	56%
	Actual	49%	50%	50%				

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PG 3.1.13: Implement Category Management Best Practices in the DoD				PG Leader: OCMO, Contract Management Reform Lead				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.1.13.1: DoD A&S Consultants review \$20B in Contract Spend per sprint/FY quarter	Target	\$20B	\$20B	\$20B	\$20B	\$80B	\$80B	NEW
	Actual	\$20B	\$14B	\$28.5				
PM 3.1.13.2: By FY 24, review all 19 categories and GSA defined subcategories to identify unmanaged spend	Target	1 Sub-category	1 Sub-category	1 Sub-category	1 Sub-category	4 Sub-categories	4 Sub-categories	NEW
	Actual	1 Sub-category	1 Sub-category	2 Sub-categories				
PG 3.1.14: Validate service contract requirements for continued need, redundancy, and effectiveness of contracts, structures and conditions				PG Leader: OCMO, Contract Management Reform Lead				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.1.14.1: By end of FY 2022, validate financial savings achieved/demonstrated for all DoD Components (OSD, DAFAs, JCS, COCOMS, & MILDEPS) IAW Services Requirements Review Boards, Senior Review Panels and programmed/budgeted amounts	Target				\$441M Financial Savings Achieved	\$441M Financial Savings Achieved	\$445M Financial Savings Achieved	NEW
	Actual							
PM 3.1.14.2: Annually review and ensure Bridge contracts awarded in 4 th estate entities are for proper purposes and do not exceed 125 annually	Target				125 Bridge contracts across 4E	<125 Bridge contracts across 4E	<125 Bridge contracts across 4E	NEW
	Actual							

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PG 3.1.15: Fundamentally transform how the Department delivers a secure, stable, and resilient Information Technology (IT) infrastructure		PG Leader: IT Reform Lead						
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.1.15.1: IT – Network & Service Optimization – Complete Fourth Estate DoDNET Assessment; Migration Plans and Phase I migration	Target	-	-	-	2	3	3	NEW
	Actual	-	-	-				
PM 3.1.15.2: IT– Network & Service Optimization. Transition 14 Defense Agencies and Field Activities (DAFA) organizations to a Global Service Center	Target	-	-	-	-	13		NEW
	Actual	-	-	-	-			
PM 3.1.15.3: Cloud & Data Center Optimization – Migrate Defense Agencies and Field Activities (DAFA) applications /systems to optimal hosting environments (affects 14 DAFAs, 962 apps/systems, and 70 data centers). Chart shows cumulative achievements through Q2 FY2020	Target	409 of 962 (43%)	535 of 962 (56%)	535 of 955 (56%)	654 of 955 (68%)	962 of 955 (100%)	N/A	NEW
	Actual	409 of 962 (43%)	481 of 962 (50%)	521 of 955 (55%)				
PM 3.1.15.4: Enterprise Collaboration – Migrate NIPR – CONUS users email to commercial cloud	Target			703K	918K	2.87M		NEW
	Actual			735K				
PM 3.1.15.5: License Consolidation – Core Enterprise Technology Agreements - Award Blanket Purchasing Agreements (BPA), Enterprise License Agreements (ELAs) and/or Joint Enterprise License Agreement (JELAs) to DoD top seven vendors	Target	2	1	-	1	1	1	FY19: 5
	Actual	2	1	-				

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PG 3.1.16: Medical Force Structure			PG Leader: Healthcare Management Reform Director					
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.1.16.1: Savings Generated	Target	\$0	\$18M	\$0M	\$36M	>\$36M	TBD	NEW
	Actual	\$19M	Paused COVID	Paused				
PM 3.1.16.2: Maintain Readiness	Target	>84%	>84%	>84%	>84%	>86%	TBD	NEW
	Actual	USAF: 86.2% USA:86.7% USN: 88.9%	USAF: 86.3% USA:86.3% USN: 90.5%					
PM 3.1.16.3: Expeditionary Knowledge, Skills, and Abilities	Target				General Surgery 25% Orthopedic Surgery 80%	General Surgery 50% Orthopedic Surgery 90%	TBD	NEW
	Actual	General Surgery – 19.1% Orthopedic Surgery – 65.5%	General Surgery – 29.0% Orthopedic Surgery – 81%	General Surgery – 12% Orthopedic Surgery – 64%				
PM 3.1.16.4: Customer Service (PC Future Appointments)	Target	<7 Days	<7 Days	<7 Days	<7 Days	<7 Days	TBD	NEW
	Actual	6.76 Days	6.66 Days	6.83 Days				

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PG 3.1.17: Medical Force Structure				PG Leader: Healthcare Management Reform Director				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.1.17.1: Evaluate MTFs	Target	703 Assessments Complete	DWR Assessments Approved	Detailed Planning Begins	703 Assessments Implemented	DWR Assessments Implemented	Transition Continues	NEW
	Actual	77 Assessments Completed	50	Paused: COVID				
PM 3.1.17.2: Maintain Readiness	Target	>84%	>84%	>84%	>84%	>86%	TBD	NEW
	Actual	USAF: 86.2% USA:86.7% USN: 88.9%	USAF: 86.3% USA:86.3% USN: 90.5%					
PM 3.1.17.3: Customer Service (PC Future Appointments)	Target	< 7 Days	<7 Days	<7 Days	<7 Days	<7 Days	TBD	NEW
	Actual	6.76 Days	6.66 Days	6.83 Days				
PG 3.1.18: Increase shared service delivery of medical benefits between DoD and Department of Veterans Affairs				PG Leader: Assistant Secretary of Defense (Health Affairs)				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.1.18.1: Military Medical Provider Readiness	Target	>84%	>84%	>84%	>84%	>86%	TBD	NEW
	Actual	USAF: 86.2% USA:86.7% USN: 88.9%	USAF: 86.3% USA:86.3% USN: 90.5%					

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SO 3.2: Leverage Data as a Strategic Asset by expanding our data analytics capability and cultivate data-driven solutions								
SO Leaders: CMO								
PG 3.2.1: Constitute a diverse data governance body				PG Leader: OCMO, Data Insights Directorate				
Performance Measure (PM)		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.2.1.1: Hire or assign a Chief Data Officer as a senior level official within the agency in accordance with Evidence Act requirements and forthcoming OMB guidance	Target	Measured Annually			X	X	X	NEW
	Actual							
PG 3.2.2: Assess data and related infrastructure maturity				PG Leader: OCMO, Data Insights Directorate				
PM 3.2.2.1: Data quality metrics for timeliness, accessibility, accuracy, and completeness will be assessed	Target	X	X	X	X	X	X	
	Actual	X	X	X				

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SO 3.3: Improve the quality of budgetary and financial information that is most valuable in managing the DoD								
SO Leaders: USD(C)/CFO								
DoD Priority Goal 3.3.1: Complete yearly audits, gain actionable feedback, and remediate findings toward achieving a clean audit opinion for the DoD				PG Leader: USD(C)/CFO				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year
PM 3.3.1.1: Percentage of notices of findings and recommendations conditions closed in support of a clean audit opinion for the	Target	Measured Annually			20%	20%	20%	FY 2019: 10% FY 2018: 6%
	Actual							
PM 3.3.1.2: Percentage of established opening balances for the Department's Inventory and Related Property (I&RP) and General Property, Plant and Equipment	Target	25%	25%	30%	30%	40%	50%	NEW
	Actual	28%	28%	32%				
PM 3.3.1.3: Percentage of universes of transactions (UOT) provided the auditors using the Advana tool for the Fourth Estate.	Target	Measured Annually			100%	100%	100%	FY 2019: 83% FY 2018: 98%
	Actual							
PM 3.3.1.4: Percentage of reconciliations completed at the transaction level between general ledger and feeder systems for the Fourth Estate.	Target	Measured Annually			80%	100%	100%	FY 2019: 28% FY 2018: 40%
	Actual							
PM 3.1.1.5: Percentage of service provider audit reports with an unmodified (clean) opinion	Target	Measured Annually			75%	75%	75%	FY 2019: 48% FY 2018: 70%
	Actual							
PM 3.1.1.6: Percentage reduction of unsupported Journal Vouchers (over FY 2017) recorded in the Defense Departmental Reporting System.	Target	Measured Annually			90%	95%	95%	FY19: 94%
	Actual							
PM 3.1.1.7: Provide report to Congress on Audit results status to include Audit findings and remediation statistics (Recurring in Q1 and Q3) of each fiscal year.	Target	X		X		X	X	FY19: Q1 & Q3 FY18: Q1 & Q3
	Actual	X		X				

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PG 3.3.2: Sustain DoD enterprise cost management decision frameworks to support the Department in finding more cost effective ways of managing the various lines of business			PG Leader: USD(C)/CFO					
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.3.2.1: Sustain lines of business (LOB) cost framework data relevance.	Target	75%	100%			Qtrly updates for 100% of financial data	Qtrly updates for 75% of Non-financial data	Automated update from database to visualizations for 50% of data sources.
	Actual	92%	100%					
PG 3.3.3: Sustain a Professional Certified Financial Management Workforce			PG Leader: USD(C)/CFO					
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.3.2.1: % of Financial Management Workforce Members in Good Standing	Target	Measured Annually			95%	95%	95%	NEW
	Actual							

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SO 3.4: Enable Innovative Acquisition Approaches that Deliver Warfighting Capability at the Speed of Relevance								
SO Leaders: USD (A&S)								
PG 3.4.1: Create, Train, and Implement the Adaptive Acquisition Framework					PG Leader: USD(A&S)			
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year
PM 3.4.1.1: Re Write DoD 5000	Target	X	X	X	X			
	Actual	X	X	X				
PM 3.4.1.2: Create Security as a Requirement	Target		X	X				
	Actual		X	X				
PM 3.4.1.3: Develop Modern SW Including Agile	Target		X	X				
	Actual		X	X				
PG 3.4.2: Develop Analytical Framework to Support Data Driven Decisions					PG Leader: USD(A&S)			
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.4.2.1: Develop Analytics Framework	Target		X					
	Actual		X					

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PG 3.4.3: Translate Statute into Streamlined Acquisition Policy with Business Processes that Keep Pace with Technology					PG Leader: USD(A&S)			
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.4.3.1: Enhance currency and efficiency of contracting regulations	Target		X	X				NEW
	Actual		X	X				
PM 3.4.3.2: Access emerging technologies through Other Transactions	Target	X	X	X				NEW
	Actual	X	X	X				
PG 3.4.4: Enable Contracting at the Speed of Relevance					PG Leader: USD(A&S)			
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year Results
PM 3.4.4.1: Efficient contracting for major program acquisition	Target	X						NEW
	Actual	X						
PM 3.4.4.2: Efficient contracting for all contracting lane	Target		X					NEW
	Actual		X					

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SO 3.5: Build a Safe, Secure, and Resilient Defense Industrial Base (commercial & organic)								
SO Leaders: USD (A&S)								
PG 3.5.1: Leverage Unique OSD Authorities and Regulations				PG Leader: USD(A&S)				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year
PM 3.5.1.1: Workforce Skills Challenge	Target			X				NEW
	Actual			Delayed due to COVID				
PM 3.5.1.2: Mitigate 13806 Funding (OU) Rolled Alum	Target	X						NEW
	Actual	X						
PM 3.5.1.3: Small Business 1. Release Small Bus. Strategy 2. Set Small Bus Strategy Goals 3. Access	Target	X						
	Actual	X						
PM 3.5.1.4: DPAS Title I Process to revise 1. Develop Service//DAU 2. Convene Strategic Materials Review Board 3. Convene the Industrial Base Council	Target	X	X	X	X			
	Actual	X	X	X				
PM 3.5.1.5: CFIUS/FIRRMA FIRRMA Implementation & Contract Role	Target		X					
	Actual		X					
PM 3.5.1.6: NTIB Quarterly NTIB Mtgs 1. Co-fund study w/ Australia & Canada 2. Co-develop hypersonics approach	Target		X	X	X			
	Actual		X	X				

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PG 3.5.2: Identify and Reduce Vulnerabilities in DIB and Supply Chain				PG Leader: USD(A&S)				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year
PM 3.5.2.1: Leverage global industrial base (allies & partners) to address vulnerabilities (NTIB, SoSAs, RDPs, etc.)	Target	X	X	X	X			
	Actual	X	X	X				
PM 3.5.2.2: Increase supply chain visibility (use existing authorities, get new authorities if needed) to gather data	Target	X	X	X	X			
	Actual	X	X	X				
PM 3.5.2.3: Identify/Build tool/system to enable illumination and relationship mapping (across the services)	Target	X						
	Actual	X						
PM 3.5.2.4: Better leverage service authorities and resources to address industrial base risk.	Target	X		X	X			
	Actual	X		X				
PM 3.5.2.5: Implement CMMC as one subset of SCRM	Target		X	X				
	Actual		X	X				
PM 3.5.2.6: Reconvene the IBC to coordinate DoD & Industry risk mitigation activities through working groups & integrated product team	Target	X	X	X	X			
	Actual	X	X	X				
PM 3.5.2.7: Build & maintain relationships with industry through ongoing & new engagement	Target	X	X	X	X			
	Actual	X	X	X				

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PG 3.5.3: Address Impacts of Prohibited Foreign Investments				PG Leader: USD(A&S)				
Performance Measure		Q1 2020	Q2 2020	Q3 2020	Q4 2020	FY 2021	FY 2022	Prior Year
PM 3.5.3.1: Reorganize to accommodate FIRRMA Changes	Target	X						
	Actual	X						
PM 3.5.3.2: Engage with international partners to impact FDI review processes	Target	X						
	Actual	X						