JAN 2 3 2019

MEMORANDUM FOR CHIEF MANAGEMENT OFFICER OF THE DEPARTMENT OF
DEFENSE
SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
CHIEF OF THE NATIONAL GUARD
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR OF COST ASSESSMENT AND PROGRAM
EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR OF OPERATIONAL TEST AND EVALUATION
CHIEF INFORMATION OFFICER OF THE DEPARTMENT OF
DEFENSE
ASSISTANT SECRETARY OF DEFENSE FOR LEGISLATIVE
AFFAIRS
ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC
AFFAIRS
DIRECTOR OF NET ASSESSMENT

SUBJECT: Fiscal Year 2018 Department of Defense Organizational Assessment Report

The attached assessment has been prepared pursuant to sections 4311-4315 of Title 5, United States Code and Office of Personnel Management, implementing regulations and guidance. This guidance requires that performance evaluations for Department of Defense (DoD) Senior Executive Service (SES) members and Senior Level Scientific and Technical (SL / ST) professionals be based on both individual and organizational performance. This memorandum and the attached Organizational Assessment comply by providing an assessment of organizational performance through Third Quarter, Fiscal Year (FY) 2018.

DoD's FY 2018 performance goals, as reflected in the President's Budget, are the basis for DoD-wide organizational performance. DoD Component performance results also inform individual SES and SL / ST performance evaluations. Rating officials and members of Performance Review Boards (PRB) should use the attached organizational assessment results, along with other relevant performance reports, to assess SES and SL / ST performance. PRBs should 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.

HERSHMAN.LI Digitally signed by
SA.W.154450 HERSHMAN.LISA.W.154
5641 4505641
Date: 2019.01.23
15:40:09 -05'00'

Lisa W. Hershman
Acting

Attachment:
As stated

2018

Department of Defense

Organizational Assessment

Table of Contents

Table of Figures

Overview

The Department of Defense (DoD) Organizational Assessment (OA) reports on DoD-wide performance results and is used to evaluate performance of Senior Executive Service (SES) and Senior Level/Scientific and Technical (SL/ST) professionals, pursuant to sections 4311-4315 of Title 5, United States Code and Office of Personnel Management implementing guidance. Accordingly, Senior Executives are evaluated on both individual and organizational performance.

Performance results through the third quarter of Fiscal Year (FY) 2018, published in this report, will be used for senior executive performance review boards along with other DoD-wide and component-specific strategic goals and performance results published in documents such as, but not limited to:

- The 2018 National Defense Strategy (NDS), National Security Strategy, National Intelligence Strategy, National Military Strategy, NDS Implementation Guidance and Defense Planning Guidance
- Organizational plans such as, but not limited to, Military Department, Principal Staff Assistant, and Defense Agency & DoD Field Activity (DAFA) Strategic Plans; Theater Campaign Plans; and Service Campaign Plans
- Functional plans such as, but not limited to, those related to management reform of the DoD enterprise
- Budget documents containing performance plans, measures, and targets

As outlined in the National Defense Strategy, it is the Secretary's expressed intent to field a larger, more capable, and more lethal joint force. To support this, the Secretary has directed the Department to make our business operations more effective and efficient, thus freeing up funds for higher priority warfighting requirements. The Department of Defense (DoD) Fiscal Year (FY) 2018 – FY 2022 National Defense Business Operations Plan (Business Operations Plan) addresses each of the Secretary's lines of effort as outlined in the 2018 National Defense Strategy (NDS) from a business operations and support perspective, and is aligned and structured to contribute directly to NDS priorities. The NDS and the Business Operations Plan focus on tracking performance goals and measures that support achievement of the Secretary of Defense's major lines of effort for the Department:

- Rebuilding military readiness as we build a more lethal Joint Force;
- Strengthen our alliances and attract new partners; and,
- Reform the Department's business practices for greater performance and affordability

This report leverages performance measure content from the FY 2018-FY 2022 DoD National Defense Business Operations Plan, Fiscal Years 2018-2022, Appendices A & B, which serve as the DoD Annual Performance Plan (APP) for Fiscal Years 2018 and the draft APP for FY 2019.

Summary of Results

The Department is a performance-based organization. As such, the Department is committed to managing towards specific, measurable goals derived from a defined mission, using performance data to continually improve operations. The Department is committed to increase lethality, improve readiness, grow the capability and capacity of our forces, increase a focus on safety, and improve auditability.

The Department has been successful in meeting or exceeding many of the priority measures for third quarter, FY 2018, including those related to achieving efficiencies, effectiveness and cost savings, audit readiness, and reforming the Department's business operations.

At the end of the third quarter in FY 2018, the Department met or exceeded 82 percent its performance targets. The Department had not met 18 percent of its targets.

Performance threshold definitions from the Office of Personnel Management (OPM) 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 Department used several classified performance measures in the FY 2018 performance cycle. While the details of these measures are not included in this unclassified report, their status (met, not met, exceeds) has been included in the overall assessment.

To ensure the quality of performance data collected for this assessment, 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.

Several performance measures are complete and/or have been revised or deleted and will not be tracked in FY 2019. These measures are indicated in *Appendix A, Third Quarter, FY 2018 Performance Results Summary*.
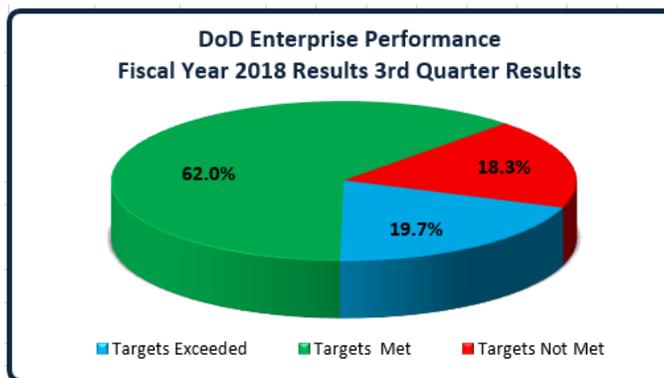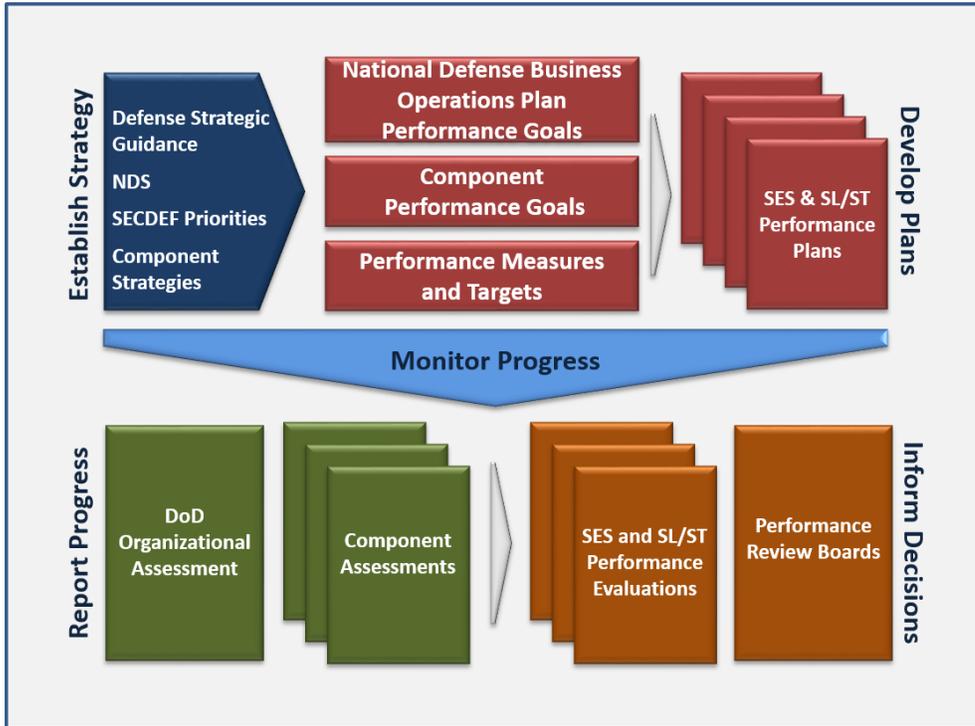
Figure 1 - Alignment of Organizational Goals to Senior Executive and Senior Professional Performance Evaluations

Defense leaders are responsible for creating performance measures in the Department-level Annual Performance Plan. These performance measures encompass activities related to both the Department's warfighting mission and business operations to create a holistic performance plan and budget submission. While goal leader responsibility has been assigned to functional Principal Staff Assistants for reporting purposes, these goals and measures are used to inform the "Results Driven" critical elements contained in respective Senior Executive performance agreements. This enables executives to focus on measurable outcomes from the Department's National Defense Business Operations Plan. Figure 1 is a high level depiction of how performance measure results drive the evaluation of senior executive performance.

Improve the Department's ability to measure, assess, and understand readiness

In a January 31, 2017, memo to the Department, the Secretary of Defense outlined a multi-year effort to strengthen the U.S. Armed Forces. The Secretary stressed the Administration's commitment to improving warfighting readiness, "with the ultimate objective to build a larger, more capable, and more lethal joint force." The Department continues to rebuild warfighting readiness through "buying more critical munitions, funding facilities sustainment at a higher rate, building programs for promising advanced capability demonstrations, investing in critical enablers, and growing force structure at the maximum responsible rate."

On May 30, 2018, the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) submitted the Defense Planning Guidance (DPG)-directed 45-Day Readiness Review to the Deputy Secretary of Defense. At the June Readiness Management Group, the existing Readiness Recovery Framework (R2F) metrics were revalidated and aligned to the findings of the 45-Day Readiness Review. The Readiness Management Group will monitor, assess, and manage readiness recovery progress moving forward.

Figure 1 U.S. Army soldiers attempt to pull their comrade over at fifteen foot wall at the obstacle course during day two of the 14th Annual Warfighter Challenge on Fort Leonard Wood, Mo.,

The metrics identified in the R2F measure the Military Services' progress to rebuild warfighting readiness by tracking key programs such as personnel accessions and retention, training, equipment availability, maintenance shortfalls, etc. Each metric is tailored to a specific challenge and readiness inhibitor in the identified Major Force Elements and designed to be leading indicators of larger, systemic readiness recovery.

The DPG-directed 45-Day Readiness Review resulted in improvements in the Department's ability to measure, assess, and understand readiness. Critical elements that drive readiness were identified and incorporated into Readiness R2F. Continued validation, refinement, and updates will be made through the Readiness Management Group and reported to the Deputy Secretary of Defense, Secretary of Defense and Congress.

Cybersecurity

Improve Cybersecurity: The performance goal to improve cybersecurity within the Department consists of three individual performance measures addressing strong authentication, device hardening, and reducing the overall attack surface within the cybersecurity domain. These performance measures were derived from the DoD Cybersecurity Discipline Implementation Plan and are measured across all DoD Components on a monthly basis in the DoD Cybersecurity Scorecard. Achieving compliance with these metrics furthers the Department's effort to require strong authentication for accessing DoD systems and networks, hardening the information technology operating on our network, and reducing the overall attack surface of the Department in the cyberspace domain. The DoD Cybersecurity Scorecard is classified SECRET and is submitted to senior DoD leadership monthly, the Office of Management and Budget quarterly, and those congressional committees specified in the Federal Information Security Modernization Act annually.

This year, the Department has met or exceeded the identified goal for each of the three performance

Figure 2 A stand-alone exhibit titled, "Innovations in Defense: Artificial Intelligence and the Challenge of Cybersecurity," features Pittsburgh-based team ForAllSecure's Mayhem Cyber Reasoning System.

measures underneath the Improve Cybersecurity Performance Goal. The DoD Cybersecurity Scorecard will continue to be collected on a monthly basis. All Component stakeholders will continue to be held accountable for achieving cyber readiness in support of the wide spectrum of DoD missions and the warfighters that depend on DoD information technology in the contested cyberspace domain. As the Department nears 100 percent compliance for each of the identified performance measures, efforts are underway to increase scope and evolve the DoD Cybersecurity Scorecard to focus on newly prioritized areas of risk to the Department that are identified in the ever-changing cyberspace domain.

Implement Joint Regional Security Stack (JRSS) Capabilities: The JRSS performance measures are scoped to drive and assess Department efforts to standardize mid-point network security capabilities at a regional level, and migrate security context from Component-owned solutions to JRSS - delivered as an Enterprise Service. The Department will achieve the planned end-state through incremental delivery and subsequent migration of existing network security solutions to JRSS at the Department's main bases, posts, camps, and stations. Over 40 percent of those sites and over one million DoD users will be protected by JRSS on NIPRNet by the end of FY 2018, with the remaining planned sites and users migrated to JRSS on NIPRNet and SIPRNet by the end of FY 2021.

Expand and refine Defense Industrial Base (DIB) Cybersecurity (CS) Activities: Addresses expanding and refining DIB CS activities, both mandatory and voluntary, to better protect DoD unclassified information residing on or transiting DIB information networks or systems.

For FY 2018, DIB CS activities met performance goal to better protect DoD unclassified information residing on or transiting DIB information networks or systems.

- DIB CS Program expanded its outreach efforts by engaging companies eligible to join the DIB CS Program at more than 30 defense related conferences across the country and briefings at numerous government procurement and industry association meetings on the implementation of Defense Federal Acquisition Regulation Supplement (DFARS) 252.204-7012, "Safeguarding Covered Defense Information and Cyber Incident Reporting."
- In FY 2018, the DIB CS Program experienced a 39% growth with 96 new participants though the third quarter of FY 2018.
- Reporting through the DIB CS Program enables the DoD Cyber Crime Center (DC3) to create and disseminate over 1,500 actionable products to improve protection of DIB unclassified networks from adversary activities.
- The DoD CIO approved an initiative on May 3, 2018, to share cyber threat information with non-cleared defense contractors. The DIB CS Program office initiated pilot activity in the third quarter, engaging pilot participants and providing tailored cyber threat products for non-cleared participants.

DIB CS Program measures performance through a variety of measures, such as the number of new participants, reports distributed, and engagement opportunities with industry.

Personal Vetting Reform

The Department of Defense (DoD) has taken a holistic approach to vetting our trusted workforce. DoD is in the process of rolling out its Continuous Evaluation (CE) program enterprise-wide, and leverages automated records checks of commercial and governmental databases. This capability identifies issues that would not be detected until the next traditional reinvestigation.

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

The Department's ability to replace the loss of skills and experience with new talent depends on the capability to efficiently (Time to Hire) and effectively (Quality of Hire) recruit, hire, and retain high performing civilian employees. DoD's goal is not merely to hire individuals as quickly as possible, but to recruit and hire a diverse group of top-quality candidates with the skills for DoD's mission needs today and in the future. To date, the current Federal hiring process can result in the loss of prime talent due to prolonged hiring times, thus leading to less qualified talent pools. In addition, the longer it takes to fill vacancies, the longer managers must operate with inadequate manning, which could strain existing resources or result in failure to accomplish the mission.

The Hiring Improvement Initiatives (HII) Working Group (WG) is overseeing execution of Component-Level Hiring Action Plans designed to decrease Time to Hire and measure/track Quality

Figure 3 California Air National guardsmen, Tech. Sgt. Mike DiSanto and Master Sgt. Eric Valdez, MC-130P Combat Shadow aircraft loadmasters, looks out across the clear water of Florida's Key region during a reconnaissance and refueling

of Hire. In addition to regular data-driven performance reviews, the HII WG sponsored a DoD-wide Hiring Improvement workshop to enable Components to share their lessons learned and best practices and identify areas for enterprise-wide collaboration.

In support of this objective, the Military Departments also implemented organizational initiatives to promote diversity and inclusion. On February 8, 2018, the Department issued a comprehensive harassment prevention and response policy for the Armed Forces, which strengthens the Department's commitment and accountability by establishing a Department-wide oversight framework. The policy bolsters prevention and response efforts, enhances oversight, and provides additional protections and requirements to better protect our Service members. In lieu of separate DoD policy memorandums addressing hazing, bullying, and harassment, including sexual harassment and harassment conducted via electronic communications, the Department published DoD Instruction 1020.03, "Harassment Prevention and Response in the Armed Forces." The policy sends a clear message that the Department will not tolerate any kind of harassment by any Service member. The policy also reassures current and prospective Service members that they will be treated with dignity and respect while serving their country. The Department will continue working with the Components to review and identify gaps in the current published policy.

Reform the Security Cooperation Enterprise

Defense Security Cooperation Agency (DSCA) continues to make progress in implementing Security Cooperation (SC) Reform, and stakeholders are accountable to metrics and performance targets briefed monthly to the Director, DSCA, and Deputy Director, DSCA.

DSCA has made significant progress on reforming the SC enterprise, most notably by issuing final SC Workforce Development Program guidance for the entire SC community approved by the Under Secretary of Defense for Policy, and by developing the strategy-to-capability methodology to integrate

Figure 4 The senior most military officers of the U.S., Japan and South Korea gather for a trilateral meeting at U.S. Pacific Command's headquarters at Camp H.M. Smith, Hawaii, Oct. 29, 2017.

DSCA's SC efforts with broader DoD policy, including the all-SC planning guidance to be released in December 2018.

In the area of workforce development, DSCA has taken a step forward in developing key positions/billets and is identifying core SC competencies on which to base future guidance. DSCA has also made significant progress scoping the SC workforce and improving quality of data in the Security Cooperation Workforce Database (SCWD). Additionally, DSCA has made progress in: providing full-spectrum capability to partner nations; integrating a program-level assessments team into each Geographic Combatant Command; finishing the FY 2019 Planning Order; and delivering to Congress three more tranches of notifications on SC activities.

DSCA continues to coordinate its SC Reform work with other U.S. Government departments and agencies, and the Deputy Assistant Secretary of Defense for Security Cooperation (DASD SC) and the Under Secretary of Defense for Acquisition & Sustainment (A&S) lead several performance measures, including development of Foreign Military Sales (FMS) milestones and measures.

Reforming the Department's Business Operations

The Secretary of Defense, the Executive Office of the President, including the Office of Management and Budget (OMB), and Congress continue to drive reform within the Department. While the Secretary of Defense has charged the Chief Management Officer to lead an enterprise-level business operations reform effort, DoD components also are charged to identify and pursue opportunities to improve the performance and productivity of their business operations.

To this end, the Secretary of Defense directed the establishment of what has become the Reform Management Group, which consists of reform teams identifying and pursuing reforms across a number of lines of business: healthcare management, information technology and IT business systems; financial management; logistics and supply chain; contract management; human resources management; real property; community services; as well as test and evaluation, which is integral to the acquisition process. Cross functional coordination of reform activities is routine; for example, the contract management reform team works closely with other teams on category management; the IT and IT business systems team is coordinating consolidation of technology solutions associated with business process improvements across reform teams.

Supporting the Warfighter
Each of the eight business functions support the day-to-day operations of the Department of Defense. It is critical that the operations are integrated, efficient, and cost-effective.

Results from the Secretary of Defense's third line of effort, "Reform the Department's Business Practices for Greater Performance and Affordability" include:

Healthcare management: the goals of this effort are to develop and maintain a medically ready force; resize the DoD-owned Healthcare system to focus on warfighting needs; and provide quality healthcare through the most cost-effective means for all beneficiaries. The major accomplishments to date include: implementing a management framework to transfer authority, direction, and control of military treatment facility healthcare delivery and business operations to the Defense Health Agency, and improvements to the TRICARE-2017 Managed Care Support Contracts administration fee structure.

Information technology and IT business systems: the goals of this effort are optimizing enterprise IT to improve business operations, eliminate duplication, reduce the Department's spend, and exploit information to deliver strategic value to the warfighter. The major initiatives include changes to the defense travel system, data center modernization, military health system IT, and enterprise software licensing."

Financial Management (FM): the goals of this effort are to reduce operational costs and improve auditability and security. The major initiatives include standardizing financial data; system consolidation; reducing expiring and cancelling funds: and assessing the future role of the Defense Finance and Accounting Services."

Logistics & Supply Chain: the goals of this effort are to achieve financial and operational efficiencies to reinvest in lethality. The major initiatives include establishing metrics that enable better resource decision making and improve readiness, and materiel availability, cost of availability, and other performance/productivity measures to achieve materiel availability at the lowest cost.

Contract Management: the goals of this reform effort are to implement private-sector best practices to improve how the Department purchases common goods and services. The major initiatives include reviewing and updating requirements to optimize pricing and reducing unneeded, redundant, or low priority contracting requirements.

Human Resources Management (HRM): the goals of this reform effort are to increase productivity of human resources functions through establishment of enterprise-level systems and solutions. The major initiatives include streamlining, standardizing, and modernizing the 60+ hiring processes throughout the department; implementing a civilian performance management system; and executing a consolidated Civilian Human Capital Operating Plan.

Real Property: the major initiatives include category management of facilities and construction; best practices in project prioritization and scoping; reducing/optimizing the use of excess property on existing installations; and reducing/optimizing the use of leased space, focusing on those high-cost leases in close proximity to existing DoD facilities to lower cost leased space.

Community Services: the goals of this reform effort are to reduce the appropriated fund cost and liabilities of retail operations; optimize resale logistics and supply to strengthen and preserve these benefits for servicemen and women. A Task Force has been established to evaluate practical opportunities to implement as a means to achieve our goals.

Test & Evaluation: the goals of this effort are to increase test productivity and move to enterprise

management of test infrastructure to improve and expand test capabilities. The major initiatives include synchronizing and optimizing developmental and operational test activities to reduce test timelines; improve design of experiments; and improve effectiveness of test processes.

Regulations Management: the goals of this effort are to reduce the regulatory burden and associated costs to the American taxpayer. The Regulatory Reform Task Force is conducting a review of codified DoD regulations to reduce unnecessary, outdated, and/or ineffective regulations by 25%, and to ensure all remaining regulations align to the NDS priorities while seeking opportunities to improve internal regulations business processes.

Optimize organizational structures

Our management structures and processes can inhibit or prevent our pursuit of lethality, requiring us to consolidate, eliminate, restructure, or streamline wherever possible to ensure we can compete, deter, and win.

Until February of 2018, the Deputy Secretary of Defense served as Chief Operating Officer (COO) and Chief Management Officer (CMO) of the Department of Defense. The FY 2017 NDAA elevated the Deputy Chief Management Officer into the Chief Management Officer and FY 2018 NDAA further defined the role of the CMO to focus on a broad set of enhanced responsibilities, including enterprise business operations, shared business services, Office of the Secretary of Defense and DoD organization and management, defense reform, and compliance. The CMO supports the Deputy Secretary in the role of COO to ensure that DoD leaders are unified and aligned appropriately across all assigned responsibilities and functions, through strong management practices, integrated processes, and best value business investments.

The Office of the Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L) was also reorganized into two separate organizations in accordance with Section 901 of the NDAA for FY 2017. Congress has provided the Department with the impetus to significantly streamline the acquisition organization and assign greater responsibility and accountability to the Services for program execution and performance.

DoD Major Headquarters Activities (MHA): In August 2015, the Deputy Secretary of Defense directed a 25 percent reduction from the FY 2016 baseline across all appropriations for DoD MHA in the Military Departments, OSD, the Joint Staff, Defense Agencies and DoD Field Activities, and Combatant Command headquarters. In FY 2017-2018, the Department achieved savings of approximately $2 billion.

Audit

In December 2018, the Department of Defense began the first-ever audit of its consolidated financial statements. With approximately $2.6 trillion in total assets, this enterprise-wide effort is arguably the largest and most complex financial audit ever undertaken. The Department is expecting to derive substantial value from recommendations provided by auditors during this engagement.

The Department's audit preparation efforts have already paid dividends. For example, the Army

created a computer application to store and analyze its transactional data for audit. This new application has allowed the Army added transparency and visibility into its cost drivers and better empowered its leadership to commit resources to programs with the highest mission impact and strategic value.

The Navy's Commander Pacific Fleet recently enhanced internal controls over its obligation management process. This initiative has resulted in freeing up purchasing power to fund $4.4 million in ship repair costs for the USS Paul Hamilton.

Also, the Air Force has realized progress in refining its physical inventory procedures at Hill Air Force Base in Utah. Its redesigned process for validating the condition of assets in property systems has resulted in the accurate capture of approximately $53 million in assets that would have otherwise been misstated.

These efforts demonstrate how the Department, using the audit as a foundational element of business reform, has been able to increase the level of business discipline and consistency, allowing it to reallocate resources to its most important priorities, consistent with the National Defense Strategy.

Appendix A: Third Quarter, FY 2018 Performance Results Summary

The following tables outline the Department's strategic goals, strategic objectives, and results for FY 2018 performance measures. Exceeds (blue), Met (green) and Not Met (red) assessments were calculated based on the Office of Personnel Management's (OPM) SES and SL/ST ratings distribution justification criteria.

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)							

DoD Priority Goal 1.1.1: Improve the Department's ability to measure, assess, and understand readiness				**Priority Goal Leader:** USD(P&R)			

Performance Measures		**Q1 2018**	**Q2 2018**	**Q3 2018**	**Q4 2018**	**2019**	**2020**	**Prior Year Results**
PM 1.1.1.1: Refine and Improve Readiness Recovery Framework Program Metrics/Goals Build-Up (Overall # of Force Elements (FEs) with a minimum of 3 metrics / FE).	Target	18 / 54 FE	28 / 84 FE	N/A	50 / 150 FE	100 / 300 FE	125 / 375 FE	18 FEs
	Actual	23 / 83 FE	48 / 231 FE					
PM 1.1.1.2: Refine Air Force Readiness Recovery Framework Program Metrics/Goals.	Target	6 / 18 FE	7 / 21 FE	N/A	10 / 30 FE	20 / 60 FE	25 / 75 FE	6 FEs
	Actual	6 / 21 FE	12 / 85 FE					
PM 1.1.1.3: Refine Army Readiness Recovery Framework Program Metrics/Goals.	Target	4 / 12 FE	5 / 15 FE	N/A	10 / 30 FE	20 / 60 FE	25 / 75 FE	4 FEs
	Actual	4 / 23 FE	9 / 42 FE					
PM 1.1.1.4: Refine Marine Corps Readiness Recovery Framework Program Metrics/Goals.	Target	2 / 6 FE	5 / 15 FE	N/A	10 / 30 FE	20 / 60 FE	25 / 75 FE	2 FEs
	Actual	7 / 18 FE	11 / 46 FE					
PM 1.1.1.5: Refine Navy Readiness Recovery Framework Program Metrics/Goals.	Target	5 / 15 FE	6 / 18 FE	N/A	10 / 30 FE	20 / 60 FE	25 / 75 FE	5 FEs
	Actual	5 / 18 FE	7 / 55 FE					
PM 1.1.1.6: Refine USSOCOM Readiness Recovery Framework Program Metrics/Goals.	Target	1 / 3 FE	5 / 15 FE	N/A	10 / 30 FE	20 / 60 FE	25 / 75 FE	1 FE
	Actual	1 / 3 FE	9 / 3 FE					

PG 1.1.2: By the end of FY18, reform Automated Defense Readiness Reporting to increase the functionality, integrity and utility		PG Leader: USD(P&R)					
Performance Measures		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 1.1.2.1: Establish Automated Readiness Reporting Working Group	Target	X						NEW
	Actual	Not Met						
PM 1.1.2.2: Submit report on the utility of existing Automated Readiness Reporting Systems and analysis of alternatives	Target		X					NEW
	Actual		Not Met					
PM 1.1.2.3: Recommend policy that improves Readiness Reporting	Target			X				NEW
	Actual			Not Met				
PM 1.1.2.4: Assess and report on initiatives	Target				X			NEW
	Actual	Measured Annually						

The above reform effort was re-scoped and essentially began its work in 3rd Quarter of FY 2018

PG 1.1.3: Improve Linkage Between Resources and Readiness		PG Leader: USD(P&R)					
Performance Measures		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 1.1.3.1: Stand-up Cross-functional resource team with stakeholders	Target	X						NEW
	Actual	X						
PM 1.1.3.2: Develop taxonomy linking selected readiness metrics to resource levels	Target		X					NEW
	Actual		X					
PM 1.1.3.3: Assess FY18 budget execution relation to taxonomy	Target			X				NEW
	Actual			X				
PM 1.1.3.4: Apply taxonomy to assess FY20 PB between resources and readiness	Target				X			NEW
	Actual	Measured Annually						

Performance Measures		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 1.1.3.5: Refine taxonomy to capture additional metrics	Target					FY19		NEW
	Actual		Measured in FY19					

PG 1.1.4: Improve Credentialing Opportunities					**PG Leader:** USD(P&R)			

Performance Measures		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 1.1.4.1: By the end of FY18, create an overarching DoD credentialing policy through a new DoDI.	Target				X			NEW
	Actual		Measured Annually					
PM 1.1.4.2: Expand number of engagements with industries, trade associations and other relevant stakeholders in order to increase program awareness, partnership collaboration and Service member opportunities (Goal: 8 per year minimum).	Target	**2**	**2**	2	2 (Min FY18 total=8)	8	8	NEW
	Actual	20	20	5				
PM 1.1.4.3: Establish scheduled, recurring collaboration meetings with Department of Labor and Department of Veterans Affairs (Goal: 8 per year total).	Target	2	2	2	2	8	8	NEW
	Actual	4 (VA)	4 (Labor)	5				

PG title changed from "Improve Tradespeople Credentialing" to "Improve Credentialing Opportunities" to better reflect PMs

PG 1.1.5: Improve understanding of root causes of Class A mishaps and implications to readiness recovery.			**PG Leader:** USD(P&R)			

Performance Measures		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 1.1.5.1: Develop a Safety Awareness Campaign with a memo signed both by the Assistant Secretary of Defense for Energy, Installations and Environment (ASD(EI&E)) and by the Assistant Secretary of Defense for Readiness (ASD(R))	Target	X						NEW
	Actual	X						
PM 1.1.5.2: Provide database tools, analysis, and manpower for ASD(EI&E) led Safety Review of Military Departments Class A and Mishaps root cause of past investigations	Target		X					NEW
	Actual		X					
PM 1.1.5.3: Report on root causes of Class A Mishaps and loss of strategic assets across all operational disciplines and private motor vehicle mishaps	Target			X				NEW
	Actual			Not Met				

Performance Measures		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 1.1.5.4: Provide database tools, analysis, and manpower for ASD(R) led Readiness Recovery Framework to inform on viable risk mitigation measures as required by the DMAG	Target		Measured Annually		X			NEW
	Actual							

SO 1.2: Lay the foundation for future readiness through recapitalization, innovation, and modernization

SO Leader: Under Secretary of Defense for Acquisition and Sustainment (USD(A&S))

PG 1.2.1: Significantly improve the F-35 Joint Strike Fighter Program execution

PG Leader: USD(A&S)

Performance Measures		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 1.2.1.1: Create a Tiger Team that will conduct an extensive review of the F-35 Program	Target	X						NEW
	Actual	X						
PM 1.2.1.2: Set Sustainment Affordability Targets for the F-35	Target		X					NEW
	Actual		Not Met					
PM 1.2.1.3: Revise sustainment strategy to utilize organic management and sustainment capabilities, in the right balance with industry	Target			X				NEW
	Actual			X				
PM 1.2.1.4: Determine Autonomic Logistics Information System (ALIS) end state for cybersecurity, network stability and capabilities	Target			X				NEW
	Actual			X				
PM 1.2.1.5: Complete an extensive Joint Strike Fighter (JSF) Cost Deep Dive led jointly by A&S and CAPE to understand in detail what JSF costs, why it costs what it costs, and what we can do to improve cost performance up and down the supply chain targeting 10-15 percent savings	Target		Measured Annually		X			NEW
	Actual							

PG 1.2.2: Ensure Nuclear Enterprise is enabled							PG Leader: USD(A&S)	

Performance Measures		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 1.2.2.1: Improve the Infrastructure and ensure that the materiel is secured and available Conduct exercises testing interagency policies/procedures and response to a potential Nuclear Weapon Accident/Incident, and identify resolutions to potential security vulnerabilities to nuclear weapons sites	Target		X					NEW
	Actual		X					
PM 1.2.2.2: Ensure that critical programs proceed on schedule:								
PM 1.2.2.2.1: Delivering GPS Next Generation Operational Control System (OCS) Nunn-McCurdy +6 month follow on memorandum tracking issues found in the Nunn-McCurdy Root Cause Analysis.	Target		X					NEW
	Actual		X					
PM 1.2.2.2.2: Expand capabilities to detect, degrade, disrupt, secure, and eliminate WMD and improvised threats by delivering small Unmanned Aircraft Systems (UAS) detection and data extraction / exploitation capabilities.	Target		X					NEW
	Actual		X					
PM 1.2.2.2.3: Ensure that critical programs are proceeding on schedule by expanding capabilities to detect, degrade, disrupt, secure and eliminate WMD and improvised threats by delivering small UAS detection and data extraction / exploitation capabilities.	Target			X				NEW
	Actual			X				
No update available due to increase in classification for PM 1.2.2.2.3								

PG 1.2.3: Focus S&T efforts to mature critical technology domains							PG Leader: USD(R&E) and USD(A&S)	

Performance Measures		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 1.2.3.1: Emphasis on hardened electronic, hypersonic, cyber, etc.								
PM 1.2.3.1.1: Deploy Howler kinetic defeat Counter Small UAS capability for Operation Inherent Resolve	Target		X					NEW
	Actual		X					
PM 1.2.3.1.2: Engage Joint and interagency partners to address Joint Force and Combatant Command capability gaps, by deciding on at least 65 new projects to develop, demonstrate and field emerging capabilities, transition new systems to the Services, and leverage new technologies discovered by the government, industry and academia	Target			65				NEW
	Actual			67				
PM 1.2.3.1.3: Deploy fixed and mobile Counter Small UAS capability in the United States and in selected NATO countries	Target	Measured Annually		X				NEW
	Actual							

SO 1.3: Enhance information technology and cybersecurity defense capabilities

SO Leader: Principal Deputy, Department of Defense Chief Information Officer (DoD CIO)

PG 1.3.1: Improve cybersecurity. Improve adoption of security practices, and reduce exposure to vulnerabilities and threats to the operating environment, by limiting access to only authorized users and implementing technologies and processes that reduce the risk from malicious activity.	**PG Leader:** DoD CIO

Performance Measures		**Q1 2018**	**Q2 2018**	**Q3 2018**	**Q4 2018**	**2019**	**2020**	**Prior Year Results**
PM 1.3.1.1: Ensure every privileged user logs on via Public Key Infrastructure (PKI) on NIPRNet.	Target	80%	85%	90%	95%	100%	100%	*
	Actual	*	*	*				
PM 1.3.1.2: Move all internet-facing servers to approved Demilitarized Zones (DMZs) on NIPRNet.	Target	80%	90%	100%	100%	100%	100%	*
	Actual	*	*	*				
PM 1.3.1.3: Upgrade entire inventory of Windows workstations to Windows 10 Secure Host Baseline on NIPRNet.	Target	58%	92%	95%	100%	100%	100%	*
	Actual	55%	87%	97%				

Updated Performance Measure (PM 1.3.1.3) since publication of the FY18-22 Annual Performance Plan.

* The specific details of the DoD Cybersecurity Scorecard measures when aggregated are CLASSIFIED; the scorecard is submitted via SIPRNet to DepSecDef.

PG 1.3.2: Implement Joint Regional Security Stack (JRSS) capabilities. The JRSS capabilities include modernizing the Department's information transport capabilities through installation of high throughput Multiprotocol Label Switching (MPLS) routers and fiber optic links; enhanced network security stacks; management of the enhanced network stacks; and a comprehensive analytics capability that synchronizes defensive cyber operations across the DoD Information Network (DoDIN). The JRSS effort is driving dramatic changes to IT networking and security across the DoDIN. It collapses disparate security solutions and complex duplicative networking connections into a dynamic, flexible, and upgradeable future DoD IT environment by the end of FY21.	**PG Leader:** DoD CIO

Updated PG 1.3.2 working to reflect updated FY for future DoD IT environment.

Performance Measures		**Q1 2018**	**Q2 2018**	**Q3 2018**	**Q4 2018**	**2019**	**2020**	**Prior Year Results**
PM 1.3.2.1: Implement Joint Regional Security Stack (JRSS) capabilities.								
• Cumulative percentage of NIPRNet/SIPRNet JRSS installed with operational traffic.	Target		Measured Annually		70% / 60%	100% / 100%	N/A	
	Actual							
• Cumulative percentage locations whose network communications have migrated behind JRSS on NIPRNet/SIPRNet	Target		Measured Annually		39% / 20%	74% / 42%	100% / 65%	
	Actual							

PG 1.3.3: Expand and refine DIB CS activities, both mandatory and voluntary, to better protect DoD unclassified information residing on or transiting DIB information networks or systems.		PG Leader: DoD CIO						
Performance Measure		**Q1 2018**	**Q2 2018**	**Q3 2018**	**Q4 2018**	**2019**	**2020**	**Prior Year Results**
PM 1.3.3.1: Encourage defense contractors to join the voluntary DIB Cybersecurity Program. (Metric: # of new participants)	Target	4	4	4	4	TBD	TBD	37
	Actual	31	40	25				
PM 1.3.3.2: Develop a plan to extend cyber threat information sharing to non- cleared defense contractors.	Target	50%	100%	100%	N/A	TBD	TBD	NEW
	Actual	50%	90%	100%				
PM 1.3.3.3: Pilot cyber threat information sharing activities with non- cleared defense contractors.	Target	50%	75%	100%	N/A	TBD	TBD	NEW
	Actual	50%	80%	100%				
PM 1.3.3.4: Provide expertise in support of the implementation of the Defense Federal Acquisition Regulation Supplement (DFARS) clause 252.204-7012 in defense contracts. (# of engagements with industry and government)	Target	3	3	3	3	TBD	TBD	18
	Actual	13	6	12				
PM 1.3.3.5: Through the DoD Cyber Crime Center, continue to develop meaningful cyber threat information products to share with DIB CS participants.	Target	37	37	37	37	150	150	150
	Actual	294	324	968				

SO 1.4: Ensure the best intelligence, counterintelligence, and security support to DoD Operations

SO Leader: OUSD(I)

PG 1.4.1: Personnel Vetting Reform		PG Leader: OUSD(I)

Performance Measure		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 1.4.1.1: DoD Persons enrolled into CE for National Security Positions	Target	1.1m	1.1m	1.1m	1.23m	2.0m	3.0m	NEW
	Actual	1.1m	1.1m	1.12m				
PM 1.4.1.2: Expand continuous background vetting capabilities through use of IMESA. In FY 2018, this will include the addition of the Terrorist Screening Data Base (TSDB) to the suite of checks already conducted by IMESA. By 2020 DoD will expand use of IMESA from 75% of installations to 95%	Target	Measured Annually			Add TSDB	Prioritize IMESA expansion	Cover 95% of installations	NEW
	Actual							
PM 1.4.1.3: Build sufficient capacity to conduct background investigations (BIs) for all DoD affiliated personnel	Target	Measured Annually			1,000 BIs	10,000 BIs per month	45,400 BIs per month	
	Actual							

Updated Performance measures since publication of the Annual Performance Plan

PG 1.4.2: Insider Threat Programs (InTPs) Full Operational Capability (FOC)		PG Leader: OUSD(I)

Performance Measure		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 1.4.2.1: Achieve InTP FOC Note: OUSD(I) selected Insider Threat as the focus area for DSE Reform in 2018. OUSD(I) continues to develop this Performance Goal and refine and improve its associated measures and Metrics.	Target		Baseline		3	9	41	
	Actual		2					

Updated Performance Goal (PG 1.4.2) and measure since publication of the Annual Performance Plan. PG 1.4.3, 1.4.4, 1.4.5 and 1.4.6 are FOUO or classified and reported in the classified supplemental attachment to the FY18 Annual Performance Report.

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: Ensure the Total Force mix of military, government civilian, and contracted support provides the best talent and capabilities at the right cost for each set of requirements	**PG Leader:** Director, TFM&RS, OASD(M&RA), OUSD(P&R)

Performance Measures		**Q1 2018**	**Q2 2018**	**Q3 2018**	**Q4 2018**	**2019**	**2020**	**Prior Year Results**
PM 1.5.1.1: Establish tiger teams to review and consider workforce rationalization opportunities and impediments.	Target							NEW
	Actual							
DepSecDef decision was made to not establish further tiger teams; direction to USD P&R was to operationalize workforce rationalization through a series of policy and directive memoranda and potential workforce rationalization pilot programs.								
PM 1.5.1.2: Develop a comprehensive strategic communications plan and legislative engagement strategy.	Target							NEW
	Actual							
Comprehensive strategic communications plan and legislative engagement strategy are pending further leadership direction								
PM 1.5.1.3: Develop DoD workforce rationalization guidance for DoD Components.	Target							NEW
	Actual							
Guidance remains under development and pending leadership direction.								
PM 1.5.1.4: Informed by the workforce rationalization plan, Secretaries of the Military Departments and the DoD Chief Management Officer submit annual reports, in accordance with 10 USC 129(c), to Congress, beginning February 1, 2019.	Target	Measured in FY19				4 reports, Q2	4 reports, Q2	NEW
	Actual							

PG 1.5.2: Improve recruitment and retention of the civilian workforce	**PG Leader:** OUSD, P&R (DASD(CPP))

Performance Measures		**Q1 2018**	**Q2 2018**	**Q3 2018**	**Q4 2018**	**2019**	**2020**	**Prior Year Results**
PM 1.5.2.1: By March 31, 2018, require Components to submit action plans, including appropriate targets and goals (both general and for specified priority occupations), to improve time and quality of hiring.	Target		X	6 of 6	6 of 6	TBD	TBD	NEW
	Actual		No (67%)	Yes (100%)				
PM 1.5.2.2: Starting April 1, 2018, oversee Components' execution of their plans, including milestones and measures (quarterly progress/ performance reviews).	Target			X				NEW
	Actual			X				
PM 1.5.2.3: By June 30, 2019, establish quality measures for manager/customer satisfaction with hiring process.	Target	Measured in FY19				FY19		NEW
	Actual							

Performance Measures		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 1.5.2.4: By October 1, 2019, implement customer satisfaction tracking program.	Target		Measured in FY20				FY20	NEW
	Actual							
PM 1.5.2.5: By October 1, 2019, conduct quarterly performance reviews of Components' hiring efficiency (time to hire) and effectiveness (manager satisfaction/ applicant quality).	Target		Measured in FY20				FY20	NEW
	Actual							

PG 1.5.3: Enhance recruitment and sustainment of the All- Volunteer Force (AVF)					**PG Leader:** M&RA, OUSD(P&R)			

Performance Measures		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
**PM 1.5.3.1: ***By the end of FY21, increase percent of youth who say they have considered military service by two points to 60%.	Target		Measured in FY19			58.5%	59%	NEW
	Actual							
**PM 1.5.3.2: ***By the end of FY21, increase enlisted annual accession percentages from non-top 10 states by one-half point to 72.4%.	Target		Measured in FY19			72.0%	72.2%	71.9%
	Actual							
**PM 1.5.3.3: ***By the end of FY21, the Department will modernize its advertising strategy, moving from traditional formats to digital and targeted marketing, for the recruitment of youth to at least 50% of the DoD recruiting advertising budget.	Target		Measured in FY19			>20%	>35%	<10%
	Actual							
**PM 1.5.3.4: ***By the end of FY21, increase influencers who have seen a JAMRS ad by five points to 10%.	Target		Measured in FY19			6%	8%	5%
	Actual							
* Results are contingent on receiving projected funding for JAMRS marketing efforts.								

PG 1.5.4: Ensure implementation of organizational initiatives to promote diversity and inclusion					**PG Leader:** Office for Diversity, Equity and Inclusion			

Performance Measure		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 1.5.4.1: By the end of 2Q FY2018, issue a comprehensive harassment prevention and response policy, which includes sexual harassment, hazing, and bullying.	Target		X					NEW
	Actual		100%					

STRATEGIC GOAL 2
Strengthen Our Alliances & Attract New Partnerships

Strategic Objective (SO) 2.1: Reform the Security Cooperation Enterprise

SO Leader: OUSD(P)

PG 2.1.1: Develop a certified DoD Security Cooperation workforce with the training, experience and resources necessary to meet mission requirements		**PG Leader:** DSCA						
Performance Measure		**Q1 2018**	**Q2 2018**	**Q3 2018**	**Q4 2018**	**2019**	**2020**	**Prior Year Results**
PM 2.1.1.1: Identify the size and composition of the workforce	Target		100%					
	Actual		96%					
PM 2.1.1.2: Establish regulations and guidance to create a trained, certified, and resourced workforce	Target			100%				
	Actual			100%				
PM 2.1.1.2.1: Personnel with required SC skills and experience are assigned to DoD SC workforce positions	Target	Measured in FY19				100%		
	Actual							

PG 2.1.2: Develop coordinated Policy that aligns Security Cooperation with global strategic priorities		**PG Leader:** USD(P)						
Performance Measure		**Q1 2018**	**Q2 2018**	**Q3 2018**	**Q4 2018**	**2019**	**2020**	**Prior Year Results**
PM 2.1.2.1.1: Approval of multi-year comprehensive security cooperation planning guidance	Target	Measured Annually			X			NEW
	Actual							
PM 2.1.2.1.2: Coordinated guidance for execution for all program authorities within Chapter 16	Target							NEW
	Actual							
PM 2.1.2.2: Approval and issuance of multi-year SC integrated planning guidance	Target		X					NEW
	Actual		X					
PM 2.1.2.2.1: Quarterly execution reports and alignment to SNaP data inputs	Target	X						NEW
	Actual	X						

PG 2.1.3: Develop and implement responsive and innovative processes and authorities							PG Leader: DSCA	
Performance Measure		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	**Prior Year Results**
PM 2.1.3.1: Identify, assess, and mitigate impediments to FMS acquisition processes	Target	Measured Annually			100%			NEW
	Actual							
PM 2.1.3.1.1: Input Measure: Analyze data of current timelines for contract award	Target		50%					NEW
	Actual		50%					
PM 2.1.3.1.2: Implementation Milestones: Develop milestones for contract award	Target			100%				NEW
	Actual			50%				
PM 2.1.3.1.3: Output Measure: Quarterly reports on FMS	Target			X	X	X	X	NEW
	Actual			X				
PM 2.1.3.1.4: Outcome Measure: Further implement the Section 830 pilot program	Target	Measured Annually			100%			NEW
	Actual							
PG 2.1.4: Provide full-spectrum capability including defense systems, enablers, personnel, strategy/doctrine/ plans, and institutional support to our partners							PG Leader: USD(P)	
Performance Measure		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	**Prior Year Results**
PM 2.1.4.1: Pilot new processes and engagement mechanisms to better support Combatant Command Security Cooperation planning	Target	Measured Annually			100%			NEW
	Actual							
PM 2.1.4.1.1: Publish evaluations of significant SC initiatives that inform lessons learned and investment decisions	Target	Measured Annually			100%			NEW
	Actual							
PM 2.1.4.2: Synchronize U.S. planning and resourcing efforts to develop full- spectrum capabilities for partner nation	Target	Measured Annually			100%			NEW
	Actual							
PM 2.1.4.2.1: SC Enterprise capability to support GCC assessment, planning, design, and monitoring of full-spectrum SC initiatives with clearly articulated outcomes	Target	Measured Annually			100%			NEW
	Actual							

<table>
<tr><td colspan="8" align="center">**STRATEGIC GOAL 3**
Reform the Department's Business Practices for Greater Performance and Affordability</td></tr>
<tr><td colspan="8">**SO 3.1:** Improve and strengthen business operations through a move to DoD-enterprise or shared services; reduce administrative and regulatory burden</td></tr>
<tr><td colspan="8">**SO Leaders:** CMO and DCAPE</td></tr>
<tr><td colspan="2">**PG 3.1.1:** Fundamentally transform how the Department delivers a secure, stable, and resilient IT infrastructure in support of Warfighter lethality. Exploit enterprise IT as a force multiplier. Improve the efficiency of business operations and ensure the Warfighter uncompromised, un-denied information at mission speed.</td><td colspan="6">**PG Leader:** IT and Business Systems Reform Leader</td></tr>
</table>

Performance Measure		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 3.1.1.1: IT Infrastructure - Circuit Optimization. By the end of 4Q FY20, the Department will optimize network circuits by 20% of the August 2015 circuit baseline.	Target	Measured Annually			TBD	TBD	TBD	Circuits reduced to date: 904
	Actual							
PM 3.1.1.2: IT Infrastructure - Automated Patch Management. By the end of 4Q FY20, the Department will deploy an automated patch management capability across the Fourth Estate.	Target	Measured in FY19				X		
	Actual							
PM 3.1.1.3: IT Infrastructure – Wireless Telephony. By the end of 4Q FY20, the Department will deploy a Telecom Expense Management tool to better manage and identify wireless telephony opportunities.	Target	Measured in FY19				X		
	Actual							
PM 3.1.1.4: IT Infrastructure –Platform Consolidation. By the end of 4Q FY18, the Department will establish an Executive Agent (EA) for platforms. By the end of 4Q, FY18, the EA in close collaboration with the DoD Reform Management Group (RMG) will publish a implementation plan.	Target	Measured Annually			X		X	
	Actual							
PM 3.1.1.5: IT Infrastructure – Enterprise Licensing Management. By the end of 4Q FY18, the Department will establish an Executive Agent to manage joint enterprise licensing agreements across the DoD.	Target	Measured Annually			X			
	Actual							

Performance Measure		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 3.1.1.6: IT Infrastructure – NIPR / SIPR Consolidation. By the end of 4Q FY18, the Department will publish an implementation plan to consolidate Non-Classified Internet Protocol Router (NIPR) networks and Secret Internet Protocol Router (SIPR) networks to the fullest extent possible.	Target	Measured Annually			X			
	Actual							
PM3.1.1.7: IT Infrastructure – Enterprise Collaboration Management. By the end of 4Q FY19, the Department will migrate email users to a single email server and domain to the fullest extent practicable.	Target	Measured Annually			X			
	Actual							
PM 3.1.1.8: IT Infrastructure – Data Center (DC) Optimization. The Department has closed 915 DCs; and increased virtualization by 14%. DoD continued system migration to the cloud and to more efficient enterprise hosting environments further improve virtualization. DoD Components have committed to close 1275 data centers on or before the end of Q4 FY 23. DoD CIO and the IT Reform Team will continue to identify additional DC closures. ***Aligned w/ Federal 2010 DC Consolidation Initiative. DC #'s as of Q4 FY17***	Target	Measured in FY20					X	DoD has closed 915 DCs since 2010
	Actual							
PM 3.1.1.9: IT Infrastructure – Fourth Estate IT Shared Services. By the end of 4Q FY18, the Department will establish and publish quantifiable measures to consolidate and optimize 4E IT shared services to the fullest extent possible.	Target	Measured Annually			X			
	Actual							
PM 3.1.1.10: IT Infrastructure – Costs. By the end of 4Q FY20 and through a series of targeted infrastructure reform efforts, the Department will reduce 4E Enterprise Information Environment Mission Area (EIEMA) cost by 5% from the PB17 budget position as a baseline.	Target	Measured in FY20					X	
	Actual							
PM 3.1.1.11: Business systems environment. By the end of 4Q FY18, the Department will establish quantifiable measures for improvements to the business system environment.	Target	Measured in FY20					X	
	Actual							

PG 3.1.2: Review requirements for services contracts for continued need, redundancy and effectiveness of contract structures and conditions.		PG Leader: CMO					
Performance Measure		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 3.1.2.1: By the end of FY 2018, Service Requirements Review Boards will be conducted for all Components of the Office of the Secretary of Defense (OSD), Defense Agencies, DoD Field Activities, Joint Chiefs of Staff, and Combatant Commands and results reviews by a Senior Review Panel.	Target	Measured Annually			X			FY17: completed
	Actual							
PM 3.1.2.2: Achieve SRRB cost savings targets FY17 RMD: FY17-21 Programmed Cost Savings: $1,961M	Target	Measured Annually			$376M	$470M	$482M	FY17: $141M
	Actual							

PG 3.1.3: Review commodity procurements across the DoD and interagency to identify opportunities to leverage increased buying power by consolidated cross-Federal procurement purchases. By 2021, initiate whole of government sourcing: subsistence (food items), clothing & textiles, and medical supplies.		PG Leader: Logistics and Supply Chain Reform Leader					
Performance Measure		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 3.1.3.1: Medical Whole of Government Sourcing: By Q2 FY18, develop performance goals, specific milestones, and measures/targets to gauge progress	Target / Actual	N/A	N/A	N/A	N/A	N/A	N/A	NEW
PM 3.1.3.2: Medical Whole of Government Sourcing: By Q4, FY19, either program or submit POM issues paper to achieve identified cost savings target for FY2021-25 FYDP	Target / Actual	N/A	N/A	N/A	N/A	N/A	N/A	NEW
PMs 3.1.3.1 & 3.1.3.2 transferred to the Medical Reform Team								
PM 3.1.3.3: Clothing and Textiles Whole of Government Sourcing: By Q2 FY18, develop performance goals, specific milestones, and measures/targets to gauge progress	Target / Actual							NEW
PM 3.1.3.4: Clothing and Textiles Whole of Government Sourcing: Identify necessary investments and projected cost savings. Determine the method(s) through which investments and savings are realized. (e.g. Year of execution,	Target / Actual							NEW
PMs 3.1.3.3 & 3.1.3.4 awaiting OMB decision on whether to proceed or not								
PM 3.1.3.5: Subsistence Whole of Government Sourcing: By Q2 FY18, develop performance goals, specific milestones, and measures/targets to gauge progress	Target / Actual	N/A	N/A	N/A	N/A	N/A	N/A	NEW
PM 3.1.3.6: Subsistence Whole of Government Sourcing: Identify necessary investments and projected cost savings. Determine the method(s) through which investments and savings are realized. (e.g Year of execution, POM…)	Target / Actual	N/A	N/A	N/A	N/A	N/A	N/A	NEW
PMs 3.1.3.5 & 3.1.3.6 OMB determined not to pursue this effort								

PG 3.1.4: Streamline and optimize DOD distribution network. Leverage Pareto of distribution activity to remove unnecessary warehouses and distribution centers.		PG Leader: Logistics and Supply Chain Reform Leader						

Performance Measure		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 3.1.4.1: Non-Tactical Warehouse Integration - By Q2 FY18, develop performance goals, specific milestones, and measures/targets to gauge progress	Target		X					NEW
	Actual		X					
PM 3.1.4.2: Non-Tactical Warehouse Integration - Identify necessary investments and projected cost savings. Determine the method(s) through which investments and savings are realized. (e.g. Year of execution, POM…)	Target	Measured in FY19				X		NEW
	Actual							

PG 3.1.5: Provide necessary community services at reduced cost to the DoD by moving to either shared services or outsourced support models. Focus areas include: commissary and exchanges; lodging; DoD schools; child care; other community and family support activities		PG Leaders: Community Services Reform Leader / CMO						

Performance Measures		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 3.1.5.1: Enterprise Management of Community Services Reform – By Q2, FY2018, develop Initial Community Services Project & Implementation Plan Update	Target		X					NEW
	Actual		X					
PM 3.1.5.2: Enterprise Management of Community Services Reform – Identify necessary investments and projected cost savings. Determine the method(s) through which investments and savings are realized. (e.g Year of execution, POM…)	Target	Measured in FY19						NEW
	Actual							
PM 3.1.5.3 was not incorporated								
PM 3.1.5.4: Official Lodging Reform – Eliminate direct APF support to official lodging (pending Directive Type Memorandum effective Oct 1, 2019)." Delete "Measured annually" language and target of 2018 indicator, and replace with 2020 indicator.	Target	Measured Annually			X			NEW
	Actual							
PM 3.1.5.5: Official Lodging Reform – Identify necessary investments and projected cost savings. Determine the method(s) through which investments and savings are realized. (e.g. Year of execution, POM…)	Target	Measured in FY19 as part of PM 3.1.5.2				X		NEW
	Actual							
PM 3.1.5.6: Armed Forces Retirement Home (AFRH) Reform – By Q2 FY2018, develop Strategic Plan	Target	N/A	N/A	N/A	N/A	N/A	N/A	NEW
	Actual							
Updated PM 3.1.5.4 to match with ADCMO and OUSD(P&R) way forward plan from the Nov 14, 2017 meeting and with Community Services Reform Team's sequencing plan for evaluating lodging consolidation. PM 3.1.5.5 target changed. PM 3.1.5.6 is removed due to not being a part of Community Service.								

DoD Priority Goal 3.1.6: Reduce Regulatory Burden by eliminating unnecessary Federal Rules (E.O. 13771)						Priority Goal Leader: CMO		
Performance Measure		**Q1 2018**	**Q2 2018**	**Q3 2018**	**Q4 2018**	**2019**	**2020**	**Prior Year Results**
PM 3.1.6.1: Number of evaluations to identify potential EO 13771 deregulatory actions that included opportunity for public input and/or peer review	Target	16% of total	16% of total	16% of total	16% of total			NEW
	Actual	15%	12%	16%				
PM 3.1.6.2: Number of EO 13771 deregulatory actions recommended by the Regulatory Reform Task Force to the Secretary of Defense, consistent with applicable law	Target	6.25% of total	6.25% of total	6.25% of total	6.25% of total			NEW
	Actual	3.77%	3.61%	3.12%				
PM 3.1.6.3: Number of EO 13771 deregulatory actions issued that address recommendations by the Regulatory Reform Task Force	Target	6.25% of total	6.25% of total	6.25% of total	6.25% of total			NEW
	Actual	1%	0	3.12%				
PM 3.1.6.4: Number of EO 13771 significant regulatory actions issued after January 20, 2017	Target	2.5.% of total	2.5.% of total	2.5.% of total	2.5.% of total			NEW
	Actual	0	0	1%				
PM 3.1.6.5: Number of EO 13771 deregulatory actions issued after January 20, 2017	Target	6.25% of total	6.25% of total	6.25% of total	6.25% of total			NEW
	Actual	1%	0	3.12%				
PM 3.1.6.6: Total incremental cost of all EO 13771 significant regulatory actions (including costs or cost savings carried over from previous fiscal years)	Target	2.5.% of total	2.5.% of total	2.5.% of total	2.5.% of total			NEW
	Actual	0	0	Unknown (common rule)				
PM 3.1.6.7: Total incremental cost of all EO 13771 deregulatory actions (including costs or cost savings carried over from previous fiscal years)	Target	6.25% of total	6.25% of total	6.25% of total	6.25% of total			NEW
	Actual	1%	0	1%				

PG 3.1.7: Reform Real Property Management. Initiatives being considered by this reform team include: • Real Property Management Reform • Leased Space Consolidation and Reduction • Lease Process Standardization • Targeted Contract Consolidation • Contract Efficiency Assessment • Increase third party partnership opportunities • Increase utilization of space		**PG Leader:** Real Property Reform Lead					

Performance Measure		**Q1 2018**	**Q2 2018**	**Q3 2018**	**Q4 2018**	**2019**	**2020**	**Prior Year Results**
PM 3.1.7.1: By Q2 FY18, develop performance goals, specific milestones, and measures/targets to gauge progress	Target		X					NEW
	Actual		X					
PM 3.1.7.2: Identify necessary investments and projected cost savings. Determine the method(s) through which investments and savings are realized. (e.g Year of execution, POM…)	Target	Measured in FY19				X		NEW
	Actual							

PG 3.1.8: Provide direct medical care to support the readiness of the field force and the readiness of the mission- focused medical force. Ensure the cost-effective delivery of the military health benefit to military members, retirees, and their families.		**PG Leaders:** CMO and Health Care Reform Leader					

Performance Measures		**Q1 2018**	**Q2 2018**	**Q3 2018**	**Q4 2018**	**2019**	**2020**	**Prior Year Results**
PM 3.1.8.1: Military Health System (MHS) Reform – Submit FY17 NDAA Section 702 Implementation Plan to Congress, as required by law, to improve the efficiency of enterprise wide services.	Target			X				NEW
	Actual			X				
PM 3.1.8.2: MHS Reform – By the end of FY23, achieve annual savings to reduce headquarters programs by $202M for the FY19-23 FYDP.	Target	Measured in FY19				-15%, $27.0M	-20%, $35.7M	NEW
	Actual							
PM 3.1.8.3: Medical Treatment Facilities (MTF) Reform – Identify necessary investments and projected cost savings. Determine the method(s) through which investments and savings are realized. (e.g. Year of execution, POM…)	Target	Measured Annually		X				NEW
	Actual							
PM 3.1.8.4: MTF Reform – By the end of FY2018, develop an MTF Reform work plan with performance goals and organization or procedure redesign to support cost savings.	Target	Measured Annually		X				NEW
	Actual							

Performance Measures		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 3.1.8.5: TRICARE Modernization Reform - By the end of FY2018, develop a TRICARE Modernization Reform work plan with performance goals and organization or procedure redesign to support cost savings targets.	Target	Measured Annually			X			NEW
	Actual							
PM 3.1.8.6: TRICARE Modernization Reform – Identify necessary investments and projected cost savings. Determine the method(s) through which investments and savings are realized. (e.g. Year of execution, POM…)	Target	Measured Annually			X			NEW
	Actual							

PG 3.1.9: Increase shared service delivery of medical benefits between DoD and Department of Veterans Affairs			PG Leader: OUSD(P&R)					

Performance Measure		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 3.1.9.1: Common purchased care (Integrated Purchased Care Network): Purchased Care Network considers combining the contract(s) managed by DoD and the VA that provide healthcare services outside of both a DoD or VA medical treatment facility and not a complete integration of both healthcare systems. NLT the end of FY18, Health Affairs will have completed and presented a Plan of Action and Milestones that details a way forward for common purchased care.	Target	Measured Annually			X			
	Actual							

PG 3.1.10: Supplier Self Service: Goal is to significantly improve vendor invoice payments in timeliness, accuracy, and interest penalty payments by enabling use of the General Fund Enterprise Business System (GFEBS)			PG Leader: HQDA ASA FM/CMO					

Performance Measure		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 3.1.10.1: By Q2, FY18, develop performance goals, specific milestones, and measures/targets to gauge progress	Target		X					NEW
	Actual		X					
PM 3.1.10.2: Identify necessary investments and projected cost savings. Determine the method(s) through which investments and savings are realized. (e.g. Year of execution, POM…)	Target	Measured Annually			X			NEW
	Actual							

PG 3.1.11. Improve the Temporary Duty travel experience with better customer service at reduced cost.						PG Leader: IT/Business Systems Reform Lead		
Performance Measure		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	**Prior Year Results**
PM 3.1.11.1: Achieve $450M programmed cost savings targets for FY2019-2023 FYDP	Target	Measured in FY19				TBD	TBD	TBD
	Actual							
PM 3.1.11.2: By Q2, FY2018, complete Acquisition Strategy	Target		X					NEW
	Actual		X					

PG 3.1.12: Consolidate/Improve the Defense Civilian Personnel Data System (DCPDS)						PG Leader: IT/Business Systems Reform Lead		
Performance Measure		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	**Prior Year Results**
PM 3.1.12.1: Achieve programmed cost savings targets for FY2019-2023 FYDP	Target	Measured in FY19				TBD	TBD	TBD
	Actual							
PM 3.1.12.2: By July 2018, develop self service capabilities definition	Target	Measured Annually		Q4				NEW
	Actual							
PM 3.1.12.3: By July 2019, complete database consolidation	Target	Measured in FY19				Q4		NEW
	Actual							

PG 3.1.13: By FY 2022, create a Single Export Licensing Agency. Note: this is an interagency effort, consolidation will involve Departments of Commerce, State, and Energy. Reform effort may be incorporated into proceedings of the White House Interagency Expert Control Reform Committee (ECRC).						PG Leader: OUSD(P)/Defense Technical Security Administration		
Performance Measure		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	**Prior Year Results**
PM 3.1.13.1: PMs associated with this goal are pending an interagency decision to proceed with the consolidation effort.	Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Actual							
Note: Performance Goal 3.1.13 was discontinued per Interagency Export Control Reform Committee (ECRC)								

PG 3.1.14: Implement Acquisition Reform by simplifying, delivering faster and reducing costs of product and service procurement across DoD		PG Leader: USD(A&S)					
Performance Measure		**Q1 2018**	**Q2 2018**	**Q3 2018**	**Q4 2018**	**2019**	**2020**	**Prior Year Results**
PM: 3.1.14.1: Delegate (or revert) Milestone Decision Authority for Major Defense Acquisition Programs (MDAPs) and Major Automated Information System (MAIS) Programs from the Defense Acquisition Executive (DAE) to the respective Service Acquisition Executives (9 Army, 5 Navy, and 10 Air Force programs).	Target	X						NEW
	Actual	X						
PM 3.1.14.2: Implement initiatives (e.g. utilizing Other Transactional Authorities, exercising Expanded Access Authorities for medical countermeasures, conducting advance technology demonstrations), where appropriate, to more rapidly develop and deliver chemical, biological and radiological defensive equipment to improve Joint Force lethality and readiness by initiating the Counter Weapons of Mass Destruction (CWMD) Other Transactional Authorities (OTA) with industry.	Target		X					NEW
	Actual		X					
PM: 3.1.14.3: Establish pilot programs to demonstrate our ability to reduce procurement administrative lead time by as much as 50 percent, significantly reducing our costs while accelerating our timelines for fielding major capability. Field an electronic tool that implements over 40 techniques to increase government team's efficiency, from pre-award to contract negotiation.	Target	Measured Annually		X				NEW
	Actual							
PM 3.1.14.4: Enhance the performance of facility construction contracts to reduce cost overruns and schedule delays by up to 50% through business reforms, benchmarking with industry, and facility optimization. After significant analysis and benchmarking, draft and staff policies to implement process changes and new metrics to deliver MILCON projects.	Target	Measured Annually		X				NEW
	Actual							

PG 3.1.15: By FY22, streamline the military pay process to increase accuracy and speed of payroll to military members, while reducing cost of service.		PG Leader: TBD					
Performance Measures		**Q1 2018**	**Q2 2018**	**Q3 2018**	**Q4 2018**	**2019**	**2020**	**Prior Year Results**
PM 3.1.15.1: TBD Implementation Milestones to FY20 Execution	Target	Measured in FY19				TBD	TBD	NEW
	Actual							
PM 3.1.15.2: Reduce the number of workarounds in the military pay process	Target	Measured in FY20					-70%	TBD
	Actual							

Performance Measures		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 3.1.15.3: Reduce the number of post- disbursement discrepancies	Target / Actual		Measured in FY20				-10%	TBD
PM 3.1.15.4: Service Systems Fielded at Initial Operating Capability (IOC) Note: Army (Q2 FY20); Navy (Q2 FY20); Air Force (FY21)	Target / Actual		Measured in FY20				Army Navy	NEW

Performance Measures		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 3.1.15.5: Number of Military Services compliant with pay disbursement using Treasury Direct Disbursing (TDD)	Target / Actual		Measured in FY20				4	NEW
PM 3.1.15.6: Identify necessary investments and projected cost savings. Determine the method(s) through which investments and savings are realized. (e.g. Year of execution, POM…)	Target / Actual							

SO 3.2: Optimize Organizational Structures

SO Leaders: CMO

PG 3.2.1: Implement Restructure of legacy OUSD Acquisition, Technology and Logistic (AT&L) Organization		**PG Leaders:** USD(A&S) & USD(R&E)			

Performance Measures		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 3.2.1.1: Meet all quarterly FY17 NDAA Section 901 Report milestones to restructure USD(A&S) Phase I, Q2 FY18: • Receive approval from the Secretary of Defense on the methodology for the AT&L reorganization • Kick-off overall project with timelines, objectives, communication plan and roles & responsibilities • Develop quarterly objectives to meet 2 year timeline – complete by 2020	Target		X					
	Actual		X					

PG 3.2.2: Implement restructure of DCMO into the CMO		PG Leader: CMO					

Performance Measures		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 3.2.2.1: Meet all quarterly FY17 NDAA Section 901 Report milestones to restructure the legacy DCMO organization into the CMO. Reform Team Milestones: **Phase 1 Q1, FY18:** • Reform teams develop work plans with Explicit & Detailed objectives for Day "0" to Day 60 • Complete stand-up of Reform Team Obeya Rooms Phase II, Q2, FY18: • CMO: Initial Operating Capability • Reform Teams develop Plan Summary, to include: Target Business Processes; Definition of Program Goals, to include Targets for Cost Decrease; and Redesign of Organizations and governance processes as appropriate. • DSD, CMO, CAPE and MilDep Reform Management Group forums to Evaluate Progress Phase III, Q3, FY18: • Extend Implementation Plans to New Opportunities • Notify Congress • Identify Enterprise Service Delivery Methods Phase IV, Q4, FY18: • Complete Business Process Re-engineering Assessments • Transition to Enterprise Leaders • As appropriate, new governance processes established and new organization stand-up	Target	X	X	X	X			
	Actual	X	X	X				

PG 3.2.3: Complete major headquarters reductions consistent with legislation		PG Leader: CMO					

Performance Measures		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 3.2.3.1: Achieve DoD-wide MHA cost savings targets using FY 2016 baseline (achieve an overall 25% reduction).	Target				$971.7M 21.2%	$628.8M 24.6%	TBD 26.2%	FY17 $1.25B
	Actual	Measured Annually						

SO 3.3: Undergo audit, and 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: Begin audit and remediate findings towards achieving a positive audit opinion for the DoD.					**Priority Goal Leader:** USD(C)/CFO		

Performance Measure		**Q1 2018**	**Q2 2018**	**Q3 2018**	**Q4 2018**	**2019**	**2020**	**Prior Year Results**
PM 3.3.1.1: Audit readiness assertion letters delivered to the DoD Office of the Inspector General	Target	X						Q4 FY16
	Actual	X						
PM 3.3.1.2: Notification / assertion to Congress that the full financial statements of the Department are audit-ready	Target	X						Q4 FY16
	Actual	X						
PM 3.3.1.3: Finalization of audit contracts with IPAs. Remaining contracts expected to be in place during Q2, FY18.	Target		X					N/A
	Actual		X					
PM 3.3.1.4: Develop consolidated NFR tracking tool and make available to applicable stakeholders	Target	X						N/A
	Actual	X						
PM 3.3.1.5: FY17 full scope audit reports and findings for selected components received (USMC, DLA, DISA)	Target	X						N/A
	Actual	X						
PM 3.3.1.6: NFRs entered into tracking tool by IPAs	Target		X			Q1		N/A
	Actual		Not Met					
PM 3.3.1.7: FY18 full-scope audit reports and findings for all components and consolidated DoD received	Target		Measured in FY19			Q1		N/A
	Actual							
PM 3.3.1.8: Closed NFR Conditions (USMC, DLA) as validated by IPA	Target		Measured in FY19			10%		N/A
	Actual							
PM 3.3.1.9: Closed NFR Conditions DoD- Wide	Target		Measured in FY20				20%	N/A
	Actual							
PM 3.3.1.10: Provide report to Congress on Audit results status to include Audit findings and remediation statistics (Recurring in Q1 and Q3)	Target	X		X		Q1, Q3	TBD	NEW
	Actual	X		X				

36

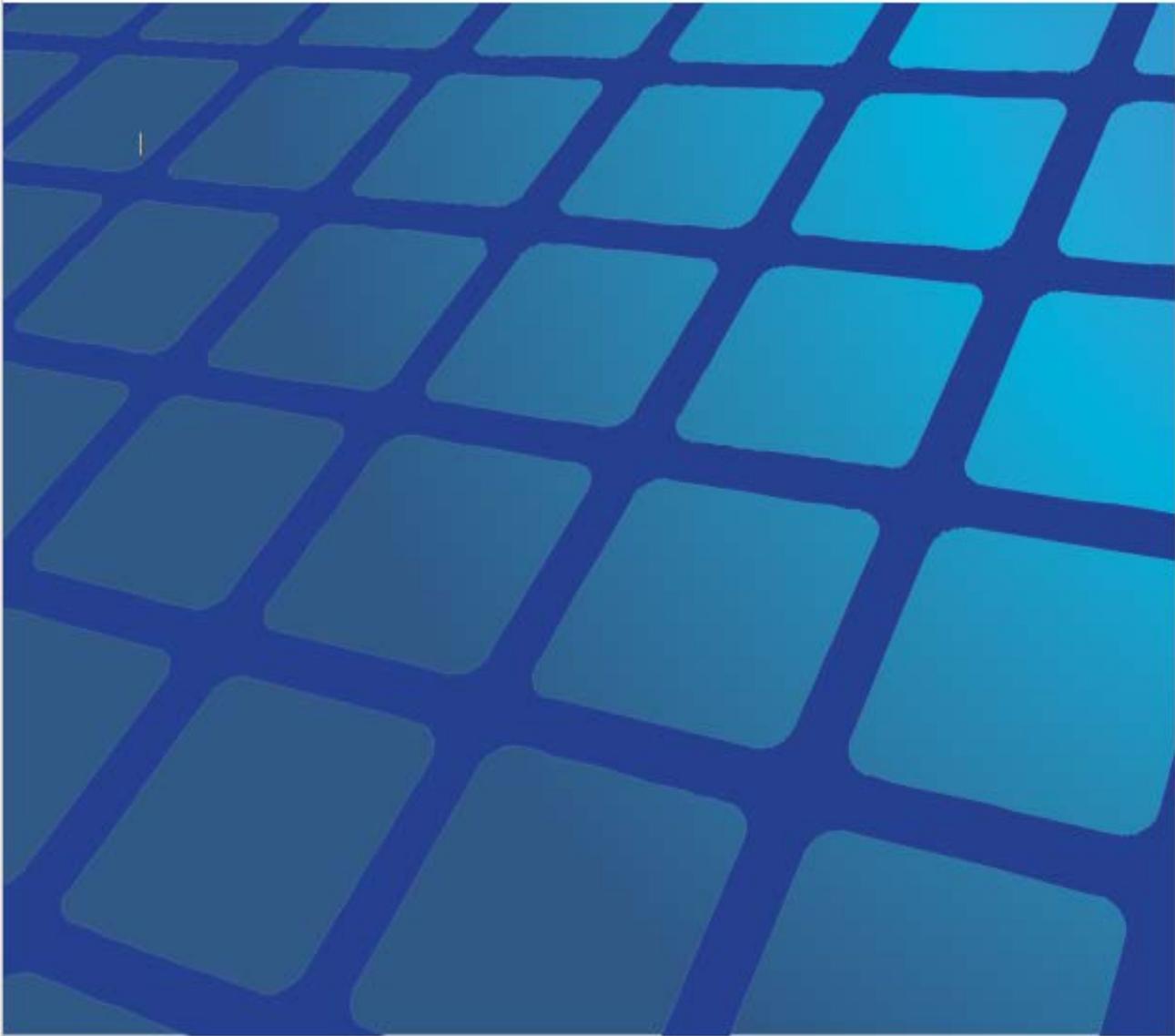| PG 3.3.2: Establish a DoD enterprise cost management information framework that will allow the Department to find more cost effective ways of managing the various lines of business.					`PG Leaders: USD(C)/CFO & CMO			
Performance Measure		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 3.3.2.1: Define and implement DoD Line of Business cost frameworks 1. Real Property: completed FY16; in sustainment 2. Medical: completed FY17; in sustainment 3. Medical Navy extension: Q1, FY17 – Q1, FY18 4. Information Technology: basic completed FY18; extension: Q1, – Q4, FY18 5. Supply Chain/Logistics: Oct 2017 – Aug 2018 6. Financial Management: Q1, FY18	Target	X	X	X				
	Actual	X	X	X				
PG 3.3.3: Sustain a professional Certified Financial Management workforce					PG Leaders: USD(C)/CFO			
Performance Measure		Q1 2018	Q2 2018	Q3 2018	Q4 2018	2019	2020	Prior Year Results
PM 3.3.3.1: % of certified Financial Management workforce members	Target	Measured Annually			67%	68%	70%	70%
	Actual							

Appendix B: Acronyms and Definitions

Acronym/Abbreviation	Definition
AFRA	Armed Forces Retirement Home
ALIS	Autonomic Logistics Information System
APP	Annual Performance Plan
A&S	Acquisition & Sustainment
ASD(EI&E	Assistant Secretary of Defense for Energy, Installations and Environment
ASD(R))	Assistant Secretary of Defense for Readiness
AT&L	Acquisition, Technology and Logistics
AVF	All Volunteer Force
BI	Background Investigation
CAF	Consolidated Adjudications Facility
CAPE	Cost Assessment and Program Evaluation
CE	Continuous Evaluation
CJIS	Criminal Justice Information Service
CMO	Chief Management Officer
COO	Chief Operating Officer
CS	Cyber Security
CWMD	Counter Weapons of Mass Destruction
DAE	Defense Acquisition Executive
DAFA	Defense Agencies and DoD Field Activities
DASD SC	Defense for Security Cooperation
DC3	DoD Cyber Crime Center
DCMO	Deputy Chief Management Officer
DFARS	Defense Federal Acquisition Regulation Supplement
DIB	Defense Industrial Base
DISA	Defense Information Systems Agency
DLA	Defense Logistics Agency
DoD	Department of Defense
DoD CIO	Department of Defense Chief Information Officer
DoDIN	Department of Defense Information Network
DMAG	Deputy's Management Action Group
DMZ	Demilitarized Zone
DPG	Defense Planning Guidance
DSCA	Defense Security Cooperation Agency
DSD	Deputy Secretary of Defense
ECRC	Expert Control Reform Committee
EIEMA	Enterprise Information Environment Mission Area
EO	Executive Order

Acronym/Abbreviation	Definition
FE	Force Element
FM	Financial Management
FMS	Foreign Military Sales
FOC	Full Operational Capability
FOUO	For Official Use Only
FY	Fiscal year
FYDP	Future Years Defense Program
GCC	Geographic Combatant Command
HII	Hiring Improvement Initiatives
HRM	Human Resources Management
IMESA	Identity Matching Engine for Security and Analysis
IOC	Initial Operating Capability
IPA	Independent Public Accounting
IT	Information Technology
InTPs	Insider Threats Programs
JAMRS	
JIE	Joint Information Environment
JRSS	Joint Regional Security Stack
JSF	Joint Strike Fighter
MAIS	Major Automated Information System
MDAP	Major Defense Acquisition Program
MHA	Major DoD Headquarters Activities
MHS	Military Health System
MILCON	Military Construction
MILDEP	Military Department
MPLS	Multiprotocol Label Switching
MTF	Military treatment facility
NATO	North Atlantic Treaty Organization
NCIC	National Crime Information Center
NDAA	National Defense Authorization Act
NDS	National Defense Strategy
NFR	Notices of finding and recommendation
NIPRNET	Non-secure Internet Protocol Router Network
OA	Organizational Assessment
OCS	Operational Control System
OCMO	Office of the Chief Management Officer
OMB	Office of Management and Budget
OPM	Office of Personnel Management
OSD	Office of Secretary of Defense
OTA	Other Transactional Authorities
PB	President's Budget

Acronym/Abbreviation	Definition
PG	Performance Goal
PKI	Public Key Infrastructure
PM	Performance Measure
POM	Program Objective Memorandum
PRs	Periodic Reinvestigations
RMG	Reform Management Group
R2F	Readiness Recovery Framework
SC	Security Cooperation
SCWD	Security Cooperation Workforce Database
SECDEF	Secretary of Defense
SES	Senior Executive Service
SIPRNet	Secret Internet Protocol Router Network
SL/ST	Senior Level / Scientific and Technical Professional
SNaP-IT	Select and Native Programming – Information Technology
SO	Strategic Objective
SRRB	Service Requirement Review Board
S&T	Science and Technology
TBD	To be Determined
TDD	Treasury Direct Disbursing
TSDB	Terrorist Screening Database
UAS	Unmanned Aircraft Systems
USMC	United States Marine Corps
USD(AT&L)	Under Secretary of Defense for Acquisition, Technology and Logistics
USD(C/CFO)	Under Secretary of Defense(Comptroller)/Chief Financial Officer
USD(I)	Under Secretary of Defense for Intelligence
USD(P)	Under Secretary of Defense for Policy
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USD(A&S)	Under Secretary of Defense for Acquisition and Sustainment
USD(R&E)	Under Secretary of Defense for Research and Engineering
USSOCOM	United States Special Operations Command
VA	Veterans Affairs
WG	Working Group
WHS	Washington Headquarters Services
WMD	Weapons of Mass Destruction