



# DEPARTMENT OF WAR STRATEGIC PLAN

*In Support of the President's Management Agenda*

Fiscal Years 2026 - 2030



FY 2027 Agency Performance Plan



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## I. INTRODUCTION

The purpose of the **Department of War (DoW) Strategic Plan for Fiscal Years 2026-2030 (the “Strategic Plan”)** is to implement the President’s Management Agenda (PMA) and support the President’s policy priorities, as reflected in associated Presidential directives (i.e., executive orders, memoranda, and proclamations). The Strategic Plan incorporates Congressional mandates aligned with the PMA, Presidential directives, and DoW’s top enterprise business operations goals. The Strategic Plan primarily outlines specific DoW strategic goals and objectives and how DoW will achieve them.

For the purposes of this Strategic Plan, the term “enterprise business operations” is defined as activities that constitute the cross-cutting business operations used by multiple Components of the Department of War, but not those activities that are directly tied to a single Military Department or Department of War Component. The term includes business-support functions designated by the Secretary of War or the Deputy Secretary of War for the purposes of this section, such as aspects of financial management, healthcare, acquisition and procurement, supply chain and logistics, certain information technology, real property, and human resources operations.



## **II. AGENCY AND MISSION INFORMATION**

### **A. Overview**

The Secretary of War is a Cabinet member and Head of the DoW, an Executive Department. Pursuant to section 113 of title 10, U.S. Code, the Secretary of War is the principal assistant and advisor to the President on all matters relating to the DoW and serves as the leader and Chief Executive Officer of the Department.<sup>1</sup>

### **B. Mission**

The mission of the DoW is to provide the military forces necessary to deter war and ensure our nation's security.<sup>2</sup> The President has articulated a clear mandate: achieve Peace through Strength.<sup>3</sup> As directed by the President and the Secretary of War, the DoW maintains and employs the U.S. Armed Forces to: (i) support and defend the Constitution of the United States against all enemies, foreign and domestic; (ii) ensure, by timely and effective military action, the security of the United States, its possessions, and areas vital to its interest; and (iii) uphold and advance the national policies and interests of the United States.<sup>1</sup> We will reestablish deterrence by defending our homeland - on the ground and in the sky.<sup>3</sup> We will work with allies and partners to deter aggression in the Indo-Pacific by Communist China, as well as support the President's priority to end wars responsibly and reorient to key threats. We will stand by our allies, and our enemies are on notice.<sup>3</sup>

### **C. Consultation with External Stakeholders**

Congressional mandates (i.e., enacted legislation) are the most authoritative expression of Congress's consensus views. As stated in the introduction, relevant Congressional mandates (i.e., enacted legislation) are incorporated into this strategic plan.

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<sup>1</sup> Department of Defense Directive 5100.01, "Functions of the Department of Defense and Its Major Components," December 21, 2010, as amended.

<sup>2</sup> This mission statement may be found at <https://www.war.gov/About/>.

<sup>3</sup> Secretary of Defense Memorandum, "Message to the Force," January 27, 2025.

### **III. STRATEGIC GOALS AND OBJECTIVES**

#### **A. Strategic Goals**

- 1. Reshape the Civil Service Workforce**  
Implement measures to build an effective and efficient Federal workforce that attracts and retains the highest caliber civil servants, committed to achieving the freedom, prosperity, and democratic rule that the United States Constitution promotes.
- 2. Modernize Department Financial Management Operations**  
Improve financial stewardship by defending against fraud and improper payments, increasing transparency and auditability, boosting efficiency, reducing costs, and securing Federal payment systems against vulnerabilities.
- 3. Modernize Department Business Operations**  
Modernize and optimize the Department of War's enterprise business operations, cross-cutting functions that support multiple Department Components to improve service delivery, operational efficiency, and mission readiness. This includes enhancing key business-support functions such as supply chain and logistics, and information technology. By streamlining these shared services, the Department will reduce redundancy, increase transparency, and ensure consistent, high-quality outcomes across its enterprise.
- 4. Use Real Property More Efficiently and Effectively**  
Optimize the use of real property owned or leased by the Department of War to ensure assets are managed efficiently and cost-effectively, supporting mission readiness, reducing waste, and delivering maximum value to the warfighter and the taxpayer.
- 5. Drive Improvement Through Digital-First Operations**  
Drive improvements, transparency, and results by modernizing enterprise business operation workflows and leveraging automation and artificial intelligence to power the mission impact of the Department's civilian workforce.

# STRATEGIC GOAL 1

## Reshape the Civil Service Workforce

### B. Strategic Objectives

#### Strategic Objective 1.1 – Adopt and Implement Senior Executive Service and Senior Professional Appraisal Systems, Performance Plans, and Fiscal Year Rating Cycle<sup>4,5</sup>

*Lead: Office of the Under Secretary of War for Personnel and Readiness (OUSW(P&R))*

DoW will ensure Senior Executive Service officials and Senior Professionals faithfully fulfill their duties to advance the needs, policies, and goals of the United States and are properly accountable to the President and the American people.

DoW will achieve this objective by instituting the requirements for Senior Executives and Senior Professionals as established in the Office of Personnel Management’s (OPM) memoranda implementing the President’s directives (i.e., the February 25, 2025 OPM Memorandum, “New Senior Executive Service Performance Appraisal System and Performance Plan, and Guidance on Next Steps for Agencies to Implement Restoring Accountability for Career Senior Executives” and the April 3, 2025 OPM Memorandum, “New Senior Professional Performance Appraisal System and Plan”).

#### Strategic Objective 1.2 – Implement Federal Employee Performance Management Guidance<sup>6</sup>

*Lead: OUSW(P&R)*

DoW will ensure employees faithfully fulfill their duties to advance the needs, policies, and goals of the United States, and are properly accountable to the President and the American people, by adhering to the performance appraisal system mandated by 5 U.S.C. § 4302(c).

To achieve this objective, DoW is instituting the requirements set forth in the OPM’s memorandum implementing the President’s directive (i.e., the June 17, 2025, OPM Memorandum, “Performance Management for Federal Employees”) for employees covered by the Defense Performance Management and Appraisal Program (DPMAP) (approximately 69 percent of appropriated fund civilian employees).

<sup>4</sup> Presidential Memorandum, “Restoring Accountability for Career Senior Executives,” January 20, 2025.

<sup>5</sup> Executive Order 14170, “Reforming The Federal Hiring Process and Restoring Merit To Government Service,” January 20, 2025.

<sup>6</sup> OPM Memorandum, “Performance Management for Federal Employees,” June 17, 2025.

# STRATEGIC GOAL 1

## Reshape the Civil Service Workforce

In addition to implementing the OPM memo, DoW will also establish clear guidance on incentivizing and rewarding top performers, ensuring their contributions are meaningfully recognized.

### Strategic Objective 1.3 – Implement Merit Hiring Plan<sup>7</sup>

*Lead: OUSW(P&R)*

DoW is implementing the Merit Hiring Plan issued by the Office of Personnel Management on May 29, 2025, to reset DoW recruitment and hiring on merit, practical skills, and dedication to the United States Constitution. This will ensure that the Federal workforce is prepared to help achieve American greatness and attract the talent necessary to serve our citizens effectively.

Further, DoW is instituting the requirements outlined in the May 29, 2025, OPM Memorandum, “Hiring and Talent Development for the Senior Executive Service,” by improving the SES application process, enhancing SES professional development, and strengthening Executive Review Boards (ERBs).

### Strategic Objective 1.4 – Cultivate Talent Management<sup>8</sup>

*Lead: OUSW(P&R)*

Ensure continued Accountability in Federal hiring through implementation of Executive Order 14356<sup>8</sup> and the joint guidance set forth by the Office of Personnel Management and the Office of Management and Budget to leverage Staffing Plans and Strategic Hiring Committees.

DoW will cultivate a highly qualified and committed civilian workforce dedicated to the demanding mission of defending our nation and supporting its global warfighters.

To sharpen its competitive edge in the hiring market, DoW will overhaul its talent management by reviewing its policies and launching targeted initiatives. The focus will be on recruiting, developing, and retaining top-tier civilian talent in the most mission critical areas.

<sup>7</sup> Executive Order 14170, “Reforming The Federal Hiring Process and Restoring Merit To Government Service,” January 20, 2025, and OPM Memorandum, “Merit Hiring Plan,” May 29, 2025.

<sup>8</sup> Executive Order 14356, “Ensuring Continued Accountability in Federal Hiring,” October 15, 2025

# STRATEGIC GOAL 2

## Modernize Department Financial Management Operations

### Strategic Objective 2.1 – Protect America’s Bank Account Against Fraud, Waste and Abuse<sup>9</sup>

*Lead: Office of the Under Secretary of War (Comptroller)/Chief Financial Officer (OUSW(C))/CFO*

Transform federal financial management through the effective implementation of Executive Order 14249. This will strengthen the Department of the Treasury’s oversight and control, improve financial integrity, transparency, and efficiency, and promote responsible stewardship by reducing fraud, increasing auditability, consolidating disbursing operations, and standardizing Financial Management (FM) systems.

The DoW will focus on rigorous pre-certification verification of all payments to reduce improper payments, as well as the strategic reduction of Treasury Disbursing Offices (TDO) and Non-Treasury Disbursing Offices (NTDO), and the transition of remaining disbursing activities to daily reporting (TDO/NTDO Daily). To pursue full compliance, DoW will also execute targeted reforms to its FM Systems and business processes.

### Strategic Objective 2.2 – Modernize Payments to and From America’s Bank Account<sup>10</sup>

*Lead: OUSW(C)/CFO*

Transition to digital payment methods for disbursements and receipts to phase out physical lockboxes. This shift improves speed, security, and transparency, reduces administrative and operational costs, and aligns with EO 14247, which directs agencies to reduce paper checks where legally permitted.

The DoW is working with the Department of the Treasury to expand digital payment options, reduce reliance on paper checks, and phase out physical lockboxes as digital solutions become available.

### Strategic Objective 2.3 – Accelerate The Path to an Unmodified Audit Opinion<sup>11</sup>

*Lead: OUSW(C)/CFO*

Achieve an unmodified or “clean” financial statement audit opinion no later than December 31, 2028, as required by the National Defense Authorization Act for Fiscal Year 2024. Achieving this milestone supports mission priorities by increasing financial transparency, improving accountability, and strengthening public trust in the Department’s stewardship of taxpayer resources.

<sup>9</sup> Executive Order 14249, “Protecting America’s Bank Account Against Fraud, Waste, and Abuse,” March 25, 2025.

<sup>10</sup> Executive Order 14247, “Modernizing Payments to and From America’s Bank Account,” March 25, 2025.

<sup>11</sup> Secretary of War Memorandum: “Achieving a 2028 Unmodified Financial Statement Audit Opinion,” June 16, 2025.

# STRATEGIC GOAL 2

## Modernize Department Financial Management Operations

The DoW will establish an integrated and auditable financial environment that strengthens internal controls, modernizes systems, and improves data accuracy to achieve a sustainable unmodified audit opinion by December 31, 2028.

### Strategic Objective 2.4 – Maximize Execution of Available Funds

*Lead: OUSW(C)/CFO*

Improve financial efficiency by identifying ways to use unobligated balances and expired funds to address emergent requirements and DoW priorities.

Each year, due to the complexities of execution, funds expire for obligation as their period of availability ends or are canceled. The DoW will work to ensure the maximum use of available resources for year of execution needs and other allowable uses with a goal of returning less than one percent of available resources to the Treasury.

# STRATEGIC GOAL 3

## Modernize Department Business Operations

### Strategic Objective 3.1 – Optimize Information Technology (IT) Portfolio and Defense Business Systems

*Lead: Department of War Chief Information Officer (DoW CIO)*

Streamline the IT portfolio by identifying and retiring outdated or overlapping systems, reducing unnecessary spending and redundancy, and migrating to more efficient, cost-effective platforms.

Eliminating legacy and duplicative systems supports cost avoidance, reduces technical debt, and enables reinvestment in modern, interoperable solutions. It also responds to statutory and Executive Branch requirements<sup>12</sup> for IT portfolio management and addresses performance gaps in interoperability and data quality.

### Strategic Objective 3.2 – Accelerate Defense Procurement and Revitalize the Defense Industrial Base

*Lead: Office of the Under Secretary of War for Acquisition & Sustainment OUSW(A&S)*

DoW will transform its defense acquisition enterprise by reforming antiquated processes to accelerate speed, flexibility, and execution, while simultaneously building a workforce culture that rewards innovation and intelligent risk-taking.

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<sup>12</sup> Subtitle III of Title 40, United States Code (U.S.C.), DoDD 5144.02, Office of Management and Budget (OMB) Circular A-130, and DoDD 8000.0

# STRATEGIC GOAL 4

## Use Real Property More Efficiently and Effectively

### Strategic Objective 4.1 – Reduce Expenditures on Leased Facilities<sup>13</sup>

*Lead: OUSW(A&S)*

Reduce administrative and warehouse lease costs by 30 percent by the end of 2027. By December 2029, the Department will reduce overall lease cost expenditures by 25 percent. They will be achieved by optimizing and improving space occupancy and accommodating more missions within Department-owned facilities. This will also reduce reliance on costly leases, allowing those limited resources to be recaptured and redirected to higher Department priorities.

### Strategic Objective 4.2 – Effectively Utilize the Department’s Real Property Portfolio<sup>14</sup>

*Lead: OUSW(A&S)*

The Department will effectively utilize its owned real property at a utilization rate of greater than 60 percent. By increasing the utilization of existing buildings and infrastructure, the Department will accommodate more missions within its current footprint, reduce unnecessary sustainment costs, and ensure a more agile and responsive posture to emerging operational requirements.

### Strategic Objective 4.3 – Ensure all Service Members and their Families are Housed in Clean, Comfortable, and Safe Department Housing

*Lead: OUSW(A&S)*

By prioritizing the wellbeing of Service members and their families, this objective strengthens readiness by improving the quality of Department housing. It advances this goal by applying the Secretary of War’s Barracks Task Force approach—using standardized assessments, consistent oversight, and coordinated investment—to elevate conditions across all housing types, including government owned, privatized, and unaccompanied facilities. Through these actions, the Department works to ensure every living space is clean, comfortable, and safe, reinforcing our commitment to the All-Volunteer Force and supporting a ready, resilient military.

<sup>13</sup> Section 2850 of the Servicemember Quality of Life Improvement and National Defense Authorization Act for Fiscal Year 2025 (Public Law 118-159).

<sup>14</sup> Section 2302 of the Thomas R. Carper Water Resources Act of 2024 (Public Law 118-272).

# STRATEGIC GOAL 5

## Drive Improvement Through Digital-First Operations

### Strategic Objective 5.1 – Modernize Enterprise AI Accessibility

*Lead: Office of the Under Secretary of War for Research and Engineering (OUSW(R&E))*

To maintain a decisive information advantage, DoW will deliver secure and accessible enterprise AI capabilities to all personnel. By breaking down data silos and providing trustworthy AI tools, the Department will accelerate mission cycles, strengthen deterrence, drive a critical edge in protecting national security, and comply with Federal digital modernization and cybersecurity mandates. This objective is underpinned by a significant \$4 billion investment through FY27 to modernize the Department's AI ecosystem and enabling infrastructure.

### Strategic Objective 5.2 – Advancing Technology and Innovation for Today's Armed Forces

*Lead: OUSW(R&E)*

To ensure the U.S. military maintains a decisive technological advantage, DoW will accelerate the transition of breakthrough capabilities from development to fielding. The Department will deliver tangible results directly to the warfighter at the speed of relevance by focusing investment, resources, and effort on select Critical Technology Areas- such as hypersonics, directed energy, and quantum and battlefield information dominance and using project-driven "sprints."

### Strategic Objective 5.3 – Secure Artificial Intelligence Across the Department by Reducing Cyber Vulnerabilities in Systems Leveraging AI

*Lead: DoW CIO*

As DoW expands the use of artificial intelligence, it will mitigate cyber risks and vulnerabilities in AI systems arising from unpatched software, data pipelines, and infrastructure. The DoW will patch critical vulnerabilities to minimize operational impacts across the enterprise.

# STRATEGIC GOAL 5

## Drive Improvement Through Digital-First Operations

### Strategic Objective 5.4 – Modernize How the Department Accesses IT

*Lead: DoW CIO*

Identity, Credential, and Access Management (ICAM) enables the right users (people, devices, or robotic processes) to access the right resources, at the right time, and for the right reasons.

The DoW will implement its ICAM strategy by building a secure, efficient, and interoperable digital identity environment that ensures authorized users can access required resources while maintaining strong protection against threats. Implementation will focus on modernizing the core identity technologies such as Public Key Infrastructure (PKI), multi factor authentication, and automated account management; improving how identity data is collected, shared, maintained, and safeguarded; streamlining and securing access through common standards and shared services; strengthening monitoring and logging to detect insider and external threats; establishing clear policies, standards, and governance for the full identity lifecycle; and enabling secure information sharing with mission partners through a trusted federation framework.

### Strategic Objective 5.5 – Outpace Adversaries with Resilient and Flexible Command, Control, and Communications (C3) Capabilities

*Lead: DoW CIO*

To enhance operational effectiveness in contested and bandwidth-limited environments, DoW will expand its use of hybrid Satellite Communications (SATCOM) terminals to provide resilient, flexible enterprise services globally. This approach strengthens communications continuity and improves performance compared to legacy single-path SATCOM systems.

## C. Agency Priority Goals

Agency Priority Goals (APGs) drive nearterm improvements and complement the longerterm, outcome-focused strategic objectives in an Agency's Strategic Plan. While strategic objectives are assessed annually, APGs are reviewed quarterly to track shortterm progress and are available on performance.gov.

The DoW has established four APGs to measure performance under the FY 2026–2030 DoW Strategic Plan, and this document sets new targets for the FY 2026–2027 APG cycle. Performance measures and targets used to track progress are provided in the FY 2027 Agency Performance Plan below.

**The four DoW APGs for FY 2026–2027 are as follows:**

### 1. Implement Merit Hiring

*Lead: Office of the Under Secretary of War for Personnel and Readiness (OUSW(P&R))*

By making our recruitment and hiring processes more efficient and based on merit, the Department will attract the necessary talent to deliver a federal workforce that serves our nation. By September 30, 2027, implement all elements of the Merit Hiring Plan.

### 2. Rationalize Real Property Leases

*Lead: Office of the Under Secretary of War for Acquisition & Sustainment (OUSW(A&S))*

Optimize resource allocation by reducing the Department of War's real property footprint and eliminating unnecessary lease expenditures globally. By September 30, 2027, terminate all leases that are deemed no longer needed by the Department.

### 3. Enterprise AI Access

*Lead: Office of the Under Secretary of War for Research and Engineering (OUSW(R&E))*

Enhance accessibility of enterprise AI tools and capabilities for government personnel. By September 30, 2027, achieve a 75 percent adoption rate of enterprise AI tools or capabilities.

### 4. Retire Legacy and Duplicative Defense Business Systems (DBS)

*Lead: Department of War Chief Information Officer (DoW CIO)*

Eliminating legacy and duplicative systems supports cost avoidance, reduces technical debt, and enables reinvestment in modern, interoperable solutions. By September 30, 2027, DoW Components must be 80 percent compliant with their planned retirements.

# IV. FY 2027 AGENCY PERFORMANCE PLAN

## Introduction

In accordance with the Government Performance and Results Act (GPRA) of 1993, as amended by the GPRA Modernization Act of 2010, Public Law 111-352, the Department of War (DoW or “the Department”) presents its Fiscal Year (FY) 2027 Agency Performance Plan (APP). This plan defines the performance goals for FY 2026 and FY 2027, demonstrating alignment with the strategic goals and objectives of the Department’s Strategic Plan for Fiscal Years 2026-2030. The Department’s APP identifies specific agency priority goals (\* denotes), performance goals, measures, and targets to ensure successful implementation.



# STRATEGIC GOAL 1

## Reshape the Civil Service Workforce

### Strategic Objective 1.1 – Adopt and Implement Senior Executive Service and Senior Professional Appraisal Systems, Performance Plans, and Fiscal Year Rating Cycle

*Performance Goal Lead: OUSW(P&R)*

**Major Challenges:** Decision/timeline to transition to the USA Performance - OPM’s electronic performance management system, work with the OPM team to leverage DoW centric requirements, recognizing that OPM guidance is not always tailored to address DoW-unique requirements.

Performance Goal / Agency Priority Goal	Performance Measure	Performance Target FY 2026	Performance Target FY 2027
1.1.1 Implement new OPM SES Senior Executive Service appraisal system and performance plan (OUSW(P&R))	1.1.1.1 Percentage of implementation	100 percent	100 percent
1.1.2 Implement new OPM senior professional performance appraisal system and plan (OUSW(P&R))	1.1.2.1 Percentage of implementation	100 percent	100 percent

### Strategic Objective 1.2 – Implement Federal Employee Performance Management Guidance

*Performance Goal Lead: OUSW(P&R)*

**Major Challenges:** (1) On-time updating of the automated system to institute the OPM performance management requirements. (2) Ensuring continued oversight of centralization efforts/adherence to directives from USW(P&R). Swift removal of employees with unacceptable performance.

Performance Goal / Agency Priority Goal	Performance Measure	Performance Target FY 2026	Performance Target FY 2027
1.2.1 Implement new OPM Federal employee performance management guidance (OUSW(P&R))	1.2.1.1 Percentage of implementation	100 percent	100 percent

# STRATEGIC GOAL 1

## Reshape the Civil Service Workforce

### Strategic Objective 1.3 – Implement Merit Hiring Plan Performance

*Performance Goal Lead: OUSW(P&R)*

**Major Challenges:** Funding career Senior Executives' *Returning to the Founding Principles and Implementing Administration Priorities* training within the next year.

Performance Goal / Agency Priority Goal	Performance Measure	Performance Target FY 2026	Performance Target FY 2027
1.3.1 By October 31, 2025, implement all elements of Hiring and Talent Development for the SES. By September 30, 2027, implement all elements of the Merit Hiring Plan* (OUSW(P&R))	1.3.1.1 Percentage of implementation	100 percent	100 percent

### Strategic Objective 1.4 – Cultivate Talent Management

*Performance Goal Leads: OUSW(P&R), OUSW(R&E), OUSW(C/CFO), and DoW(CIO)*

**Major Challenges:** Competition within the hiring market.

Performance Goal / Agency Priority Goal	Performance Measure	Performance Target FY 2026	Performance Target FY 2027
1.4.1 Increase early career recruitment and hiring (OUSW(P&R))	1.4.1.1 Percentage of all new hires that are early career	15 percent of new hires	33 percent of new hires
1.4.2 Increase efficiency within the hiring process by leveraging shared certificates (OUSW(P&R))	1.4.2.1 Percentage of new hires attained using shared certificates	18 percent of new hires	40 percent of new hires
1.4.3 Increase the percentage of technical talent entering the workforce (OUSW(R&E))	1.4.3.1 Percentage increase in students, interns, and trainees through MII's Educational Workforce Development program.	Establish FY2026 baseline; achieve a 2 percent increase	Achieve a 5 percent cumulative increase over the FY25 baseline.
1.4.4 Ensure successful retention outcomes for the SMART Scholarship program (OUSW(R&E))	1.4.4.1 Percentage of SMART Scholarship awardees completing their service commitment	Establish FY2026 baseline	90 percent
1.4.5 Optimize and evolve financial management training solutions (OUSW(C/CFO))	1.4.5.1 Percentage of financial management workforce holding relevant financial management certification	90 percent FY2026 Q4 target FY2025 4th Quarter Results: Good Standing: 97.82 percent Total Population: 53,561 Number in Good Standing: 52,395 Certification Non-Compliant: 890	95 percent
1.4.6 Forge a dominant cyber workforce (DoW CIO)	1.4.6.1 Percentage of cyber coded vacant billets across the Enterprise	15 percent	15 percent

# STRATEGIC GOAL 2

## Modernize Department Financial Management Operations

### Strategic Objective 2.1 – Protect America’s Bank Account Against Fraud, Waste and Abuse

*Performance Goal Lead: OUSW(C/CFO)*

**Major Challenges:** Tracking disbursing amounts from source systems through reporting. The DoW has been working toward a common goal of daily reporting to improve timeliness and auditability. Currently, accounting data is reported monthly while the payments are disbursed daily to the Federal Reserve Bank. The universe of monthly reported disbursements is properly identified, and the DoW has initiated a plan to convert a large number of its processes to TDO or NTDO-Daily Reporting by FY 2028.

Performance Goal / Agency Priority Goal	Performance Measure	Performance Target FY 2026	Performance Target FY 2027
2.1.1 Partner with the Department of the Treasury to implement pre-payment integrity checks in Entitlement Systems (OUSW(C/CFO))	2.1.1.1 TBD	TBD	TBD
2.1.2 Expand TDO and NTDO Daily reporting business (OUSW(C/CFO))	2.1.2.1 Percentage of business (in dollars) processed via TDO and NTDO Daily	TDO = 30 percent NTDO Daily = 15 percent	TDO = 45 percent NTDO Daily = 15 percent

### Strategic Objective 2.2 – Modernize Payments To and From America’s Bank Account

*Performance Goal Lead: OUSW(C/CFO)*

**Major Challenges:** Court ordered deductions require the courts to change from a check policy to accept digital payments. Payroll checks are challenging for certain demographics and require the individual to update their profile to receive an electronic receipt. Other categories of check payments include real estate, certain contracts, deployable operations, and sensitive mission capabilities.

Performance Goal / Agency Priority Goal	Performance Measure	Performance Target FY 2026	Performance Target FY 2027
2.2.1. Transition to Electronic Funds Transfer (EFT) methods, including direct deposit, prepaid card accounts, and other digital payment options, and take all steps necessary to enroll recipients in EFT payments (OUSW(C/CFO))	2.2.1.1 Percentage of recipients enrolled in EFT payments	99 percent	99 percent
2.2.2. Foster a high integrity funds control environment that provides fiscal control over assets, including the dissemination of funds, tracking of budget execution, and realignment of funds (OUSW(C/CFO))	2.2.2.1 Percentage of spend plan variance	+ / - 3 percent	+ / - 3 percent

# STRATEGIC GOAL 2

## Modernize Department Financial Management Operations

### Strategic Objective 2.3 – Accelerate the Path to an Unmodified Audit Opinion

*Performance Goal Lead: OUSW(C/CFO)*

**Major Challenges:** Personnel turnover, inconsistent training, and limited audit expertise weaken audit readiness.

Performance Goal / Agency Priority Goal	Performance Measure	Performance Target FY 2026	Performance Target FY 2027
2.3.1. Achievement of unmodified audit opinions for the Department of War Working Capital Fund in FY 2027 and the General Fund in FY 2028 (OUSW(C/CFO))	2.3.1.1 Number of favorable (unmodified or qualified) financial statement audit opinions	19 (Based on annual Audit Roadmap, these are the projections for FY 2026 as of November 20, 2025.)	23 (Based on annual Audit Roadmap, these are the projections for FY 2027 as of November 20, 2025.)

### Strategic Objective 2.4 – Maximize Execution Of Available Funds

*Performance Goal Lead: OUSW(C/CFO)*

**Major Challenges:** The Department of War works very diligently to maximize the use of enacted funds; however, it must sometimes let funds expire and then cancel due to all the variables that affect execution. Returning funds to the Treasury is not indicative of any mismanagement on the behalf of the DoW, but a reflection of elements beyond the Department’s control.

Performance Goal / Agency Priority Goal	Performance Measure	Performance Target FY 2026	Performance Target FY 2027
2.4.1 Minimize the amount of funds that cancel each year (OUSW(C/CFO))	2.4.1.1 Less than 1 percent of funds cancel	Less than 1 percent of funds cancel	Less than 1 percent of funds cancel

# STRATEGIC GOAL 3

## Modernize Department Business Operations

### Strategic Objective 3.1 – Optimize Information Technology Portfolio and Defense Business Systems

*Performance Goal Lead: DoW CIO*

**Major Challenges:** Defense Business System modernization is severely impeded by systemic challenges, including inflexible acquisition, and the technical risks of migrating data from aging, siloed systems.

Performance Goal / Agency Priority Goal	Performance Measure	Performance Target FY 2026	Performance Target FY 2027
3.1.1 Retire legacy and duplicative Defense Business Systems (DBS)* (DoW CIO)	3.1.1.1 Percentage of DBS retired per projected DoW Information Technology Portfolio Repository (DITPR) date(s)	80 percent	95 percent

### Strategic Objective 3.2 – Accelerate Defense Procurement and Revitalize the Defense Industrial Base

*Performance Goal Leads: OUSW(A&S) and OUSW(R&E)*

**Major Challenges:** Today’s slow acquisition and fielding timelines stem from three core issues: fragmented accountability with no single leader empowered to drive results; incentives that prioritize meeting every requirement over delivering on time; and government procurement practices that discourage industry investment and efficient production, leaving the industrial base unable to scale or adapt quickly.

# STRATEGIC GOAL 3

## Modernize Department Business Operations

Performance Goal / Agency Priority Goal	Performance Measure	Performance Target FY 2026	Performance Target FY 2027
3.2.1 Establish and Empower Portfolio Acquisition Executive (PAE) in each service (OUSW(A&S))	3.2.1.1 Percentage of the PAE organizations established	100 percent of initial PAEs established and operating	All service PAEs established and operating
3.2.2 By the end of FY26 Q3, complete first revisions of all policies and guidance designated as requiring update to enhance the efficiency of capability delivery to the warfighter (OUSW(A&S))	3.2.2.1 Percentage of DoW 5000 series directives and handbooks updated	100 percent of impacted documentation receiving first update	100 percent of impacted documentation receiving final update
3.2.3 By the end of FY26 Q4 complete execution of Acquisition Transformation Implementing Guidance advancing critical strategic reforms to ensure a fully modernized, resilient, and dominant acquisition enterprise (OUSW(A&S))	3.2.3.1 Percentage of remaining priority initiatives and critical strategic reforms that are fully planned and reviewed in monthly Acquisition Acceleration Reviews by USW(A&S)	100 percent of strategic initiatives reviewed in Acquisition Acceleration Review by USW(A&S)	100 percent of remaining strategic initiatives re-reviewed in Acquisition Acceleration Review by USW(A&S)
3.2.4 By the end of FY27, Q1, conclude the strategic transformation reviews outlined USW(A&S) Acquisition Transformation Implementing Guidance finalizing all remaining plans and successfully implementing advanced acquisition reforms to accept risk and accelerate capability deliver (OUSW(A&S))	3.2.4.1 Percentage of remaining strategic initiatives actions	100 percent completion of strategic initiative actions scheduled by the end of FY27Q1	100 percent completion of strategic initiative actions
3.2.5 Deploy significant capital assistance via the Office of Strategic Capital (OSC) to critical industrial base sectors (OUSW(R&E))	3.2.5.1 Total dollar amount of OSC capital assistance deployed across all supported sectors.	\$15 billion total loan value	\$30 billion total loan value
3.2.6 Increase the fielding of Innovative Technologies (OUSW(R&E))	3.2.6.1 Percentage of Accelerate the Procurement and Fielding of Innovative Technologies (APFIT) efforts with small/non-traditional partners that result in follow-on Service or Agency procurement	80 percent	80 percent or more of projects started with FY27 APFIT funding see continued procurement through Military Services or Agencies.

# STRATEGIC GOAL 4

## Use Real Property More Efficiently and Effectively

### Strategic Objective 4.1 – Reduce Expenditures on Leased Facilities

*Performance Goal Lead: OUSW(A&S)*

**Major Challenges:** Inaccurate lease inventories, unreliable occupancy data, resistance to consolidating underused space, and legal barriers that slow down renegotiations, compounded by limited resources for occupancy-sensing technology and continued lease growth driven by emerging mission needs.

Performance Goal / Agency Priority Goal	Performance Measure	Performance Target FY 2026	Performance Target FY 2027
4.1.1 Achieve a 10 percent reduction in total lease footprint by Q4 FY26, progressing to an 18 percent cumulative reduction by Q4 FY27 * (OUSW(A&S))	4.1.1.1 Baseline: Current lease cost data as of Q4 FY2025	10 percent lease cost reduction	18 percent lease cost reduction

### Strategic Objective 4.2 – Effectively Utilize the Department’s Real Property Portfolio

*Performance Goal Lead: OUSW(A&S)*

**Major Challenges:** Utilizing its real property portfolio includes inconsistent occupancy data, resistance to consolidating underused space, complex lease-renegotiation requirements, and limited resources for installing automated occupancy-sensing technology.

Performance Goal / Agency Priority Goal	Performance Measure	Performance Target FY 2026	Performance Target FY 2027
4.2.1 Achieve a 60 percent average occupancy rate in all DoW-owned and leased spaces during FY26 and FY27 (OUSW(A&S))	4.2.1.1 Data captured bi-weekly using sensors and form submissions	Occupancy Rate: Starting point: 48 percent (FY2025 baseline). End point: 60 percent (Q4 FY2026 target)	Occupancy Rate: Starting point: 60 percent (FY2026 achieved). End point: 65 percent (Q4 FY2027 target)

# STRATEGIC GOAL 4

## Use Real Property More Efficiently and Effectively

### Strategic Objective 4.3 – Ensure all Service Members and their Families are Housed in Clean, Comfortable, and Safe Department Housing.

*Performance Goal Lead: OUSW(A&S)*

**Major Challenges:** Tenant satisfaction scores may not be statistically reliable due to voluntary survey participation. Meeting performance standards for government-owned barracks is at risk if congressional funding is not approved. For privatized housing, operating expenses are growing much faster than revenue for DoW MHPI partners. This revenue gap affects the partners ability to properly maintain homes. The Department is launching a task force in FY26 to investigate ways to improve the financial viability of these projects to ensure warriors and their families have access to high-quality, cost-effective housing.

Performance Goal / Agency Priority Goal	Performance Measure	Performance Target FY 2026	Performance Target FY 2027
4.3.1 Ensure safe, quality, and well-maintained on-base housing that provides a positive living experience for Service members and their families (OUSW(A&S))	4.3.1.1 Government Owned and Controlled - Tenant Satisfaction Overall Score	80 percent	85 percent
	4.3.1.2 Government Owned and Controlled - Percentage of housing with a Building Conditions Index (BCI) of 80 percent or greater	90 percent	93 percent
	4.3.1.3 Government Owned and Controlled - Percentage of unaccompanied housing that complies with published DoW privacy standards	95 percent	98 percent
	4.3.1.4 Government Owned and Controlled - Percentage of unaccompanied housing that complies with published DoW habitability standards	90 percent	100 percent

# STRATEGIC GOAL 4

## Use Real Property More Efficiently and Effectively

Performance Goal / Agency Priority Goal	Performance Measure	Performance Target FY 2026	Performance Target FY 2027
	4.3.1.5 Government Owned and Controlled - Overall Utilization rate of DoW Family Housing and Unaccompanied Housing as configured	90 percent	95 percent
	4.3.1.6 Military Housing Privatization Initiative (MHPI) - Tenant Satisfaction Overall Score	80 percent	83 percent
	4.3.1.7 Percentage of MHPI projects with trailing 12-month combined debt service coverage ratios > 1.25	90 percent	90 percent
	4.3.1.8 MHPI - Portfolio trailing 12-month overall occupancy	95 percent	95 percent
	4.3.1.9 Percentage of One Big Beautiful Bill Act funded quality of life and Facilities Sustainment, Restoration, and Modernization (FSRM) barracks (unaccompanied housing) projects completed	25 percent	75 percent

# STRATEGIC GOAL 5

## Drive Improvement Through Digital-First Operations

### Strategic Objective 5.1 – Modernize Enterprise AI Accessibility

*Performance Goal Leads: OUSW(R&E) and OUSW(A&S)*

**Major Challenges:** Cultivating a digitally literate workforce; overcoming data stovepipes in legacy systems; and ensuring reliable infrastructure to deliver AI capabilities to the contested tactical edge.

Performance Goal / Agency Priority Goal	Performance Measure	Performance Target FY 2026	Performance Target FY 2027
5.1.1 Achieve a 75 percent adoption rate for enterprise AI tools and capabilities* (OUSW(R&E))	5.1.1.1 Adoption Rate percent, calculated as (Monthly Active Users on genai.mil) / (Total number of civilian and military personnel with network access)	Establish FY2026 baseline; achieve 40 percent	75 percent
5.1.2 Achieve a 15 percent average increase in workflow productivity within designated AI pilot projects (OUSW(R&E))	5.1.2.1 Productivity improvement, measured as the percentage reduction in the average time required to complete a defined task or process	5 percent	15 percent (cumulative)
5.1.3 Orchestrate DoW investment to strengthen the Department’s AI ecosystem and AI enabling infrastructure (OUSW(R&E))	5.1.3.1 Percentage of targeted mission personnel with reliable access to enterprise AI platforms	75 percent	90 percent
5.1.4 Adopt and begin implementing the Council on Environmental Quality (CEQ) data and technology standard and minimum functional requirements referred to in the Presidential Memorandum “Updating Permitting Technology for the 21st Century,” April 15, 2025 in new and existing agency environmental review and permitting systems to facilitate efficient environmental reviews (OUSW(A&S))	5.1.4.1 Percentage adoption of CEQ data and technology standard and minimal functional requirements	80 percent	N/A

# STRATEGIC GOAL 5

## Drive Improvement Through Digital-First Operations

### Strategic Objective 5.2 – Advancing Technology and Innovation for Today’s Armed Force

*Performance Goal Lead: OUSW(R&E)*

**Major Challenges:** Navigating the “valleys of death” to transition prototypes to procurement; scaling the industrial base for volume production; and ensuring the availability of modernized test infrastructure to support rapid development.

Performance Goal / Agency Priority Goal	Performance Measure	Performance Target FY 2026	Performance Target FY 2027
5.2.1 Demonstrate accelerated capability transition by establishing and managing a portfolio of near-term focused Biomanufacturing developmental efforts (aka “sprints”). The Biomanufacturing Critical Technology Area (CTA) will establish a portfolio of sprints to continually identify promising technologies, align outcomes with transition partners, and deliver products that lead to impactful warfighting capabilities. (OUSW(R&E))	5.2.1.1 Measured from when sprints are initiated, a binary (Yes/No) of: complete an initial sprint program and transition plan within 60 days.	Initiate two new sprints and complete sprint program and transition plans.	Initiate two new sprints and complete sprint program and transition plans.
	5.2.1.2 Measured from when sprints are initiated, a binary (Yes/No) of: complete a transition plan agreement with at least one transition partner within 180 days.	Complete a transition plan agreement for one sprint.	Complete a transition plan agreement for one sprint.
	5.2.1.3 Measured on the basis of a sprint’s transition plans, a binary (Yes/No) of: completed development of key technology products for transition.	N/A	Complete the development of one key technology products for transition.
5.2.2 Demonstrate accelerated capability transition by establishing and managing a portfolio of near-term focused Contested Logistics developmental efforts (aka “sprints”). The Contested Logistics CTA will establish a portfolio of sprints to continually identify promising technologies, align outcomes with transition partners, and deliver products that lead to impactful warfighting capabilities. (OUSW(R&E))	5.2.2.1 Measured from when sprints are initiated, a binary (Yes/No) of: complete an initial sprint program and transition plan within 60 days.	Initiate two new sprints and complete sprint program and transition plans	Initiate two new sprints and complete sprint program and transition plans.
	5.2.2.2 Measured from when sprints are initiated, a binary (Yes/No) of: complete a transition plan agreement with at least one transition partner within 180 days.	Complete a transition plan agreement for one sprint.	Complete a transition plan agreement for one sprint.
	5.2.2.3 Measured on the basis of a sprint’s transition plans, a binary (Yes/No) of: completed development of key technology products for transition.	N/A	Complete the development of on key technology products for transition.

# STRATEGIC GOAL 5

## Drive Improvement Through Digital-First Operations

Performance Goal / Agency Priority Goal	Performance Measure	Performance Target FY 2026	Performance Target FY 2027
5.2.3 Demonstrate accelerated capability transition by establishing and managing a portfolio of near-term focused Quantum and Battlefield Information Dominance (Q-BID) developmental efforts (aka “sprints”). The Q-BID CTA will establish a portfolio of sprints to continually identify promising technologies, align outcomes with transition partners, and deliver products that lead to impactful warfighting capabilities. (OUSW(R&E))	5.2.3.1 Measured from when sprints are initiated, a binary (Yes/No) of: complete an initial sprint program and transition plan within 60 days.	Initiate two new sprints and complete sprint program and transition plans	Initiate two new sprints and complete sprint program and transition plans.
	5.2.3.2 Measured from when sprints are initiated, a binary (Yes/No) of: complete a transition plan agreement with at least one transition partner within 180 days.	Complete a transition plan agreement for one sprint.	Complete a transition plan agreement for one sprint.
	5.2.3.3 Measured on the basis of a sprint’s transition plans, a binary (Yes/No) of: completed development of key technology products for transition	N/A	Complete the development of one key technology products for transition.
5.2.4 Demonstrate accelerated capability transition by establishing and managing a portfolio of near-term focused Scaled Directed Energy developmental efforts (aka “sprints”). The Scaled Directed Energy CTA will establish a portfolio of sprints to continually identify promising technologies, align outcomes with transition partners, and deliver products that lead to impactful warfighting capabilities. (OUSW(R&E))	5.2.4.1 Measured from when sprints are initiated, a binary (Yes/No) of: complete an initial sprint program and transition plan within 60 days.	Initiate two new sprints and complete sprint program and transition plans	Initiate two new sprints and complete sprint program and transition plans.
	5.2.4.2 Measured from when sprints are initiated, a binary (Yes/No) of: complete a transition plan agreement with at least one transition partner within 180 days.	Complete a transition plan agreement for one sprint.	Complete a transition plan agreement for one sprint.
	5.2.4.3 Measured on the basis of a sprint’s transition plans, a binary (Yes/No) of: completed development of key technology products for transition	N/A	Complete the development of one key technology products for transition.
5.2.5 Demonstrate accelerated capability transition by managing a portfolio of near-term focused Scaled Hypersonics “sprints” designed to refine emerging technologies, synchronize with transition partners, and deliver products that contribute to advanced warfighting capabilities. (OUSW(R&E))	5.2.5.1 Measured from when sprints are initiated, a binary (Yes/No) of: complete an initial sprint program and transition plan within 60 days.	Initiate two new sprints and complete sprint program and transition plans	Initiate two new sprints and complete sprint program and transition plans.
	5.2.5.2 Measured from when sprints are initiated, a binary (Yes/No) of: complete a transition plan agreement with at least one transition partner within 180 days.	Complete a transition plan agreement for one sprint.	Complete a transition plan agreement for one sprint.
	5.2.5.3 Measured on the basis of a sprint’s transition plans, a binary (Yes/No) of: completed development of key technology products for transition	N/A	Complete the development of one key technology products for transition.

# STRATEGIC GOAL 5

## Drive Improvement Through Digital-First Operations

### Strategic Objective 5.3 – Secure Artificial Intelligence (AI) Across the Department by Reducing Cyber Vulnerabilities in Systems Leveraging AI

*Performance Goal Lead: DoW CIO*

Performance Goal / Agency Priority Goal	Performance Measure	Performance Target FY 2026	Performance Target FY 2027
5.3.1 Incorporate management of AI software vulnerabilities and compromises into DoW's existing processes and interagency coordination mechanisms (DoW CIO)	5.3.1.1 Percentage of DoW processes and interagency coordination mechanisms incorporating management of AI software vulnerabilities and compromises	90 percent	100 percent

### Strategic Objective 5.4 – Modernize How the Department Accesses IT

*Performance Goal Lead: DoW CIO*

**Major Challenges:** Enabling timely, seamless access to critical data for warfighters while simultaneously protecting a sprawling, interconnected digital enterprise from modern cyber threats across the full spectrum of operations—from unclassified systems to highly sensitive programs.

Performance Goal / Agency Priority Goal	Performance Measure	Performance Target FY 2026	Performance Target FY 2027
5.4.1 Adopt enterprise Identity, Credential, and Access Management (ICAM) shared services for use in DoW systems (DoW CIO)	5.4.1.1 Number of DoW systems that have fully onboarded (i.e., Identity Provider, Automated Account Provisioning, Master User Record) to an approved ICAM Service Provider	1000 systems	1500 systems
5.4.2 Transform the DoW enterprise into Target Level Zero Trust (ZT) across unclassified and secret level IT infrastructure (DoW CIO)	5.4.2.1 Percentage of DoW unclassified and secret level IT infrastructure that have achieved ZT requirements	35 percent	75 percent

### Strategic Objective 5.5 – Outpace Adversaries with Resilient and Flexible C3 Capabilities

*Performance Goal Lead: DoW CIO*

Performance Goal / Agency Priority Goal	Performance Measure	Performance Target FY 2026	Performance Target FY 2027
5.5.1 Enhance survivable, high-bandwidth connectivity across the enterprise (DoW CIO)	5.5.1.1 Number of platforms with hybrid SATCOM terminals deployed	497 platforms	670 platforms
5.5.2 Increase resiliency by providing the warfighter with rapid communication avenues (DoW CIO)	5.5.2.1 Percent of Enterprise Satellite Communications (SATCOM) Management and Control (ESC-MC) IT services implemented	36 percent	51 percent

## APPENDIX A: Accuracy and Reliability of Performance Data

**Introduction:** This document reflects Department of War processes designed to ensure the accuracy and reliability of performance data.

The Department of War ensures data accuracy and reliability through strategic directives, governance structures, and verification methodologies. This treats data as a strategic asset that supports decision-making at all levels.

### 1. DoW Overarching Policy and Governance

The foundation of the DoW’s approach is established in key strategic documents that mandate a data-centric culture.

Policy/Directive	Core Mandate
<b>DoW Data Strategy<sup>1</sup></b>	The DoW Data Strategy, as a key component of the Department’s Digital Modernization program, supports the National Defense Strategy (NDS) by enhancing military effectiveness through access to accurate, timely, and secure data. Establishes the vision for the Department to become a data-centric organization. It is built upon seven goals known as VAULTIS: making data Visible, Accessible, Understandable, Linked, Trustworthy, Interoperable, and Secure. The Trustworthy goal is essential to ensuring the accuracy and reliability of performance data, enabling decision-makers to have confidence in data-driven insights. Under this goal, Objective <sup>2</sup> requires DoW to implement data quality management techniques to assess and enhance data quality across all operations.
<b>DoW Data Decrees<sup>3</sup></b>	A 2021 directive from the Deputy Secretary of War that reinforces the VAULTIS principles, ordering leaders to ensure all DoW data adheres to these standards to create a data advantage.
<b>Data Governance</b>	The DoW Data Strategy establishes a formal governance structure with defined roles and responsibilities. This includes a DoW Chief Data Officer (CDO), a CDO Council, and the assignment of Data Stewards and Data Custodians to ensure accountability throughout the entire data lifecycle, from creation to disposition.
<b>Authoritative Data Sets<sup>4</sup></b>	Chief Digital and Artificial Intelligence Officer (CDAO) Memorandum, “Guidance on Designating Authoritative Data Sets,” November 3, 2022 - provides the framework and criteria for identifying and designating authoritative data sources across the Department to ensure data quality and reliability.
<b>DoW Metadata Guidance<sup>5</sup></b>	CDAO Memorandum, “Department of Defense Metadata Guidance,” March 13, 2023 - establishes standards for metadata creation, management, and documentation to enhance data discoverability and interoperability.

1 The DoW Data Strategy may be found at <https://media.defense.gov/2020/Oct/08/2002514180/-1/-1/0/DOD-DATA-STRATEGY.PDF>

2 Deputy Secretary of War Memorandum, “Creating Data Advantage,” May 5, 2021, which may be found at <https://media.defense.gov/2021/may/10/2002638551/-1/-1/0/deputy-secretary-of-defense-memorandum.pdf>.

3 The five Data Decrees: (1) maximize data sharing—all DoW data is an enterprise resource; (2) publish data assets in the DoW federated catalog with common interface specifications; (3) use automated, externally accessible, machine-readable interfaces with industry-standard, open-source technologies; (4) store data in a platform-agnostic manner, uncoupled from hardware or software dependencies; and (5) implement best practices for secure authentication, access management, encryption, and data protection.

4 Guidance on Designating Authoritative Data Sets which may be found at [https://www.ai.mil/Portals/137/Documents/Resources%20Page/Guidance%20on%20Designating%20Authoritative%20Data%20Sets.pdf?utm\\_source=copilot.com](https://www.ai.mil/Portals/137/Documents/Resources%20Page/Guidance%20on%20Designating%20Authoritative%20Data%20Sets.pdf?utm_source=copilot.com)

5 Guidance on Metadata which may be found at <https://www.ai.mil/Portals/137/Documents/Resources%20Page/DoD%20Metadata%20Guidance>.

## 2. Verification and Validation Methods

The Department employs a variety of methods to verify and validate data, ensuring it meets required standards before and during its use.

- **Formal Verification & Validation Process:** For any new test or measurement system, the Department follows a formal process to demonstrate acceptable performance prior to implementation. This involves establishing performance characteristics such as accuracy, precision, analytical sensitivity, and reportable range.
- **Reliability and Maintainability (R&M) Engineering<sup>6</sup>:** Program offices execute comprehensive R&M programs, including Failure Mode, Effects, and Criticality Analysis (FMECA), maintainability demonstrations, and reliability testing at system and subsystem levels. Data verification and validation are implemented through failure reporting, analysis, and corrective action system (FRACAS), which cross-references reported failures against physical evidence and test results; FMECA validates predicted failure modes against field data; maintainability demonstrations verify repair metrics; and reliability testing validates performance using statistical analysis. This creates traceable performance records based on empirical evidence.
- **Technical Surveillance and Quality Assurance:** Technical Surveillance and Quality Assurance: The Defense Contract Management Agency (DCMA) provides independent surveillance of contractor performance, including characterizing performance, assessing safety and cybersecurity compliance, and ensuring quality delivery through data-driven evaluations. Surveillance ensures data accuracy through independent verification, continuous monitoring, multi-source analysis, quality system evaluations, and standardized auditable procedures.
- **Cross-Validation and Comparability Testing:** When multiple instruments or methods are used to test the same parameter, they must be checked against each other at least twice a year to ensure comparability of results.

## 3. Data Sources and Standards

The Department leverages authoritative data sources and enterprise-wide standards to ensure consistency and transparency.

- **Authoritative Systems:** The DoW designates specific systems as authoritative sources for data types. Examples include the Defense Acquisition Visibility Environment (DAVE)<sup>7</sup> for acquisition program baselines and the Defense Civilian Personnel Data System (DCPDS) for personnel data.

<sup>6</sup> DoW Instruction 5000.88, "Engineering of Defense Systems," which may be found at <https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500088p.PDF?ver=O8Lfc8NzlyjX-SgM2Haalw%3d%3d>.

<sup>7</sup> <https://www.acq.osd.mil/asda/dpc/api/enterprise-information.html>

- **Data Catalogs and Frameworks:**

- The Acquisition Visibility Data Framework<sup>8</sup> (AVDF) provides a governed set of data elements, definitions, and rules to create a common enterprise data standard.
- The DoW Architecture Framework (DoWAF) provides a structured approach for collecting, organizing, and storing architectural data, ensuring that data is well-defined and consistent across different views and models.

- **Data Collection at Point of Creation:** A core principle of the DoW Data Strategy is to enable the electronic collection of data at its point of creation and to always maintain the pedigree (lineage and origin) of that data.

#### 4. Accuracy Requirements, Limitations, and Mitigation

The DoW acknowledges that data has limitations and has policies to set requirements and compensate for known issues.

Category	Description
<b>Accuracy Requirements</b>	<p>Specific accuracy thresholds (e.g., 98-99.5%) are determined by the data’s intended use and the criticality of the decisions it supports. For instance, Cybersecurity Risk Management Framework<sup>9</sup> enforces progressively advanced security requirements depending on the sensitivity of the information being protected.</p> <p>The DoW Data Strategy goal of “Data Fit for Purpose” emphasizes that data quality is judged by its ability to support its intended use effectively and ethically.</p>
<b>Data Limitations</b>	<p>Common limitations include manual data entry errors, data gaps from incomplete records, inconsistent formats between systems, and issues arising from legacy system integration.</p>
<b>Mitigation Strategies</b>	<p>The Department compensates for these limitations through several actions:</p> <ul style="list-style-type: none"> <li>• Automation: Implementing Application Programming Interfaces (APIs) and automated data feeds to reduce manual entry and ensure timely updates.</li> <li>• Data Cleansing and Quality Control: The DCMA and other bodies perform targeted process efficiencies, data cleansing, and quality control checks to identify and correct anomalies.</li> <li>• Standardization: Enforcing enterprise-wide standards through the AVDF and metadata registries to ensure data is understandable and interoperable.</li> <li>• Training: Implementing training programs for personnel on data management, standardized data entry, and quality control protocols.</li> </ul>

<sup>8</sup> <https://www.acq.osd.mil/asda/dpc/api/enterprise-information.html#governance>

<sup>9</sup> DoD Instruction 8510.01, “Risk Management Framework for DoD Systems,” July 19, 2022

