DoD STRATEGIC MANAGEMENT PLAN

Fiscal Years
2022 - 2026

The estimated cost of this report or study for the Department of Defense is approximately $274,000 in Fiscal Years 2022 - 2023. This includes $26,000 in expenses and $248,000 in DoD labor.

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Cover image: An aerial of the Washington Monument and the Lincoln Memorial, Washington, D.C., May 12, 2021. (DOD photo by U.S. Air Force Staff Sgt. Brittany A. Chase)

A Letter from the Deputy Secretary of Defense

I am pleased to present the Department of Defense's (DoD) *Strategic Management Plan for Fiscal Years 2022 – 2026*. This Plan serves as the blueprint on how we will advance our National Defense Strategy in the present and in the years ahead and demonstrates the Department's continued commitment to transparency and accountability.

The Department has taken significant steps to innovate our systems, modernize our enterprise, and attract and retain the talent we need to win the future, and it is imperative that we continue to align our resources with our evolving defense needs. This means that we must ensure that we can secure the right technology and expand our concepts and capabilities to build enduring advantages over our global competitors.

Data is key to all of these efforts.

I am proud that the SMP is the result of a collaborative effort led by dedicated senior leaders from across the Department who have been encouraged to use performance data to drive decision-making and measure progress. Accelerating the Department's transformation into a data-centric organization requires dedicated leaders who are empowered with the resources and authority to shape key investment decisions and the ability to recruit and develop a world-class data workforce.

As stated in my May 5, 2021 *"Creating Data Advantage"* memorandum, data is essential to preserving military advantage, supporting our people, and serving the public. I remain committed to working with our leaders on completing this organizational transformation, and working together across the entire Department to ensure that we are capable and ready to overcome any national security challenge now and in the future.

The Honorable Kathleen H. Hicks
Deputy Secretary of Defense

The Honorable Kathleen Hicks, Deputy Secretary of Defense, speaks with a Chief Warrant Officer 3 during her visit to Project Convergence 22, October 17, Camp Pendleton, California. Warrant Officers from multiple fields are lending subject matter expertise and heightened knowledge of industry capabilities and best practices to inform and iteratively shape future force prototypes.

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Overview of the Department of Defense

MISSION STATEMENT

TO PROVIDE THE MILITARY FORCES NEEDED TO DETER WAR AND PROTECT THE NATION'S SECURITY

The Department of Defense's (the Department or DoD) enduring mission is to provide the military forces to deter war and ensure the Nation's security. The Department will continue to provide combat-credible military forces that are capable of defending against aggression that undermines the security of both the United States (U.S.) and its Allies.

Secretary of Defense Lloyd J. Austin III conducts a press briefing at the Pentagon, October 27, 2022.

SCOPE, RESOURCES, AND FUNCTIONS

The Department is one (1) of the Nation's largest employers, with approximately 1.3 million personnel in the active component, nearly 800,000 personnel in the National Guard and Reserve forces, and approximately 770,000 civilian employees. DoD Military Service members and civilians operate globally in all domains, including air, land, sea, space, and cyberspace. In carrying out the Department's mission, Military Service members operate approximately 19,700 aircrafts and 290 Battle Force ships.

The scope of the DoD's mission ranges from humanitarian assistance to nuclear deterrence and everything in between. From special operations and counterterrorism to space operations; from urban combat to counter-mine warfare; from global positioning, navigation, and timing (PNT) to amphibious operations over the shore, most often, these missions are conducted jointly with forces and capabilities from across the armed forces in various combinations. Support functions are diverse, including a $33-billion medical system, with 65 major hospitals and over 800 clinics; an overseas dependent school system; a grocery chain; and four (4) national intelligence agencies. Most of the DoD's major Components, 27 out of 45, are Defense-wide Agencies or Field Activities organized around support functions previously existing within each of the armed services and later consolidated for greater efficiency. Examples include logistics, contract management, finance and accounting, commissaries, non-combat medical support, and many others.

Marine Corps 155 mm M777 towed howitzers are staged on the flightline before being loaded onto an Air Force C-17 Globemaster III aircraft at March Air Reserve Base, CA., April 22, 2022. The howitzers are included in U.S. and allied efforts to identify and provide Ukraine with additional capabilities.

ORGANIZATIONAL STRUCTURE

Department of Defense

The Secretary of Defense (SecDef) is the Principal Assistant and Advisor to the President in all matters relating to the Department and exercises authority, direction, and control over the DoD in accordance with Title 10, United States Code (U.S.C.), section 113(b) (10 U.S.C. §113(b)). Pursuant to 10 U.S.C. §111, the Department is composed of the Office of the Secretary of Defense (OSD); the Military Departments; the Joint Chiefs of Staff (JCS) and the Joint Staff (JS); the Combatant Commands (CCMDs); the Defense Agencies and DoD Field Activities (DAFAs); and other activities and organizations established by law, the President, and/or the SecDef.

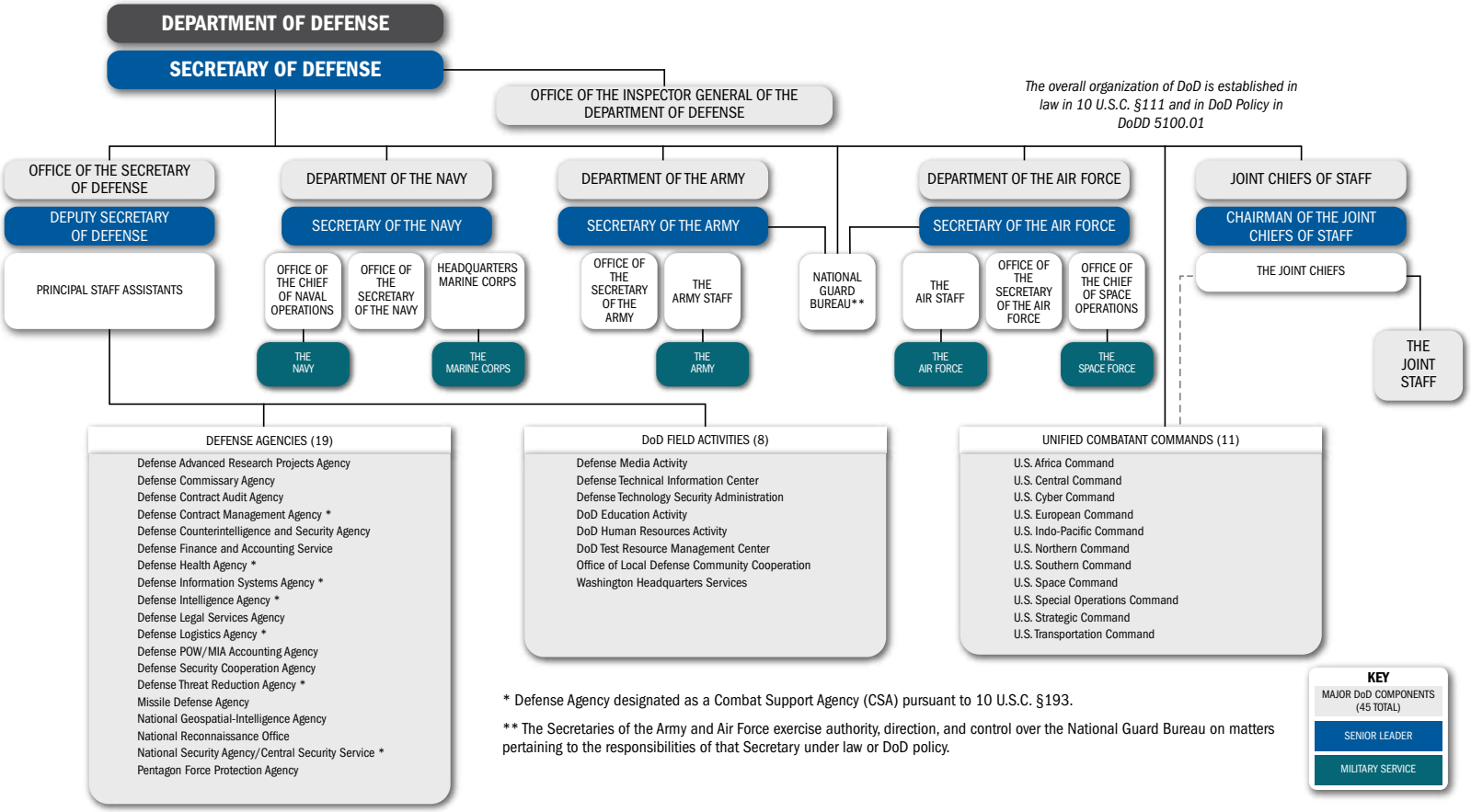


Figure 1. Department of Defense Organizational Structure

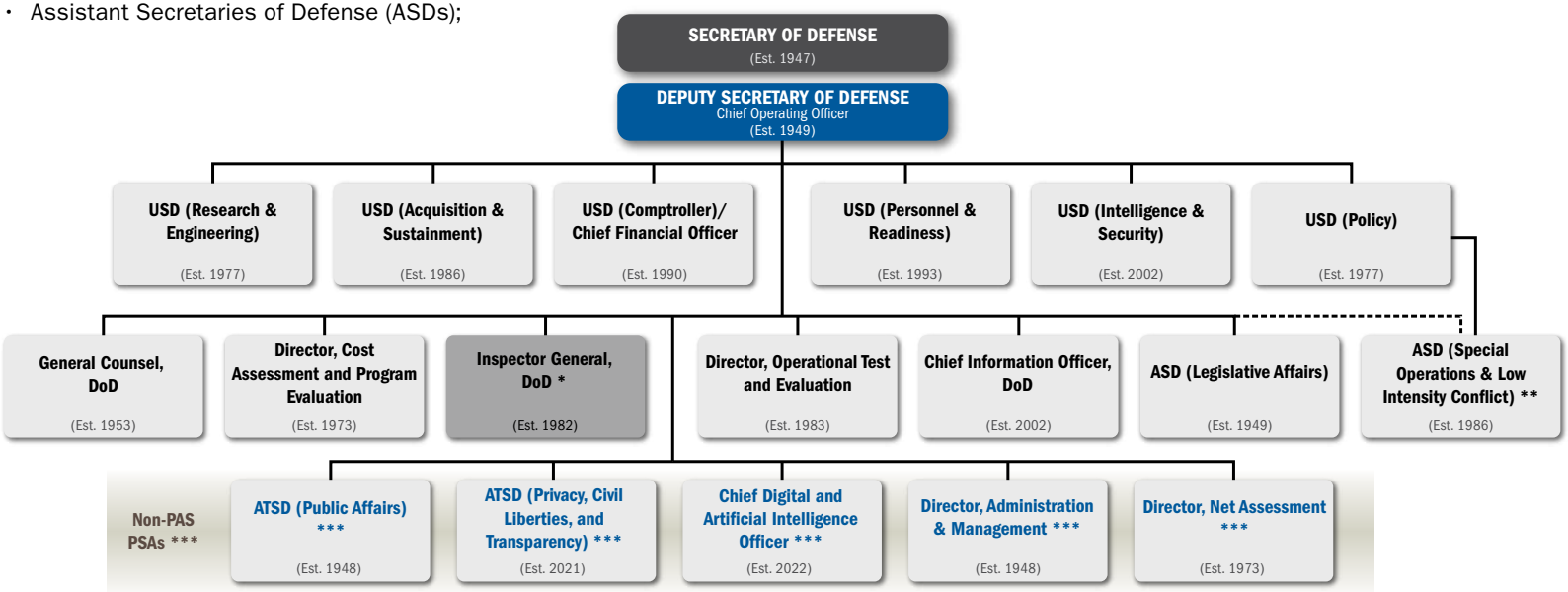
Office of the Secretary of Defense

The OSD's function is to assist the SecDef in carrying out his duties and responsibilities as prescribed by law. The OSD is composed of:

- The Deputy Secretary of Defense (DepSecDef);
- Under Secretaries of Defense (USDs) and Deputy Under Secretaries of Defense (DUSDs);
- General Counsel of the DoD (GC DoD);
- Director, Cost Assessment and Program Evaluation (DCAPE);
- Inspector General of the DoD (IG DoD);
- Director, Operational Test and Evaluation (DOT&E);
- Chief Information Officer of the DoD (DoD CIO);
- Assistant Secretaries of Defense (ASDs);
- Assistants to the Secretary of Defense (ATSDs);
- Chief Digital and Artificial Intelligence Officer (CDAO);
- Director, Administration and Management (DA&M);
- Director, Net Assessment; and
- Other such offices and officials that may be established by law or the SecDef.

The OSD Principal Staff Assistants (PSAs) are responsible for the oversight and formulation of defense strategy, policy, and resource allocation, as well as for managing the DAFAs under their respective purviews.

Figure 2 below provides an overview of the organizational structure of the OSD PSAs.



* Although the IG DoD is statutorily part of OSD and for most purposes is under the general supervision of the SecDef, the Office of the IG DoD (OIG) functions as an independent and objective unit of the DoD.

** The ASD(SO/LIC) is under the USD(P), but is in the administrative chain of command over United States Special Operations Command (USSOCOM) and reports directly to the Secretary of Defense for those specific matters.

*** All positions shown are Presidentially-appointed Senate Confirmed (PAS) except those with ***, which are SES POSITIONS.

Figure 2. Office of the Secretary of Defense Principal Staff Assistants

Defense Agencies and DoD Field Activities

The DAFAs are established as DoD Components by law, the President, or the SecDef to provide a supply or service activity common to more than one (1) Military Department when it is more effective, economical, or efficient to do so on a Department-wide basis. Although DAFAs fulfill similar functions, Defense Agencies are typically larger, provide a broader scope of supplies and services, and directly support the CCMDs as designated Combat Support Agencies. Each of the 19 Defense Agencies and eight (8) DoD Field Activities operate under the authority, direction, and control of the SecDef through an OSD PSA.

Figure 3 below provides an overview of the organizational structure of the Defense Agencies and DoD Field Activities, and notes those agencies required by law.

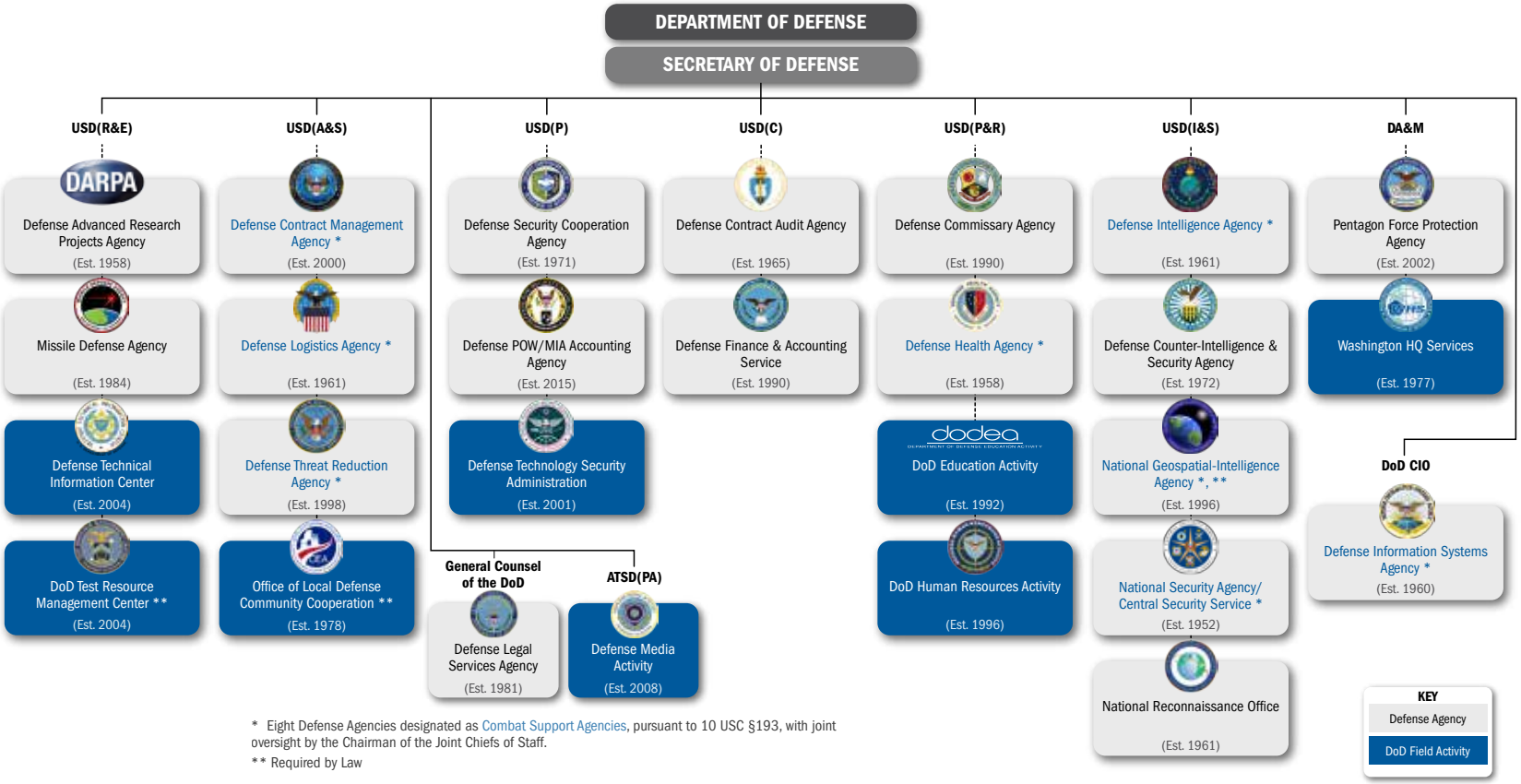


Figure 3. Defense Agencies and DoD Field Activities

DOD GOVERNANCE

The DoD governance is codified in DoD Directive (DoDD), 5105.79 "Senior Governance Framework."

A **Senior Governance Forum** is defined as a forum chaired by the SecDef or the DepSecDef to deliberate and resolve issues and recommendations for SecDef/DepSecDef consideration.

The following are defined as Senior Governance Forums at the Department:

- The ***Senior Leadership Council (SLC)*** is chaired by the SecDef and co-chaired by the Chairman of the Joint Chiefs of Staff (CJCS). The SLC generally meets twice a year to address broad, cross-cutting issues affecting OSD, the Military Departments, the CCMDs, and other federal agencies, as applicable. The SLC provides advice and assistance on strategic issues to the SecDef.
- The ***SecDef's Large Group*** is chaired by and meets at the discretion of the SecDef to address DoD issues and high-level priorities. The Large Group provides advice and assistance to the SecDef on the strategic direction and ongoing operations of the Department.
- The ***SecDef China Brief***, established in 2021, is the primary forum for the SecDef to review and oversee China-related policies, operations, and intelligence.
- The ***Deputy's Management Action Group (DMAG)*** is chaired by the DepSecDef and co-chaired by the Vice Chairman of the Joint Chiefs of Staff. The DMAG is the Department's principal governance forum for management actions affecting the defense enterprise, including resource management; planning, programming, budgeting, and execution; and strategic and policy guidance.
- The ***Deputy's Workforce Council (DWC)***, chaired by the DepSecDef, was established in 2021 to address a range of workforce matters. Specifically, the DWC addresses the Department's people management, personnel policy, and total force requirements.

Deputy Secretary of Defense Kathleen H. Hicks speaks to members of the Defense Business Board at the Pentagon in Washington, D.C., November 9, 2022.

Supporting Tier Governance Forums consist of both discretionary and statutory forums, generally chaired by an OSD PSA, that vet issues before advancing to a Senior Governance Forum for consideration, as necessary.

The Defense Business Council, as described below, is a Supporting Tier Governance Forum that drives the actions and decisions related to the Strategic Management Plan (SMP).

- The ***Defense Business Council (DBC)*** is tri-chaired by the USD Comptroller (USD)(C))/Chief Financial Officer (CFO), the DA&M, and the DoD CIO. The DBC is the Department's governance and integration body for matters associated with management, defense reform, performance management and improvement, defense business systems, enterprise risk management, and oversight of related resourcing decisions. It oversees coordination of DoD business planning and reporting to align business operation plans, resources, performance, and risks to enable more effective, secure, and efficient business operations for the Department.

Figure 4 below provides an overview of the governance structure within the DoD that supports the senior leader decision support framework.

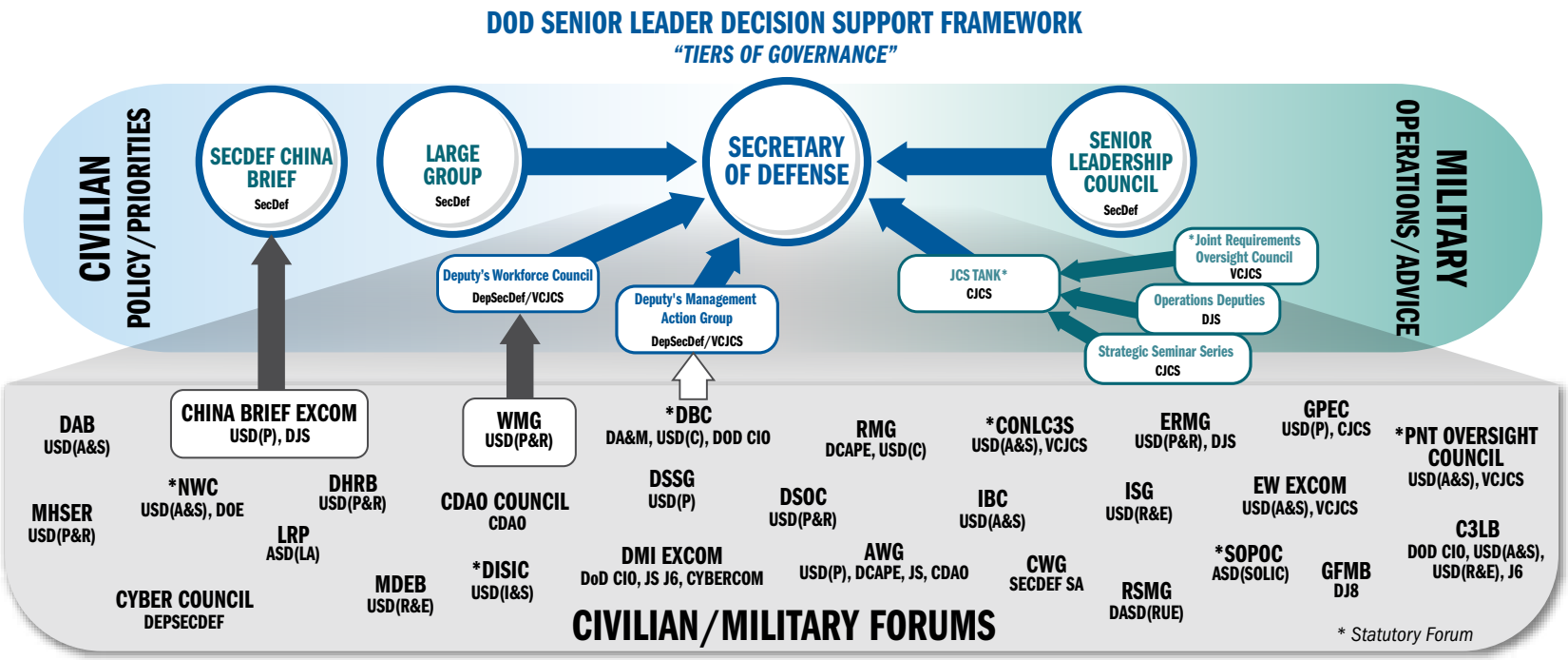


Figure 4. DoD Senior Leader Decision Support Framework.
Note: The acronyms associated with the DoD Senior Leader Decision Support Framework are defined in Acronyms and Abbreviations.

The Fiscal Year 2022 National Defense Strategy

The *Fiscal Year (FY) 2022 National Defense Strategy (NDS)* articulates a vision and direction for the DoD focused on addressing the national security imperatives of our time. For more than seven (7) decades, American vision and leadership have been pillars for international peace and prosperity. As we face dramatic geopolitical, technological, economic, and environmental changes, a strong, principled, and adaptive U.S. military remains central to 21st century leadership. The Department stands, as always, ready to meet challenges and seize opportunities with the confidence, creativity, and commitment that has long characterized our military and the democracy that it serves. For the first time, the Department conducted its strategic reviews in a fully integrated way – incorporating the Nuclear Posture Review and Missile Defense Review in the NDS – ensuring tight linkages between our strategy and our resources.

Consistent with the *2022 National Security Strategy*, the NDS sets out how the DoD will contribute to advancing and safeguarding vital U.S. national interests – protecting the American people, expanding America's prosperity, and realizing and defending the values at the heart of the American way of life.

To meet challenges and seize opportunities, the 2022 NDS priorities are:

- Defending the homeland, paced to the growing multi-domain threat posed by the People's Republic of China (PRC)
- Deterring strategic attacks against the United States, Allies, and partners
- Deterring aggression, while being prepared to prevail in conflict when necessary, prioritizing the PRC challenge in the Indo-Pacific, then the Russia challenge in Europe
- Building a resilient Joint Force and defense ecosystem

The Department will act urgently to sustain and strengthen deterrence, with the PRC as our most consequential strategic competitor and the pacing challenge for the Department. Russia poses acute threats, as illustrated by its brutal and unprovoked invasion of Ukraine. The Department will relentlessly continue to collaborate with our North Atlantic Treaty Organization (NATO) Allies and Partners to reinforce robust deterrence in the face of Russian aggression. The Department will also remain capable of managing other persistent threats, including those from North Korea, Iran, and violent extremist organizations.

Changes in global climate and other dangerous transboundary threats are transforming the context in which the Department operates. We will adapt to these challenges, which increasingly places pressure on the Joint Force and the systems that support it.

Recognizing growing kinetic and non-kinetic threats to the United States' homeland from our strategic competitors, the Department will take necessary actions to increase resilience – our ability to withstand, fight through, and recover quickly from disruption. Mutually beneficial alliances and partnerships are an enduring strength for the United States and are critical to achieving our objectives, as the unified response to Russia's further invasion of Ukraine has demonstrated. To address this "call to action," the Department will incorporate Ally and Partner perspectives, competencies, and advantages at every stage of defense planning.

The Military Departments will man, train, and equip our forces – linking our operational concepts and capabilities to achieve strategic objectives. This requires a Joint Force that is lethal, resilient, sustainable, survivable, agile, and responsive.

Two Air National Guard F-15C Eagles fly during Operation Noble Defender over the Caribbean Sea near Puerto Rico, June 29, 2022.

The Fiscal Year 2022 – 2026 Strategic Management Plan

SCOPE AND PURPOSE

To advance the goals outlined in the NDS, particularly, to shore up the foundations for integrated deterrence and campaigning, the Department is moving urgently to build enduring advantages across the defense ecosystem – the DoD, Defense Industrial Base (DIB), inter-agency, and array of private-sector and academic enterprises – that spur innovation and support the systems upon which our military depends. This involves an innovative approach to meet emerging strategic demands – through swift modernization, more resilient and agile support systems for the Department in the face of any and all threats, and cultivating our talented workforce with the skills, character, and diversity our Nation needs in order to overcome today's national security challenges.

The Department's *Strategic Management Plan (SMP) for Fiscal Years 2022 – 2026* articulates the SecDef's strategic management priorities, consistent with the NDS, with an emphasis on building enduring advantages. It presents the strategic management objectives the DoD plans to accomplish by providing a framework for describing general and long-term goals, what actions the Department will take to realize those goals, and how the DoD will address challenges and risks that may hinder achieving results. The SMP meets statutory requirements pursuant to the Government Performance and Results Act of 1993 (GPRA), GPRA Modernization Act of 2010 (GPRAMA), and Office of Management and Budget (OMB) Circular No. A-11, requiring federal agencies to develop and submit an Agency Strategic Plan in concurrence with the President's budget request.

In addition to the SMP, each year the Department communicates its commitment to strategic planning and performance management by publishing an Annual Performance Plan (APP) and Annual Performance Report (APR). The APP complements the SMP's longer-term planning outlook by linking its strategic goals and objectives to more short-term, operational performance goals, measures, and targets for the upcoming fiscal year. The APR consolidates prior year performance results across all DoD Components and communicates overall implementation progress against the SMP.

In preparing this edition of the SMP, the Department has steered away from its traditional methodology of a large number of data calls and manual processes. The strategic objectives and performance goals within the SMP are the result of a collaborative effort that involved numerous working group sessions with subject matter experts from across the Department. The implementation of the strategic goals, objectives, and associated performance metrics are monitored through Advancing Analytics (Advana) – the authoritative enterprise data management and analytics platform for the Department, with inputs from all DoD Components.

Soldiers fire an Army M142 high mobility artillery rocket system during Nordic Strike at Vidsel Test Range, Sweden, September 27, 2022. The exercise focuses on soldiers' ability to integrate long-range precision fires rapidly with partner nations.

The DBC serves as the principal supporting tier of governance for discussing and making decisions on defense management and performance improvement issues and measuring progress towards NDS implementation. The DBC provides DoD principals the opportunity for periodic reviews to monitor progress in the implementation of their functional priorities vis-à-vis SMP priorities and to support Department-wide consideration of opportunities and roadblocks to ensure successful realization of strategic goals. The DBC also evaluates select functional metrics, known as Business Health Metrics (BHMs), that provide a comprehensive view of the "health" of enterprise management operations within the DoD.

ALIGNMENT WITH THE PRESIDENT'S MANAGEMENT AGENDA AND CROSS-AGENCY PRIORITY GOALS

The President's Management Agenda (PMA)[1] establishes the Administration's top priorities for improving how the Federal Government operates and performs. Through the PMA, cross-agency teams work together to advance efforts across government organizations to overcome the most pressing management challenges facing the Federal workforce and the people and communities they serve. To deliver whole of government solutions that strengthen our capacity to meet the needs of all Americans, the PMA for the Biden-Harris Administration focuses on advancing the following three (3) priorities:

1. Strengthening and Empowering the Federal Workforce
2. Delivering Excellent, Equitable, and Secure Federal Services and Customer Experience
3. Managing the Business of Government

President Joe Biden, Vice President Kamala Harris, Secretary of Defense Lloyd J. Austin III and Army Maj. Gen. Omar J. Jones IV, commanding general of Joint Force Headquarters National Capital Region and the U.S. Army Military District of Washington, participate in a Memorial Day wreath-laying ceremony at Arlington National Cemetery, Va., May 31, 2021.

[1] *https://www,performance.gov/pma*

As co-lead for Priority One (1): Workforce, the DepSecDef leverages the DWC and the considerable expertise of the Department to partner with other federal agencies in strengthening and empowering the Federal workforce. Each PMA priority is supported by multiple cross-agency priority (CAP) goals. DoD co-leads one (1) CAP goal in support of Priority One (1) and supports additional CAP goals across all priorities. Per the GPRAMA requirement to address CAP goals in the SMP, APP, and APR, please refer to www.Performance.gov for more detailed information on DoD's contributions to those goals and progress, where applicable.

AGENCY PRIORITY GOALS

The strategic objectives and performance goals in the SMP reflect the Department's longer-term goals and Component priorities, which align with the NDS. Additionally, the Department has specific Agency Priority Goals (APGs) to accomplish within two (2) years. These goals are different than other performance goals under a strategic objective, because they are intended to highlight priority policy and management areas where agency leaders want to achieve near-term performance advancement through focused senior leadership attention.

A senior leader within the Department is assigned to each APG and responsible for updating the DBC on a quarterly basis to ensure that all

Deputy Secretary of Defense Kathleen Hicks speaks with F-22 Pilot U.S. Air Force Lt. Col. Paul Lopez at Joint Base Pearl Harbor-Hickam, Hawaii, December 15, 2021. Many islands in the Indo-Pacific region, such as Guam, Hawaii and Kwajalein have virtually no local fossil fuel resources, the deputy secretary said at the Worldwide Logistics Symposium, March 8, 2022.

organization levels are focused on achieving the success of the goals, and ensuring sufficient time, resources, and attention are allotted to address problems or opportunities.

The three (3) DoD-level APGs for FY 2022 – 2023, their respective lead, and associated strategic objective are listed in the table below. Progress against these goals is updated quarterly and accessible via dedicated OMB[2] and DoD[3] websites.

AGENCY PRIORITY GOAL (FY 2022-2023)	AGENCY PRIORITY GOAL LEAD	ASSOCIATED STRATEGIC OBJECTIVE
Ensure Supply Chain Resilience	Assistant Secretary of Defense (ASD) for Industrial Base Policy	Shape a 21st century Defense Industrial Base (DIB)
Reduce Climate Impacts to DoD Installations	Deputy Assistant Secretary of Defense (DASD) for Environment and Energy Resilience (E&ER)	Enhance the DoD's ability to combat 21st century climate, energy, and environmental challenges
Shape an Appropriately Skilled and Ready Future Workforce: Improve Recruitment and Retention of the Civilian Workforce	Deputy Assistant Secretary of Defense (DASD) for Civilian Personnel Policy	Cultivate Talent Management

Detailed descriptions for each of the APGs for FY 2022-2023 are below. Key metrics that will be used to achieve these goals and track progress are included in the FY 2024 APP.

Agency Priority Goal: Ensure Supply Chain Resilience.

APG Lead: ASD(Industrial Base Policy)

The DoD requires healthy, resilient, diverse, and secure supply chains to ensure the development and sustainment of capabilities critical to national security and to build enduring Joint Force advantages. Revitalizing supply chains in the DIB will require the DoD to better

Ohio-class ballistic-missile submarine USS West Virginia conducts a port visit at U.S. Navy Support Facility, Diego Garcia during a scheduled patrol, October 25, 2022

understand supply chain risks and to work internally, as well as with the interagency, international, and industry Partners, to align standards, build domestic capacity, and safeguard markets.

In response to Executive Order (E.O.) 14017, the Department published the "Securing Defense-Critical Supply Chains" report on February 24, 2022. The report identified five (5) defense-critical sectors and corresponding recommendations. The Department will catalogue supply chain analytic tools to improve visibility and begin building metrics and identifying data collection requirements to track the implementation of the recommendations in E.O. 14017 report, "Securing Defense-Critical Supply Chains."

To build resilient supply chains that are able to recover from disruptions, the ASD(Industrial Base Policy) will work to:

- Reduce dependence on adversarial foreign sources for defense-critical industries,
- Expand cooperation with partners to address challenges to key defense supply chains,

[2] *www.performance.gov*

[3] *https://dam.defense.gov/Performance/*

- Increase visibility into DoD supply chains and potential or existing supply chain, challenges, and
- Provide DoD leaders with guides to understand the strategic implications of supply chain risks.

Agency Priority Goal: Reduce Climate Impacts to DoD Installations.

APG Lead: DASD(Environment & Energy Resilience)

The Department is moving towards a more comprehensive approach to all-hazards planning that will integrate climate, energy, and water resilience into planning and implementation – together with a climate resilience strategy that encompasses climate adaptation, mitigation, and sustainable operations. The DoD aims to increase all-hazard resilience of natural and built infrastructure critical to defense operations and national security through making improvements to climate-informed decision making, investment prioritization, and business processes. In addition, the DASD for Environment and Energy Resilience (DASD(E&ER)) will ensure the effectiveness of natural and built infrastructure critical to defense operations and national security to improve all-hazards resilience of military installations.

A Nebraska Army National Guardsman descends from a helicopter during flood response efforts near Columbus, Neb., March 14, 2019. The Nebraska Guard provided multiple helicopters and crews to help transport people and pets identified as stranded or isolated due to historic flooding.

To achieve this level of success, the DASD(E&ER) will improve and expand assessments of the effects of extreme weather and climate change to produce actionable information on military installation vulnerabilities through executing the following actionable steps:

- Produce updated actionable climate exposure information in the DoD Climate Assessment Tool (DCAT) to support climate-informed decision-making for enduring installations, test and training areas, and CCMD theaters, for any point on global land surface,
- Accelerate Black Start Exercises by the Military Departments at priority installations to identify actual, real-world vulnerabilities and improvements necessary to ensure energy resilience for critical missions,
- Produce updated policy and technical guidance to guide installation climate resilience planning and implementation, and
- Complete all baseline installation resilience plans to integrate information from energy, climate, water, and other relevant resilience analyses to comprehensively identify and prioritize solutions to all-hazard risks at priority installations.

Florida National Guardsmen transport families through flooded roads during Hurricane Ian relief efforts in Arcadia, Fla., October 3, 2022.

Agency Priority Goal: Shape an Appropriately Skilled and Ready Future Workforce: Improve Recruitment and Retention of the Civilian Workforce.

APG Lead: DASD(Civilian Personnel Policy)

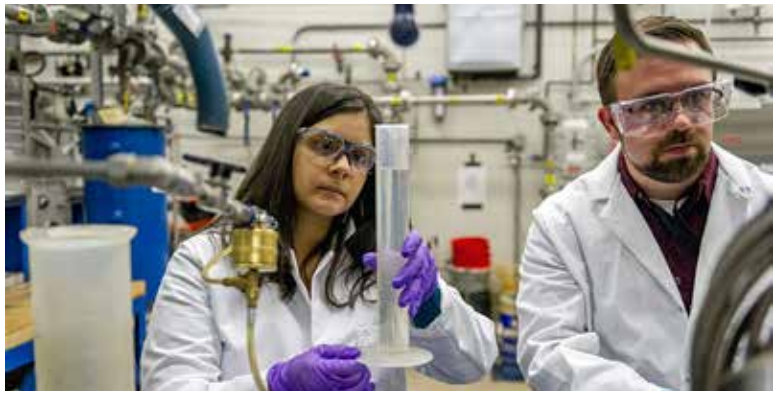
The Department's ability to deliver relevant and timely talent is critical to building enduring, competitive advantages and achieving national security objectives. We must be positioned to compete for and win top talent. and quickly meet demands for skilled and experienced employees. Meeting this need depends on the capability to efficiently and effectively recruit, hire, and retain high performing employees.

In addition to reviewing and improving the end-to-end hiring process for both applicant and employer, DoD will use a combination of marketing and branding, modernized assessments tools, and streamlined hiring to effectively meet requirements for quality, timeliness, and retention. The DASD for Civilian Personnel Policy will increase the use of DoD-specific hiring authorities and flexibilities, the number and types of engagements with potential candidates through virtual and in-person career fairs to attract higher quality candidates seeking employment opportunities with the Department. In turn, managers and supervisors will have increased satisfaction with both the hiring processes and the candidate pool to recruit and retain to perform their complex missions.

A retired Air Force Senior Master Sergeant and a Air Force Master Sergeant speak with a business representative during the June 4 Hiring Heroes Career Fair in the Spates Community Center.

To achieve this level of success, the DASD for Civilian Personnel Policy will take the following actionable steps by September 2023:

- Continue to promote the DoD Civilian Employer brand and diverse career opportunities to drive top talent to seek DoD jobs,
- Leverage a combination of recruiting, branding, and marketing outcomes, specifically to attract the attention of highly sought-after talent and competencies relevant to innovation; digital; and Science, Technology, Engineering, and Mathematic (STEM) missions,
- Maximize the usage of direct hiring authorities for covered positions to expedite the identification and onboarding of highly skilled candidates, while also reducing duration of the hiring process,
- Develop and deploy valid and reliable technical assessments to ensure the proficiency of critical skills to meet DoD mission needs,
- Improve hiring manager satisfaction incrementally, and
- Streamline hiring processes and deploying relevant training and resources to significantly reduce overall time to hire.



Chemical engineers at Naval Air Station Patuxent River in Maryland conduct research to ensure non-petroleum based fuels are guaranteed to perform as good or even better than petroleum fuels in jets or ships.

THE PERFORMANCE IMPROVEMENT OFFICER

A statutory requirement for a DoD Performance Improvement Officer (PIO) was established in the Government Performance and Results Modernization Act (GPRAMA) of 2010 (Public Law 111-352). Section 1124(a) of Title 31, U.S.C, as amended by Section 9 of GPRAMA, directs that "the head of each agency, in consultation with the Chief Operating Officer (COO), shall designate a senior executive of the agency as the agency Performance Improvement Officer."

Functions and Responsibilities of the Performance Improvement Officer

The DepSecDef, as COO, has designated the DA&M as the Department's PIO. Serving in the role of PIO and in partnership with other senior DoD leaders, the DA&M is responsible for the following activities:

- Advises and assists the SecDef and DepSecDef to ensure that the mission and goals of the Department are achieved through strategic and performance planning measurement and analysis, regular data-driven assessments of progress, and use of data analytics and performance metrics to improve results achieved;
- Oversees the preparation and implementation of the DoD's SMP, APP, and APR;
- Supports the SecDef, DepSecDef, DBC, Office of the Secretary of Defense (OSD) Principal Staff Assistants (PSAs), and Heads of Components in data-driven progress reviews towards the delivery of strategic goals and objectives as outlined in the SMP and APP;
- Advises and assists the SecDef, DepSecDef, and the DBC in data-driven reviews of the Department's progress towards NDS implementation, in coordination with the USD for Policy (USD(P)), DCAPE, and the CDAO;
- Coordinates with the USD for Personnel and Readiness (USD(P&R)), as appropriate, on how performance measures are used in personnel appraisals and assessments;
- Collaborates with senior DoD leaders, Heads of DoD Components, and OSD PSAs to ensure the Department seeks out and exploits opportunities for greater effectiveness and efficiency;
- Prioritizes appropriately amongst competing business enterprise investment, management, and reform initiatives; and
- Prudently implements change to facilitate mission success.

PERFORMANCE MANAGEMENT FRAMEWORK

To achieve the objectives outlined in this SMP, the DepSecDef and PIO engage with senior leaders across the DoD within a Department-wide management framework geared towards promoting and evaluating enhanced management processes, systems, and practices. The SMP provides the DepSecDef and PIO with effective levers to identify, oversee, and report on a series of tangible and measurable activities ensuring diligence in the Department's management of resources assigned to those priorities. The implementation of each strategic objective in the SMP is in the purview of one (1) or more of the OSD PSAs who are delegated SecDef authority to carry out their assigned responsibilities and functional areas.

Dana Weinstein, associate dean of graduate education for the college of engineering at Purdue University, and also a professor of electrical and computer engineering, talks with Deputy Defense Secretary Kathleen H. Hicks, August 18, 2022, at Purdue University in Indiana.

A Marine Corps data systems administrator with Headquarters Battalion, 23rd Marine Regiment, monitors network traffic and activity on Fort Pickett, Virginia., Feb. 6, 2022.

DATA-DRIVEN PERFORMANCE MANAGEMENT

The Department is committed to using performance data and metrics to drive decision-making and accountability for achieving outcomes. In the May 5, 2021, memorandum "Creating Data Advantage," the DepSecDef outlined a plan to transform the Department into a data-driven organization. Advana was designated as the Department's primary enterprise authoritative data management and analytics platform.

Under the leadership of the CDAO, the Advana team continues to connect to the vast number of enterprise data systems enabling the Department to have the ability to analyze and provide consolidated data to DoD leadership. The continuous absorption of data into Advana and the implementation of transformative initiatives to improve data access and quality enable the Department to establish a foundation for information sharing and optimize enterprise functions, such as information technology (IT), portfolio management, financial management, and capture of lost buying power.

PULSE

The DoD is committed to using data and analytics to track progress on strategic priorities in an outcome-driven, metrics-based manner that drive improved performance. To enable the shift to a data-driven approach for performance management, the CDAO, in partnership with the PIO and USD(P), designed an executive analytics capability in Advana, called Pulse, that uses metrics informed by authoritative data to give DoD senior leaders a strategic view of how DoD is performing against its top priorities. Pulse refers to both the integrated data and analytics layer for performance management in Advana, as well as the governance structure for overseeing progress and escalating risks.

The Pulse applications support the DepSecDef's vision to transform DoD into a data-driven organization, to ensure alignment of performance improvement activities with SecDef priorities, and to foster better decision-making around performance. This initiative empowers DoD Components to draw deeper insights from data, drive more efficient processes and procedures, and enable proactive performance tracking and monitoring. With the increased visibility of authoritative data, DoD also has better insight into ongoing reform efforts to address identified areas of underperformance.

Through the Pulse framework, DoD aims to:

- Develop and integrate data-informed, outcome-based metrics to show how DoD is performing against SecDef/DepSecDef strategic priorities.
- Enable the SecDef/DepSecDef to proactively monitor how DoD is performing and be notified if there are areas where they need to engage.
- Ensure performance improvement efforts across DoD align to SecDef/DepSecDef top strategic priorities and performance goals/objectives.

Pulse is a collaborative effort across the DoD that will evolve and mature over time. As DoD Components increasingly use Pulse in day-to-day management decisions, the quality of the data and the maturity of available measures will increase. By using Pulse in management discussions at the highest levels, DoD will be able to translate core business objectives into measurable outcomes that change behaviors and improve overall performance.

ANNUAL PERFORMANCE PLAN Fiscal Year 2024

The DoD *Annual Performance Plan (APP) for Fiscal Year (FY) 2024* presents specific performance goals and measures for FY 2023. The APP builds on the *Strategic Management Plan (SMP) for FY 2022 – 2026* by defining specific performance goals and measures along with targets to ensure successful implementation of the SMP.

The Department's APP for FY 2024 was prepared in compliance with the Government Performance and Results Modernization Act of 2010, Pub. L. 111-352, under guidance from the U.S. Office of Management and Budget (OMB) Circular No. A-11 (Published August 2022), "Preparation, Submission, and Execution of the Budget."

Leaders at all levels throughout the Department are responsible for meeting the performance goals and measures set out in the APP that relate to their functional areas. Additionally, the APP performance goals and measures are used to inform critical elements of Senior Executive Service (SES) and Senior Leader performance plans, empowering leaders to focus on achieving measurable outcomes in alignment with the National Defense Strategy (NDS) and the assignment of budgetary resources.

To ensure the quality of the performance data provided for performance management and assessment, the Performance Improvement Officer (PIO) requires written attestation from goal owners verifying that (1) all performance information is complete, accurate, and reliable, and (2) the data is verified and validated, along with readily available supporting documentation of the procedures performed on the data, as needed. Using the APP goals and measures in this manner and holding those accountable for ownership of their respective goals and performance data quality helps ensure that DoD leaders remain focused on achieving measurable outcomes aligned with the mission strategy as laid out in the SMP.

Students at the U.S. Air Force Academy throw their caps in the air during the Air Force Academy graduation in Colorado Springs, CO., May 26, 2021. Shortly after the graduation event, the U.S. Air Force Air Demonstration Squadron "Thunderbirds" performed a fly-over.

A Letter from the Performance Improvement Officer

As the Performance Improvement Officer for the Department of Defense, it is an honor and privilege to present the *DoD Strategic Management Plan for Fiscal Years 2022 – 2026*. The strategic priorities and objectives, coupled with the performance goals and measures outlined in the *Fiscal Year 2024 Annual Performance Plan*, sets forth the Department's roadmap to define data-driven goals with achievable outcomes to ensure successful realization of strategic goals and effectively manage the entire breadth of the DoD's budgetary resources in alignment with the *2022 National Defense Strategy*.

The Department has a keen interest in creating an environment that utilizes the power of enterprise data to provide performance insights and inform decision-making. To accelerate the Department's enterprise data edge, preparation of the SMP is shifting away from a traditional methodology of data calls and manual processes towards greater focus on the quality of performance data and results used for performance management and assessment, and capturing updated data in more automated tools such as Pulse. As the DoD PIO, I am committed to empower our leadership to focus on transformative initiatives that will improve data access and quality and help track, measure, and report on progress. Through a collaborative series of meetings, working group sessions inclusive of leaders across the Department met to refine the strategic objectives, goals, and measures provided in this Strategic Management Plan. A continuous integration of data-driven metrics, enterprise risk management, the performance improvement framework, and improved visibility into Department-wide functional metrics, will pave the way towards a comprehensive view of enterprise management operations within the DoD.

The FY 2024 APP includes specific targets to regularly measure progress towards SMP implementation in the near term, while the FY 2022 Annual Performance Report consolidates prior fiscal year performance results across all DoD Components. The SMP for FY 2022 - 2026 focuses on five (5) strategic priorities.

1. Transform the Foundation of the Future Force
2. Make the Right Technology Investments
3. Strengthen Resiliency and Adaptability of Our Defense Ecosystem
4. Take Care of Our People and Cultivate the Workforce We Need
5. Address Institutional Management Priorities

Together with the Deputy Secretary of Defense, I am committed to work closely with our senior leadership and ensure they are equipped with the resources to monitor and report on tangible and measurable activities and drive decision-making and accountability for achieving outcomes.

The Honorable Michael B. Donley
Department of Defense Performance Improvement Officer

Strategic Management Framework

The strategic priorities and objectives, coupled with the performance goals and measures outlined in the FY 2024 APP describe how the Department intends to achieve its goals and priorities and succeed through teamwork with our Allies and partners.

The strategic management framework as defined in the FY 2022 - 2026 SMP is presented below. Each Strategic Priority (SP) is tied to one (1) or more Strategic Objectives (SO), which are tied to a Performance Goal (PG) or Agency Priority Goal (APG).

Strategic Priority 1
Transform the Foundation of the Future Force

Strategic Objectives
1.1 - Drive competitive advantage by acquiring effective capabilities to deter and, if necessary, defeat pacing threats
1.2 - Modernize and sustain the nuclear deterrent and protect against chemical and biological threats
1.3 - Deliver and optimize the Department's enterprise, information, and technology infrastructure to drive mission effectiveness

Strategic Priority 2
Make the Right Technology Investments

Strategic Objectives
2.1 - Build a strong foundation for future science and technology through modernized laboratories and test facilities
2.2 - Collaborate with public/private sector partners in support of innovative, interoperable solutions
2.3 - Leverage technology innovation to build enduring performance advantage

Strategic Priority 3
Strengthen Resiliency and Adaptability of Our Defense Ecosystem

Strategic Objectives
3.1 - Shape a 21st century Defense Industrial Base (DIB)*
3.2 - Reduce operation and sustainment costs to maximize readiness
3.3 - Enhance the DoD's ability to combat 21st century climate, energy, and environmental challenges*
3.4 - Enhance the DoD's cybersecurity posture
3.5 - Increase the resiliency of C3 capabilities
3.6 - Engage in co-development, research, testing, and evaluation with Allies and partners

Strategic Priority 4
Take Care of Our People and Cultivate the Workforce We Need

Strategic Objectives
4.1 - Cultivate Talent Management*
4.2 - Change the culture
4.3 - Promote the health, wellbeing, and safety of the force and families

Strategic Priority 5
Address Institutional Management Priorities

Strategic Objectives
5.1 - Accelerate the path to an unmodified audit opinion
5.2 - Optimize budget to execution and foster a high integrity funds control environment
5.3 - Modernize DoD Business Systems
5.4 - Accelerate the adoption of trusted data and analytics across the Department

**Indicates a Strategic Objective tied to an Agency Priority Goal.*

Strategic Priority 1
Transform the Foundation of the Future Force

Building enduring advantages across the enterprise requires overhauling the Department's force development, design, and business management practices. Our current system is too slow and too focused on acquiring systems not designed to address the most critical challenges. This orientation leaves little incentive to design open systems than can rapidly incorporate cutting-edge technologies, creating longer term challenges with obsolescence, interoperability, and cost effectiveness. The Department is transitioning to processes and systems that instead reward rapid experimentation, acquisition, and fielding. We will align requirements and undertake a campaign of learning to identify the most promising concepts, incorporating emerging technologies in the commercial and military sectors for solving our key operational challenges. These efforts will ensure the Department can sustain and strengthen deterrence and investments that build enduring advantages.

A US Army Major is earning her Doctor of Philosophy in nuclear science and engineering at the Massachusetts Institute of Technology. The Major, a nuclear and countering weapons of mass destruction officer, conducts research to optimize a detection system for use in emerging nuclear fuel cycles as part of her Ph.D. program.

STRATEGIC OBJECTIVE 1.1 - DRIVE COMPETITIVE ADVANTAGE BY ACQUIRING EFFECTIVE CAPABILITIES TO DETER AND, IF NECESSARY, DEFEAT PACING THREATS.

Strategic Objective Lead: Office of the Under Secretary of Defense for Acquisition & Sustainment (OUSD(A&S))

To pace the threat and secure our military advantage in a rapidly evolving security environment, the OUSD(A&S) will lead the Department in adopting a systems- and portfolio-based framework that aligns strategic decision-making for capabilities to the mission areas required for integrated deterrence. A holistic approach to enterprise acquisition and sustainment is necessary, one that leverages data as a strategic asset to maximize capability delivery and availability to the warfighter.

Performance Goal 1.1.1 - Evolve and Align Enterprise Acquisition Processes (e.g., Requirements and Funding) to Deliver Effective Capabilities to the Warfighter. *Lead: OUSD(A&S)*

Fundamental business processes in requirements (Joint Capabilities Integration and Development System), resourcing (Planning, Programming, Budgeting, and Execution [PPBE]), and acquisition management (Defense Acquisition System) must evolve and better align to identify and fill critical capability gaps faster, as well as to transition emerging technology at scale. OUSD(A&S) will drive integration across the Department to redefine programmatic success beyond the cost, schedule, and performance parameters and ensure the rapid fielding of the right technologies and product support at speed throughout the life cycle.

The OUSD(A&S) will deliver more effective capabilities to the warfighter by updating the governing directive for portfolio management; conducting mission-focused acquisition portfolio and program reviews; driving continued implementation of the Adaptive Acquisition Framework (AAF); and ensuring key Research and Development (R&D) or nontraditional capabilities are, when ready, adopted by Services in a timely and effective transition to fielding and sustainment.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 1.1.1.1 - Execute Competitive Advantage Pathfinders (CAP) to identify opportunities to accelerate capability delivery and inform process reform	Select mission areas for second and third CAP tranches, and execute 120-day sprints accordingly	Assess outcomes of first three (3) CAP tranches to determine requirement for future pathfinders; as appropriate, repeat process of selecting mission areas and executing CAP sprints	N/A
PM 1.1.1.2 - Develop metrics to support lessons learned from the CAP initiative and inform enterprise reform across the defense decision support systems	Develop visualization tool for CAP in Advancing Analytics (Advana)	Rollout CAPs lessons learned to broader acquisition workforce	N/A
PM 1.1.1.3 - Portfolio/Program Reviews: Conduct mission-focused Integrated Acquisition Portfolio Reviews, as well as Defense Acquisition Boards and In-Process Reviews for critical programs in the Major Capability Acquisition pathway	Conduct 18 Integrated Acquisition Portfolio Reviews. Conduct bi-annual Defense Acquisition Boards/In-Progress Reviews for ACAT 1D programs	Conduct 18 Integrated Acquisition Portfolio Reviews. Conduct bi-annual Defense Acquisition Boards/In-Progress Reviews for ACAT 1D programs	TBD
PM 1.1.1.4 - Adaptive Acquisition Framework (AAF): Drive increased Military service use of the AAF to include the software acquisition and middle tier pathways as well as hybrid approaches	Where appropriate for the capability being acquired, increase # of programs using the MTA and software acquisition pathways	Where appropriate for the capability being acquired, increase # of programs using the MTA and software acquisition pathways	TBD
PM 1.1.1.5 - Mission Engineering: Complete development and analysis of Indo-Pacific Command (INDOPACOM) mission threads	Identify next priority theater and complete development and analysis of associated mission threads	Identify next priority theater and complete development and analysis of associated mission threads	TBD

STRATEGIC OBJECTIVE 1.2 - MODERNIZE AND SUSTAIN THE NUCLEAR DETERRENT AND PROTECT AGAINST CHEMICAL AND BIOLOGICAL THREATS.

Strategic Objective Lead: Office of the Under Secretary of Defense for Acquisition & Sustainment (OUSD(A&S))

To ensure that the U.S. nuclear deterrent remains safe, secure, reliable, and effective, the OUSD(A&S) will continue guiding and directing the highly complex and interdependent set of nuclear modernization and sustainment programs. As growing chemical and biological threats emerge and converge, we will similarly reform approaches to surveillance, detection, preparedness, and response, as well as advance development of revolutionary defense capabilities.

Performance Goal 1.2.1 - Ensure Complete Destruction Campaign for U.S. Chemical Weapons Stockpile by the Chemical Weapons Convention Commitment Deadline of Sept 30, 2023, but not Later Than the Congressionally Mandated Deadline of December 31, 2023, and Begin Transition to Closeout Operations at Pueblo, Colorado, and Blue Grass, Kentucky. *Lead: OUSD(A&S)*

After destruction of the stockpile, closure of the Chemical Weapons Destruction facilities is a two (2) phase multi-year effort, ensuring the Assembled Chemical Weapons Alternative (ACWA) program completes closure of the destruction facilities in Pueblo, CO, and Blue Grass, KY, safely and environmentally-compliant to include the decommissioning, decontamination, and demolition as agreed upon by the Army and the State; in addition to closeout of all contracts and environmental permits.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 1.2.1.1 - Complete destruction of 100% of the chemical agent declared in the U.S. chemical weapons stockpile	Complete destruction of 100% of the chemical agent declared in the U.S. chemical weapons stockpile	N/A	N/A
PM 1.2.1.2 - Begin closure of the Colorado main destruction facility	Begin closure of the Colorado main plant destruction facility	N/A	N/A
PM 1.2.1.3 - Complete destruction of chemical surety materials and secondary waste	N/A	Complete destruction of chemical surety materials and secondary waste	N/A
PM 1.2.1.4 - End treaty verification	N/A	End treaty verification	N/A
PM 1.2.1.5 - Begin the close-out of the Chemical Stockpile Emergency Preparedness Program	N/A	Begin the close-out of the Chemical Stockpile Emergency Preparedness Program	TBD
PM 1.2.1.6 - Begin closure of Kentucky destruction facilities and continue closure of the remaining Colorado destruction facilities	N/A	Begin closure of Kentucky Main Plant and continue closure of the remaining Colorado destruction facilities	Begin closure of remaining Kentucky destruction facilities

STRATEGIC OBJECTIVE 1.3 - DELIVER AND OPTIMIZE THE DEPARTMENT'S ENTERPRISE, INFORMATION, AND TECHNOLOGY INFRASTRUCTURE TO DRIVE EFFICIENCIES.

Strategic Objective Lead: Chief Information Officer for the DoD (DoD CIO)

Delivering Information Technology (IT) capabilities with greater efficiency and performance requires the Department to reform the way it operates. In particular, the Department must accelerate the evaluation and implementation of suitable industry best current practices and proven technologies. The Department must also improve oversight of IT spending. The objectives in this goal include shifting to an enterprise-wide operations and defense model, promoting modern software practices, and establishing enterprise-wide modern compute and storage capabilities.

Performance Goal 1.3.1 - Modernize and Consolidate DoD Networks and Services. *Lead: DoD CIO*

The 4th Estate Network Optimization (4ENO) is a bold, aggressive IT reform activity designed to transform the way DoD delivers IT by creating a better digital enterprise. The goal of 4ENO is to reduce the DoD network footprint to one (1) per domain (NIPR and SIPR), converge desktop functions to an enterprise capability, enable global access, reduce barriers for joint information sharing, and provide consistent end user capabilities for the workforce. As a first step, 4ENO optimizes DAFA networks and service desks under the Defense Information Systems Agency (DISA), as the single service provider (SSP), to improve visibility of cybersecurity vulnerabilities, reduce operating expenses, and create a consistent end user experience. The 4ENO transformation will allow each DAFA to focus on their core mission and give the single service provider role to DISA, whose primary mission is the fulcrum for this unifying technology effort.

4ENO is programmed as multi-year effort executed with close collaboration from each of the 13 DAFAs to determine common-use IT to migrate to the single service provider and the mission use IT to remain under the control of the DAFA. Common use IT is defined as the ubiquitous IT effort at 4th Estate Agencies/ Activities spanning enterprise services, asset management, cyber security, network services, and IT operations. Mission use IT are those distinct and unique IT services that enable a given DAFA to accomplish its mission.

The 4th Estate Cloud and Data Center Optimization IT reform initiative was established in 2018 to migrate DAFA applications/systems to more optimal hosting environments, enable the closure of vulnerable data centers, and facilitate the transition to a cloud-enabled future. Cloud and Data Center Optimization accelerates the overarching DoD Data Center Optimization Initiative (DCOI) and continues the aggressive advancement of data center optimization across the DoD.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 1.3.1.1 - IT Network and Service Optimization – Complete 4th Estate DoD Network (DoDNET) Assessment, Migration Plans, and Phase I migration	3 DAFAs begin migration to the SSP	2 DAFAs begin migration to the SSP	2 DAFAs begin migration to the SSP
PM 1.3.1.2 - Cloud & Data Center Optimization – Migrate DAFA applications/systems to optimal hosting environments (affects 14 DAFAs, 923 apps/systems, and 61 data centers)	812 of 923 (88%)	813 of 923 (88%)	923 of 923 (100%)

Performance Goal 1.3.2 - Adopt Modern Software Practices. *Lead: DoD CIO*

The Military Departments and DISA will make the investments necessary to ensure that 55 percent of new custom software development efforts and 10 percent of all systems utilizing custom software development use modern software methodologies like Agile/Lean/Development, Security, and Operations (DevSecOps) by FY 2025. This requirement will be measured using the "Custom Software Development" and "DevSecOps Approach" flags in the DoD IT Portfolio Repository (DITPR) coupled with investment data captured in the DoD IT Investment Portal/Select and Native Programming Data Input Systems for IT (DITIP/SNaP-IT.) The metrics in the table below outline the expected percentage per FY. This includes software systems using DevSecOps platforms such as the Air Force's Platform One, Army's Code Repository and Tools Environment (CReATE), or the Navy's Overmatch Software Armory. Custom software development is defined as software that is developed for a specific organization or user. It is not commercial-off-the-shelf software or existing free software. Custom software-related investments will be self-reported and reviewed at the Digital Modernization Infrastructure Executive Committee (DMI EXCOM).

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 1.3.2.1 - % of new custom software development systems using DevSecOps	35%	45%	55%
PM 1.3.2.2 - % of all custom software development systems using DevSecOps	5%	7%	10%

Performance Goal 1.3.3 - Accelerate Cloud Adoption. *Lead: DoD CIO*

DoD Components shall maximize the use of cloud hosting and minimize the need for DoD owned and operated fixed data centers to the maximum extent possible. Cloud-related investments include any investment identified as a cloud computing investment which addresses infrastructure-as-a-service (IaaS), platform-as-a-service (PaaS), and software-as-a-service (SaaS). Cloud-related investments should target the approved DoD Enterprise Cloud Environment contracts such as, but not limited to, the Army's c-Army, the Air Force's CloudOne, DISA's Stratus, the DoD Joint Warfighting Cloud Capability, and the Intelligence Community's (IC's) Commercial Cloud Enterprise for defense intelligence and intelligence-related activities. In addition, Military Departments and DISA will conduct customer experience surveys of DECE environments to foster efficiency, accessibility, and privacy.

Results will be analyzed for trends and reported annually. DoD Components shall perform cloud smart system rationalization, as defined in DoD and Federal digital modernization strategies[1] [2], in order to increase cloud services (e.g., IaaS, PaaS, and SaaS) with the goal of modernizing IT capabilities, and reducing technical debt, while continuing to make hardware investments where necessary to enable modern software development practices. This requirement will be measured in accordance with the metrics in the table below, outlining the number (#) of system reported in DITPR that are capable of being hosted in a cloud environment with expected percentage(%) of system migration within the Chief Information Officer for the DoD (DoD CIO) Information Technology/Cyberspace Activities Budget per FY. Cloud-related investments will be self-reported and reviewed at the DMI EXCOM.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 1.3.3.1 - # of Systems/% of Systems Modernized and Cloud Ready	#/30%	#/40%	#/50%
PM 1.3.3.2 - # of Systems/% of Systems Migrated to Cloud	#/10%	#/20%	#/40%

[1] *https://dodcio.defense.gov/Portals/0/Documents/Library/SoftwareModStrat.pdf*

[2] *https://cloud.cio.gov/strategy/*

2

Strategic Priority 2
Make the Right Technology Investments

To maintain the U.S. military's technological advantage, the Department continues to champion research, science, technology, engineering, and innovation. The Department will support the innovation ecosystem, both at home and in expanded partnerships with our Allies and partners. Innovation has always been a strength of the United States, and the Department will harness that innovation by focusing development resources on unique capabilities needed by the military and will quickly adopt the best commercial dual use technologies. The DoD will develop and prototype critical technologies and conduct continuous campaigns of joint experimentation to improve those technologies and deliver capabilities to the warfighter.

NASA's Space Launch System rocket carried the Orion spacecraft on the Artemis I flight test from Launch Complex 39B at the Kennedy Space Center in Florida, November 16, 2022. Defense Logistics Agency Energy supplied the uncrewed Orion capsule with 438 pounds of high purity hydrazine, 6,245 pounds of Monomethyl Hydrazine and 10,670 pounds of Nitrogen Tetroxide Mon-3 grade propellants.

STRATEGIC OBJECTIVE 2.1 - BUILD A STRONG FOUNDATION FOR FUTURE SCIENCE AND TECHNOLOGY THROUGH MODERNIZED LABORATORIES AND TEST FACILITIES.

Strategic Objective Lead: Office of the Under Secretary of Defense for Research & Engineering (OUSD(R&E))

The technology dominance of tomorrow relies on the scientific investments of today. We will continue to invest in our laboratories and test ranges to solve problems now and in the future. We must ensure our current laboratories, ranges, and test facilities support cutting edge technology advancement. We must ensure we are efficient and collaborative and will break down barriers to success through policies that encourage innovation and risk taking.

Performance Goal 2.1.1 - Improve Laboratory and Testing Infrastructure. *Lead: OUSD(R&E)*

Ensuring we can conduct the R&D required for today's science is crucial. Equally important is thinking ahead to make sure our workforce, laboratories, ranges, and test facilities are ready to support the innovation of tomorrow. We must have the appropriate infrastructure, workforce, and policy to counter threats and exploit opportunities now and in the future.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 2.1.1.1 - % increase in lab modernization	1%	2%	2%
PM 2.1.1.2 - % increase in testing infrastructure modernization	Conduct a review of current test infrastructure	Ensure continued investments in critical testing infrastructure are prioritized	Ensure continued investments in critical testing infrastructure are prioritized
PM 2.1.1.3 - Examples of ongoing investments	· Medical Waste Incinerator Building, Fort Detrick, MD · General Purpose Engineering Lab, Huntsville, AL	N/A	N/A

STRATEGIC OBJECTIVE 2.2 - COLLABORATE WITH PUBLIC/PRIVATE SECTOR PARTNERS IN SUPPORT OF INNOVATIVE, INTEROPERABLE SOLUTIONS.

Strategic Objective Lead: Office of the Under Secretary of Defense for Research & Engineering (OUSD(R&E))

R&D funding and expertise in most technical fields are readily available worldwide, aligned primarily with civilian commercial endeavors. As a direct consequence, the DoD cannot assume any inherent technical superiority based on technology availability. Rather, we must work hard to ensure that our warfighters always have the superior capabilities in any fight. A necessary part of the effort is to work closely with U.S. idea generators – the universities and colleges, the large and small businesses, and all elements of the Federal Government.

Performance Goal 2.2.1 - Incentivize Academia Partnerships. *Lead: OUSD(R&E)*

Universities and colleges are wellsprings of new science and technology, producing groundbreaking insights and capabilities, while educating and training the people who power the American innovation engine. Academic institutions draw support from many sources, including multiple federal sources. The Department must work to ensure that it continues to be a sought-after partner and collaborator. Financial support, close working relationships, and opportunities to help address hard national security problems are necessary elements of a successful strategy.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 2.2.1.1 - % increase in academic partnerships, to include grants, awards, and Cooperative Research and Development Agreements (CRADAs)	2%	2%	2%

STRATEGIC OBJECTIVE 2.3 - LEVERAGE TECHNOLOGY INNOVATION TO BUILD ENDURING PERFORMANCE ADVANTAGE.

Strategic Objective Lead: Office of the Under Secretary of Defense for Research & Engineering (OUSD(R&E))

Science and Technology (S&T) are worldwide pursuits, generally aimed at civilian needs. Many of the resulting technical innovations have dual use defense applications. Likewise, S&T that is driven by national security needs may also transition into civilian sectors. The "endless frontier" afforded by S&T requires that the Department prioritizes its resources to ensure the warfighter always has superior capabilities. This work must include informed and targeted investments in critical technologies, mission-driven prototyping, and evaluation of promising new technologies and products.

Performance Goal 2.3.1 - Foster the Development of Leap Ahead Capabilities by Investing in Critical Technology Areas (CTAs).
Lead: OUSD(R&E)

In FY 2022, the Under Secretary of Defense for Research and Engineering and Chief Technology Officer (USD(R&E)/CTO) increased the number of CTAs to 14. It is imperative that the R&D activities of the DoD are pursuing every technological opportunity to ensure the enduring advantage for the warfighters. Warfighting advantage has many guises including: sensors to reliably detect the enemy at greater distances, lightweight effective chem-bio protection, communications that work through jamming and are not detectable, and inexpensive capable satellites and the means to rapidly replenish them. The Department's technical interests are therefore broad, and the leap-ahead capabilities could as well come from unexpected as planned technologies. Identifying and investing in CTAs is required, as is continuously scouting for emerging high-priority opportunities.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 2.3.1.1 - Enumerate funding for science, and for technology maturation in CTAs	· Quantum: $25M · Future G: $25M · Biotechnology is funded in Army Program Element (PE)	· Quantum: $75M · Future G: $45M · Biotechnology is funded in Army PE	· Quantum $100M · Future G: $60M · Biotechnology is funded in Army PE
PM 2.3.1.2 - Examples of science achievements and Technology Readiness Level advances	- Quantum: Prototype demonstration of quantum clocks and sensors · Biotechnology: Demonstrate biomanufacturing of high-performance fuels · Advance the maturation of five (5) technologies into capabilities for the warfighter	· Quantum: Demonstration of quantum sensors and clocks in operational environment · Future G: Create software defined radios that can easily incorporate advanced waveforms for electronic warfare hardening and cyber protection · Biotechnology: Demonstrate biomanufacturing of energetic precursors · Advance the maturation of five (5) technologies into capabilities for the warfighter	· Quantum: Low-Small Size Weight and Power (SWaP), low cost quantum sensor and clocks for new and sustainable warfighter capabilities · Future G: Develop advanced networking protocols and encryption technologies for ubiquitous, small, low-power military devices · Biotechnology: Demonstrate point of need production of bioderived energetics and fuels · Advance the maturation of five (5) technologies into capabilities for the warfighter
PM 2.3.1.3 - Review investments in critical technologies and decide if the investment will continue or the dollars will be moved to other technologies	1	1	1
PM 2.3.1.4 - Examples of changes to the set of CTAs (i.e., modify, drop, add)	Conduct a strategic review of CTAs	Conduct a strategic review of CTAs	Conduct a strategic review of CTAs

Performance Goal 2.3.2 - Leverage Prototyping and Experimentation for Joint Warfighting Capabilities. *Lead: OUSD(R&E)*

The Department's S&T investments are underpinned by early-stage basic research. Payoff for this research may not be evident for years, but it is critical to ensure our enduring technological advantage in the decades ahead. Time and again, the Department has demonstrated the connection between basic research investments and transformational military capabilities – developing advanced technologies that not only ensure our national security, but have important commercial applications that provide economic advantage to the American industry and workers. Allies and partners also have unique capabilities that can be leveraged in these activities including expertise, testing facilities, and technologies.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 2.3.2.1 - Describe experiments aimed at joint warfighting capabilities	Define and manage a campaign of experiments framed on Defense Planning Scenarios that execute in three (3) exercises	Define and manage a campaign of experiments framed on Defense Planning Scenarios that execute in three (3) exercises	Define and manage a campaign of experiments framed on Defense Planning Scenarios that execute in three (3) exercises
PM 2.3.2.2 - Describe multinational experiments	Conduct three (3) technology demonstrations experiments with Allies and partners	Conduct three (3) technology demonstrations experiments with Allies and partners	Execute first large- scale multinational experiment
PM 2.3.2.3 - Examples of prototyping actions and the impact	Implement a measurement mechanism to track transition of projects deemed effective via experimentation, and the associated mission performance improvements	Access to State-of-the-Art Microelectronics will be available for prototype DoD design activities	Access to State-of-the-Art Microelectronics will move into commercial production

Performance Goal 2.3.3 - Increase the Adoption of Innovative Commercial Technologies That Align to Mission Objectives. *Lead: OUSD(R&E)*

The Department has long recognized that innovative commercial civilian technologies can play a substantial role in supporting our nation's security. These include the widest range of technologies, such as the inexpensive launch to Low Earth Orbit, messenger ribonucleic acid (mRNA) vaccines against emerging viral threats, leading edge U.S-built drones, and software tools that support worldwide supply logistics in adverse conditions. The Department continuously seeks opportunities to adopt trusted commercial civilian technologies to address important national security challenges. This includes an emphasis on nurturing the larger innovation ecosystem, bringing in more small businesses, and other "non-traditional" methods (i.e., have not worked with the DoD or even government before).

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 2.3.3.1 - % increase in DoD adoption of heretofore commercial technologies	5%	10%	TBD
PM 2.3.3.2 - # of Examples of adoptions of commercial technologies by DoD	5	10	15

3

Strategic Priority 3
Strengthen Resiliency and Adaptability of Our Defense Ecosystem

The Department will strengthen our Defense Industrial Base (DIB) to ensure that we produce and sustain the full range of capabilities needed to give U.S. allied and partner forces a competitive advantage. We will bolster support for our unparalleled network of research institutions, both university-affiliated and federally funded research and development centers, as well as small businesses and innovative technology firms. The Department will act urgently to better support advanced manufacturing processes to increase our ability to reconstitute the Joint Force in a major conflict. Industry plays a key role in both the effort to strengthen the defense ecosystem and to project military force: our industry Partners provide critical transportation capability and the global networks we need to meet day-to-day warfighting requirements. The Department's approach will be eminently proactive, developing vibrant relationships with commercial Partners in order to create sufficient military capacity to satisfy wartime demands at acceptable risk levels.

Air Force personnel load Humvees onto a Boeing 747 at Joint Base Charleston, S.C., October 16, 2022.

STRATEGIC OBJECTIVE 3.1 - SHAPE A 21ST CENTURY DEFENSE INDUSTRIAL BASE (DIB).

Strategic Objective Lead: Office of the Under Secretary of Defense for Acquisition & Sustainment (OUSD(A&S))

A resilient DIB is a critical element of U.S. power, which preserves and extends U.S. military dominance. The DoD's approach to strengthening the DIB brings an enterprise-wide view of the threats and vulnerabilities that could jeopardize warfighter advantages and uses a comprehensive approach to mitigate those threats and vulnerabilities. The Department's efforts will focus on renewing an enduring source of U.S. strength by shaping the DIB to meet 21st century challenges.

Agency Priority Goal 3.1.1 - Ensure Supply Chain Resilience. *Lead: ASD(Industrial Base Policy)*

The DoD requires healthy, resilient, diverse, and secure supply chains to ensure the development and sustainment of capabilities critical to national security. Revitalizing supply chains in the DIB will require the DoD to better understand supply chain risks and to work internally, as well as with interagency, international, and industry Partners, to align standards, build domestic capacity, and safeguard markets.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 3.1.1.1 - Complete an evaluation of analytical tools used to improve enterprise-level supply chain visibility	Q4 complete	N/A	N/A
PM 3.1.1.2 - Compile guidebook to identify supply chain risk and strategic implications	Q4 complete	N/A	N/A
PM 3.1.1.3 - Develop and publish a strategy on supply chain resilience that can be used across DoD	Q4 complete	N/A	N/A
PM 3.1.1.4 - Complete evaluation of data sources to build metrics for five (5) priority supply chains	N/A	Q2 Complete	N/A
PM 3.1.1.5 - Identify meaningful supply chain resilience metrics. Test metrics to determine if the metric provides useful insight to senior leaders	N/A	Q4 complete	N/A
PM 3.1.1.6 - Implementation of DoD's Small Business Strategy	Q1 Beginning	Q4 Complete	Ongoing

Performance Goal 3.1.2 - Provide Effective Logistics Information Technology and Access to Supply Chain Illumination Tools. *Lead: OUSD(A&S)*

It is critical to fully understand the Defense supply chain using a system of systems approach with an effective logistics information technology (Log IT) strategy that can leverage the full range of commercial capabilities, as well as internally developed government solutions. Currently there is no single tool capable of fully illuminating the entirety of our broad and complex supply chain ecosystem.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 3.1.2.1 - Log IT systems comply with performance and auditability requirements	Establish performance targets for Log IT systems in partnership with DoD CIO and CFO to comply with policy and auditability requirements	Baseline data under development. Specific targets will be developed	TBD

STRATEGIC OBJECTIVE 3.2 - REDUCE OPERATION AND SUSTAINMENT COSTS TO MAXIMIZE READINESS.

Strategic Objective Lead: Office of the Under Secretary of Defense for Acquisition & Sustainment (OUSD(A&S))

Warfighting capability depends upon globally responsive, sustainable, and cost-effective logistics and materiel readiness. The OUSD(A&S) will provide critical capabilities around the globe to support defense operations and deliver cost-effective weapon systems readiness throughout the service life of a wide range of sophisticated and integrated weapons systems by ensuring sustainment attributes are included in capabilities' designs. Continuous focus on four (4) core mission areas will leverage scarce resources and optimize talent within the enterprise to deliver the vision of "Military Operations Empowered Through Logistics." Integrated and outcome-based performance measures will drive progress toward required capabilities and operational outcomes. Using the existing governance framework, all stakeholders in the DoD logistics enterprise can coalesce around the planning and decision process to innovate, modernize, and improve performance.

Performance Goal 3.2.1 - Deliver Sustainable Logistics to Support DoD Mission Requirements. *Lead: OUSD(A&S)*

In line with Executive Order (E.O.) 14057, "Catalyzing Clean Energy Industries and Jobs Through Federal Sustainability," the DoD is revitalizing its sustainability efforts by pursuing a clean and zero-emission light-duty vehicle fleet. The DoD will work with Component Fleet Managers to ensure the Department meets year-by-year Zero-Emission Vehicle (ZEV) transition goals and targets set by the President. The DoD is solidifying plans to reach 100% zero-emission light-duty vehicle acquisitions by 2027 aligning ZEV acquisition with Electric Vehicle Support Equipment (EVSE) availability. However, Original Equipment Manufacturer (OEM) vehicle supply chain variability at this time does not allow the DoD to be able to set a reliable acquisition targets for FY 2023 or FY 2024.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 3.2.1.1 - % of Light Duty Vehicles (lease/buy) measured against Service Program Objective Memorandum (POM) requirement to meet E.O. 14057	(No Year by Year target*) % of Light Duty Vehicle acquisitions are ZEVs by 2027 per E.O. 14057	(No Year by Year target*) % of Light Duty Vehicle acquisitions are ZEVs by 2027 per E.O. 14057	TBD

**OEM vehicle supply chain variability does not allow DoD to be able to set a reliable target for FY 2023 or 2024.*

Performance Goal 3.2.2 - Deliver Cost Effective Materiel Readiness to Meet the DoD's Warfighting Capability and Capacity. *Lead: OUSD(A&S)*

The Organic Industrial Base (OIB) is the nation's readiness and war-sustaining insurance policy. In a growing number of instances, the OIB activities are the sole repair or manufacturing capability available to support core weapon systems. Our OIB infrastructure and facilities are World War II era and in many cases the depot equipment is outdated. This has impacted cycle times, depot efficiency, and capacity. We are implementing Section 359 of the FY 2020 National Defense Authorization Act (NDAA) to improve the Military Department's depot performance and infrastructure modernization. This will ensure depots have the requisite capacity and capability to support the Department's materiel readiness availability goals of current and future weapon systems.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 3.2.2.1 - % Covered Depots meeting Performance-to-Plan (P2P) targets and Covered Depot Facility Condition Building Condition Index (BCI) meeting 86-100% Two (2) of the five (5) Section 359 reporting elements Both metrics need to be met for goal to be achieved	1. Covered Depot P2P 100% P2P targets 1a. The Department's goal over the next five (5) years is for each covered depot to meet its individual schedule performance target 2. Covered Depot Facility Condition 2a. The condition of each covered depot infrastructure (composite rating) is rated using the BCI	100% P2P targets	N/A

Performance Goal 3.2.3 - Enable Effective, Affordable, and Sustainable Warfighting Capability. *Lead: OUSD(A&S)*

Product support and sustainment planning occurs throughout a weapon system's life cycle. Cost savings, typically realized in sustainment, are greatly impacted by decisions made early in a systems development. It is therefore critically important to have current and up-to-date policy and guidance that highlights product support processes and strategies which must be assessed during system design and initial acquisition and fielding. The guidebooks referenced will be used by Program Managers, Product Support Managers, their support staffs, and others in acquisition and sustainment organizations as they develop and implement product support strategies for new programs, major modifications to legacy programs, or as they re-validate and re-engineer product support strategies for existing fielded systems.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 3.2.3.1 - Provide the DoD enterprise with policy, processes, and guidance that foster effective product support planning, execution, and training	· Publish Independent Logistics Assessment Guidebook by March 2023 · Publish Performance Based Logistics Guidebook by September 2023 · Publish updated Logistics Functional Community Competencies by December 2023 · Maintain 85% or higher currency of policy covering product support competencies as it relates to Guidebooks, strategies, and plans published for access by the acquisition and logistics communities	· Publish Product Support Business Case Analysis Guidebook by March 2024 · Publish Operating and Support Cost Management Guidebook by September 2024 · Maintain 85% or higher currency of policy covering product support competencies as it relates to Guidebooks, strategies, and plans published for access by the acquisition and logistics communities · Complete 100% of Product Support issuances and guidance documents aligned to DoD Issuance (DoDI) 5000.91 and AAF identified in the metric calculation by the end of Calendar Year (CY) 2024	TBD

STRATEGIC OBJECTIVE 3.3 - ENHANCE THE DOD'S ABILITY TO COMBAT 21ST CENTURY CLIMATE, ENERGY, AND ENVIRONMENTAL CHALLENGES.

Strategic Objective Lead: Office of the Under Secretary of Defense for Acquisition & Sustainment (OUSD(A&S))

The Department must take bold steps to accelerate adaptation to reduce the adverse impacts of climate change. These adaptation efforts must align with our strategic objectives and mission requirements, ensuring that our military can deter aggression and defend the nation under all conditions. We must understand adaptation requirements, new policies and guidance, improved construction codes and standards, tools to assess and evaluate climate exposure at installations, and a requirement for comprehensive installation master planning.

Agency Priority Goal 3.3.1 - Reduce Climate Impacts to DoD Installations. *Lead: DASD(Environment & Energy Resilience)*

The Department will improve and expand assessments of the effects of extreme weather events and climate change to produce actionable information on military installation vulnerability. This will support climate-informed decision making, investment prioritization, and business processes to increase all-hazard resilience of natural and built infrastructure critical to defense operations and national security.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 3.3.1.1 - % major installations in the DoD Climate Assessment Tool (DCAT)	80% (out of 204 total)	100% (complete any new installations added to latest Base Structure Report)	100% (complete any new installations added to latest Base Structure Report)
PM 3.3.1.2 - # policy and technical guidance updates published	Two (2) policies and two (2) technical guidance documents updated	12 policies and four (4) technical guidance documents updated	TBD
PM 3.3.1.3 - % major installations with integrated installation resilience plans	80% (out of 204 total)	100% (complete any new installations added to latest Base Structure Report)	100% (complete any new installations added to latest Base Structure Report)

Performance Goal 3.3.2 - Fortify and Reduce Risks to DoD Installations From Extreme Weather Events Through Adaption, Mitigation, and Resilience. *Lead: OUSD(A&S)*

The OUSD(A&S) will implement tools to improve decision-making, adapt our business processes, and make specific investments in resilience. We will accelerate the Climate Resilience research area within the DoD Strategic Environmental Research and Development Program (SERDP) and the Environmental Security Technology Certification (ESTCP) program. We will strengthen the DoD Climate Assessment Tool (DCAT) by updating authoritative projected climate information, expand its application to all major installations, and transition to a secure environment to conduct installation climate vulnerability assessments.

The Department will reinforce its efforts to meet the Nation's warfighting needs under increasingly extreme environmental conditions, and integrate climate requirements into operations, planning, and business and decision-making processes. In July 2021, the Readiness and Environmental Protection Integration (REPI) program identified three (3) strategic goals to guide future resilience activities and project outcomes, including increasing the number of REPI resilience projects, increasing the percentage of REPI funding allocated towards resilience projects, and prioritizing REPI resilience projects based on climate change vulnerabilities.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 3.3.2.1 - % Major international installations in DCAT	80% (out of 40 in latest Base Structure Report total)	100% (complete any new installations added to latest Base Structure Report)	100% (complete any new installations added to latest Base Structure Report)
PM 3.3.2.2 - % Mission Assurance Priority List (MAPL) installations where climate assessments have been conducted	100% (84 in latest Base Structure Report)	100% (complete any new installations added to latest Base Structure Report)	100% (complete any new installations added to latest Base Structure Report)
PM 3.3.2.3 - % of overall Readiness and Environmental Protection Integration (REPI) projects that are resilience focused	21%	27%	31%
PM 3.3.2.4 - % of overall REPI funding allocated to resilience-focused projects	35%	40%	45%
PM 3.3.2.5 - % REPI resilience projects with high climate exposure risk	72%	74%	75%

Performance Goal 3.3.3 - Address Past DoD Per- and Polyfluoroalkyl Substances (PFAS) Releases Under Federal Cleanup Law and Find and Implement Alternatives to the Use of Aqueous Film Forming Foam (AFFF). *Lead: OUSD(A&S)*

The Department is identifying and addressing per- and polyfluoroalkyl substances (PFAS) releases under the Comprehensive Environmental Response Compensation and Liability Act (CERCLA) and performing preliminary assessments/site inspections (PA/SIs) at installations where the DoD may have used or released PFAS. These PA/SIs are being performed at 705 installations (to include Base Realignment and Closure and Guard locations), and these targets reflect congressional timeline requirements for completion.

The Department is implementing a comprehensive, methodical process to evaluate and determine the most appropriate and feasible alternatives (such as alternative foams, water, or floor drains) to replace fluorinated aqueous film forming foam (AFFF) in shore-based facilities and mobile assets. The Department will ensure that the phase out of AFFF meets congressional deadlines, preserves mission capability, and protects the safety of our force and the environment.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 3.3.3.1 - % preliminary assessments/site inspections (PA/SI) conducted at required installations	80%	100%	100%
PM 3.3.3.2 - % Transitions from aqueous film forming foam (AFFF) to AFFF alternatives completed at required installations	N/A	25%	55%

Performance Goal 3.3.4 - Deliver Forward-Looking, Sustainable Energy Solutions to Address Emerging Power Requirements in Defense. *Lead: OUSD(A&S)*

The OUSD(A&S) will oversee the use of tools to inform sustainable energy solutions to address risks to critical missions and maximize solutions that improve installation energy resilience. We will support the execution of black start exercises and ensure the use of structured, rigorous evaluations of critical energy requirements, risks, and mitigations by completing installation energy plans (IEP). IEPs identify gaps in energy resilience, as a basis for energy project planning and prioritization. The Department will continue to invest in microgrid projects to improve our energy resilience posture using programs such as the Energy Resilience and Conservation Investment Program to fund the construction of microgrids and backup power solutions, strategically closing known energy resilience gaps. To the degree feasible, these microgrids will rely on carbon pollution-free electricity (CFE) technology such as advanced geothermal and small modular nuclear reactors. These investments are part of a broad shift to CFE for all purchased electricity. Along with electrification of buildings and non-tactical vehicles, these investments will both increase the resilience of installations and accelerate the nation's transition to a decarbonized grid.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 3.3.4.1 - % installation energy plans (IEP) completed	75%	85%	95%
PM 3.3.4.2 - % MAPL installations with energy resilient microgrid planning and design completed	10%	20%	30%
PM 3.3.4.3 - # Black Start Exercises by Military Service per year	15	15	15
PM 3.3.4.4 - % MAPL installations that have conducted Black Start exercises	10%	15%	20%

STRATEGIC OBJECTIVE 3.4 - ENHANCE THE DOD'S CYBERSECURITY POSTURE.

Strategic Objective Lead: Chief Information Officer for the DoD (DoD CIO)

The scope, pace, and sophistication of malicious cyberspace activity continues to rise globally. Growing dependence on the cyberspace domain for nearly every essential civilian and military function makes this an urgent issue that must be addressed. The DoD overmatch in conventional and strategic weaponry may be overcome through sophisticated attacks within cyberspace, supply chain exploitation across the acquisition and sustainment lifecycle, and intelligence operations targeting insiders with access. The Department must adopt a "Cyber First, Cyber Always" mindset and be prepared to defend DoD systems in a contested cyberspace. Every network, system, application, and enterprise service must be secure by design, with cybersecurity managed throughout the acquisition lifecycle. The Department will maintain system confidentiality, integrity, and availability by defending against avenues of attack used by sophisticated adversaries and with a highly trained and motivated workforce.

Performance Goal 3.4.1 - Drive the implementation of Zero Trust. *Lead: DoD CIO*

The Zero Trust Portfolio Management Office (ZT PfMO) was established Q2 FY 2022 within DoD CIO. The ZT PfMO is the central authority within the DoD to issue Zero Trust (ZT) policy and guidance within DoD. The ZT PfMO's strategic policy and guidance is driven by federal laws and mandates from the Legislative and Executive Branches, including the following E.O. 14028, Executive Order on Improving the Nation's Cybersecurity, M-22-09, Moving the U.S. Government Toward Zero Trust Cybersecurity Principles, National Defense Authorization Act (NDAA) FY 2022 1511 and 1528.

The ZT PfMO is tasked with leading and coordinating ZT implementation activities across the Department. The ZT PfMO will provide enterprise level policy, guidance, and support to the DoD Components as they implement ZT plans in compliance with the DoD ZT Strategy and ZT Implementation Roadmap. The ZT PfMO will support the Department's budgetary needs to achieve a successful ZT deployment. The ZT PfMO will champion continuing maturation of the DoD ZT Reference Architecture (ZTRA) and influence key technologies and capabilities required to deploy a fully operational ZT environment within the DoD Information Network (DoDIN).

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 3.4.1.1 - Establish ZT PfMO	95% (100% staffing requirements met by end of FY 2023, PfMO mostly entirely operational)	100% (PfMO fully operational)	N/A

Performance Goal 3.4.2 - Expand and Enhance Opportunities to Recruit, Retain, Upskill, and Diversify Our Cyber Workforce. *Lead: DoD CIO*

The DoD CIO has assisted DoD Services and Components in updating their manpower and personnel systems by configuring fields to allow for the assignment of DoD Cyber Workforce Framework (DCWF) work role codes and the assignment of those codes to personnel and billet records. This enables better tracking of the DoD cyberspace workforce (to include those engaged in cybersecurity operations) and gives DoD leadership more accurate data to inform decisions regarding cyberspace talent management and workforce needs. Updating enterprise systems of record can take a long time because of extensive coordination efforts and approvals needed in addition to issuing new business practices for assigning work role codes. The DoD CIO continues to coordinate with the Services and Components as challenges arise.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 3.4.2.1 - Complete the DoD-wide classification of cyber positions in accordance with the DoD Cyber Workforce Framework (DCWF)	Personnel Systems Civilian (CIV) Positions = 100% Manpower System - CIV Positions = 100% Personnel Systems – Military (MIL) Positions= 80% Manpower System - MIL = 90%	Personnel Systems Civilian (CIV) Positions = 100% Manpower System - CIV Positions = 100% Personnel Systems – Military (MIL) Positions= 100% Manpower System - MIL = 100%	TBD

STRATEGIC OBJECTIVE 3.5 - INCREASE THE RESILIENCY OF C3 CAPABILITIES.

Strategic Objective Lead: Chief Information Officer for the DoD (DoD CIO)

Command, Control, and Communications (C3) systems' capabilities support effective joint and multinational operations in support of the National Defense Strategy (NDS). C3-enabling capabilities are comprised of information integration and decision-support services, systems, processes, and related communications transport infrastructure that enable the exercise of authority and direction over assigned and attached forces. These capabilities enable commanders and decision makers to evaluate rapidly, select, and execute effective courses of action to accomplish the mission. The FY 2023 objectives focus on ensuring resilient, accurate position, navigation, and timing (PNT) information and the ability to operate effectively in the electromagnetic spectrum.

Performance Goal 3.5.1 - Field Modern Position, Navigation, and Timing (PNT). *Lead: DoD CIO*

Acknowledging rapidly escalating threats to timing and PNT, the Critical Time Dissemination (CTD) program launched in a FY 2012 Resource Management Decision to alleviate vulnerabilities associated with sole-source dependence on the Global Positioning System (GPS). CTD is designed to provide uninterrupted, assured, precise, synchronized timing to mission critical systems at selected DoD locations to enable continued seamless operation in all threat environments. Technologically advanced Modular Open Source Architecture (MOSA) compliant Defense Regional Clock (DRC) suites are designed to prevent the loss of necessary timing signals to DoD critical mission systems due to degradation/spoofing/loss of any external distributive time dissemination means (i.e. GPS, Two Way Satellite Time Transfer, Network Time Protocol, fiber optic, radio frequency [RF]). Initial installations of all planned suites initial operational capability (IOC) are targeted for completion no later than FY 2023.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 3.5.1.1 - Fielding of Military GPS user equipment on lead platforms	Technical requirements Verification of the Aviation and Maritime receiver card GRAM-Standard Electronic Module-Form (GRAM-S/M) complete Next generation Operational Control Segment (OCX) ready for transition to full M-Code capability	Begin fielding M-code to Army Mounted Assured PNT System (MAPS)	TBD
PM 3.5.1.2 - Installation of Defense Regional Clocks (DRC)	Operational configuration changes will be made to ensure the final sites are installed and operational to complete initial operational capability (IOC)	IOC completed	TBD

Performance Goal 3.5.2 - Modernize and Bolster Transport (Space and Terrestrial) and Data Link Capabilities. *Lead: DoD CIO*

The DoD CIO, in partnership with the U.S. Space Command, U.S. Space Force (USSF), and the other Combatant Commands (CCMDs) and Services, continues to track modernization of Satellite Communications (SATCOM) capabilities in support of the warfighter and specifically in support of Joint All Domain Command and Control (JADC2). The Department is modernizing its ultra-high frequency capability to the Mobile User Objective System and the DoD CIO is tracking compliance with modernization targets in Advana.

Additionally, the DoD CIO has authored the Enterprise SATCOM Management and Control (ESC-MC) Reference Architecture and its associated Implementation Plan and is working with SATCOM stakeholders to establish the metrics in Advana for tracking the seven (7) ESC-MC capability upgrades. ESC-MC will provide the Department with the capability to "Fight SATCOM" in line with the Chief of Space Operations vision for SATCOM. Finally, the DoD CIO has worked with the Office of Cost Assessment and Program Evaluation (CAPE) on implementing the recommendations of the SATCOM Gateway Optimization and Resiliency (GOaR) Study as a foundational capability in support of JADC2. Those recommendations are protected to be funded as part of Program Decision Memorandum (PDM) II and are projected to begin in FY 2024.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 3.5.2.1 - Program for the fielding of satellite and ground architectures to enable narrowband SATCOM operational gap	Quarterly Service Updates via Advana to Command Control Communications Leadership Board (C3LB) on meeting 70% compliance by 2026	Quarterly Service Updates via Advana to Command Control Communications Leadership Board (C3LB) on meeting 70% compliance by 2026	Quarterly Service Updates via Advana to Command Control Communications Leadership Board (C3LB) on meeting 70% compliance by 2026
PM 3.5.2.2 - Implement Enterprise Satellite Management and Control Capability (ESC-MC) Upgrades	Establish ESC-MC governance and establish ESC-MC Implementation Plan metrics in Advana	USSF Review ESC-MC Capability Upgrade progress during April and October timeframes	USSF Review ESC-MC Capability Upgrade progress during April and October timeframes
PM 3.5.2.3 - Implement SATCOM Gateway Optimization and Resiliency (GOaR) recommendations	DoD CIO Awaiting PDM II for Execution in FY 2024. Establish GOaR performance measures in Advana in anticipation of FY 2024 start	USSF and DISA IE begin execution of GOaR Recommendations assuming Program Decision Memorandum (PDM) II funding was received	Review GOaR implementation progress during January and July SATCOM Synchronization and Integration Work Shop (SSIWS)

Performance Goal 3.5.3 - Enable spectrum sharing. *Lead: DoD CIO*

In partnership with the National Spectrum Consortium (NSC), the DoD established the Partnering to Advance Trusted and Holistic Spectrum Solutions (PATHSS) Task Group (TG). The goal is to identify the realm of the possible with regard to sharing solutions to inform policy and processes, and create a replicable approach for addressing future spectrum sharing scenarios. Sharing spectrum inherently increases resiliency in the DoD's C3 systems by sustaining access to spectrum, providing spectrum optionality, and maintaining maneuverability within the spectrum. The PATHSS TG has 198 government and industry members and 76 companies, including representatives of the Federal Communications Commission, National Telecommunications and Information Administration, wireless carriers, technology developers, trade associations, and academia. PATHSS-Classified (PATHSS-C) industry members include 45 NSC participants. This work is vectored toward what the DoD and industry can do collaboratively to create a win-win within high demand spectrum bands (3 GHz) to cohabitate in the same spectrum without causing unintentional interference.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 3.5.3.1 - Partner with Industry and across the U.S. Government to ensure that future spectrum actions focus on spectrum sharing	Draft and submit to the Secretary of Commerce 3.1-3.45 GHz Feasibility Assessment Report that includes Secretary of Defense (SecDef) certification that sharing would not impact primary mission of military users	3.1 – 3.45 GHz auction meets the spectrum sharing requirements of the Feasibility Assessment Report	TBD

STRATEGIC OBJECTIVE 3.6 - ENGAGE IN CO-DEVELOPMENT, RESEARCH, TESTING, AND EVALUATION WITH ALLIES AND PARTNERS.

Strategic Objective Lead: Office of the Under Secretary of Defense for Research & Engineering (OUSD(R&E))

The OUSD(R&E) will collaborate across a broad spectrum to maintain the United States' technical superiority. We will partner with nations that are aligned with our principles to jointly develop and deploy technology. At home, we will leverage the advantages of a democratic society and seek to engage with the incredible diversity available in the U.S.

Performance Goal 3.6.1 - Increase Collaboration to Maintain Technological Superiority. *Lead: OUSD(R&E)*

Partners across the Federal Government (e.g., National Science Foundation; National Institute of Standards and Technology; National Institutes of Health; Intelligence Advanced Research Projects Activity; Department of Energy National Laboratories) have much to contribute. U.S. commercial organizations often have shared interests and significant technical capabilities and expertise. Governments in allied and partner nations have unique capabilities including expertise, testing facilities, and technologies. The Department seeks out valuable collaborations.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 3.6.1.1 - Examples of new Research, Development, Testing, and Evaluation (RDT&E) activities with, (a) non-DoD U.S. Government (USG) agencies (b) U.S. commercial Partners (c) non-U.S. governments	· Collaboration with NIST Technology, Innovation and Partnerships program on Quantum technology · Continue to work with the Department of Homeland Security, Department of Treasury, Department of Justice, and Department of Transportation · Close collaboration with the intelligence community and Geospatial data collection and research at National Geospatial-Intelligence Agency; Australia, United Kingdom, United States (AUKUS) · Study of utility of commercial technologies to accelerate DoD hypersonic flight testing · Partnership with the United Kingdom (UK) Defense Science and Technology Laboratory to develop opportunities to collaborate on CTAs	· Increase collaboration with UK (Stocktake) on Autonomous Systems, Biotechnology, Integrated Network Systems-of-Systems · DoD/National Aeronautics and Space Administration (NASA) Reusable Hypersonic Technology Maturation Program	· New collaboration with UK (Stocktake) on Human Performance and Augmentation and with The Five Eyes Alliance (FVEYs) on Grey Zone/Subthreshold (Stocktake/ Tactical Command and Control Procedures [TCCP]) · Tri-lateral RDT&E projects within AUKUS framework

Performance Goal 3.6.2 - Increase Experimentation. *Lead: OUSD(R&E)*

The Department places substantial value in experimentation. This includes joint experimentation of warfighting capabilities in operationally realistic conditions, through laboratory work to achieve in-depth understanding of specific physics. Allied and partner nations, U.S. companies, and other federal agencies often have unique structures, tools and expertise for important experiments that would be costly or delayed if the DoD were to execute alone.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 3.6.2.1 - Examples of new experiments with, (a) non-DoD USG agencies (b) U.S. commercial Partners (c) non-U.S. governments	· Identify one (1) project with the IC and execute in FY 2024 · Implement direct commercial project proposal solicitation and execute in FY 2025 · Communicate experimentation program to Allies and Partners; first projects included in FY 2025	· Execute one (1) project with the IC · Expand to Israel, Australia, South Korea in relevant CTAs	· Execute direct commercial project proposal · Conduct projects with Allies and Partners

Performance Goal 3.6.3 - Ensure Critical Technology Area (CTA) Roadmaps Show Division of Responsibilities with Allies and Partners. *Lead: OUSD(R&E)*

The DoD places significant value on its R&D partnerships with Allies and partners, particularly in those technology areas that have already been deemed critical. The DoD ensures that there is a shared understanding of technology readiness levels, investments, and that all participants have an explicit, documented understanding of roles and responsibilities.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 25 TARGET
PM 3.6.3.1 - All activities (including experiments) with Allies and partners explicitly document the agreed division of responsibilities	50% of all effective adoption and defense-specific CTA roadmaps show division of responsibilities	100% of all effective adoption and defense-specific CTA roadmaps show division of responsibilities	100% of all effective adoption and defense-specific CTA roadmaps show division of responsibilities

Strategic Priority 4
Take Care of our People and Cultivate the Workforce We Need

The Department must continue to focus on attracting, recruiting, retaining, and training its workforce to ensure the Total Force has the right tools to both meet and keep pace with the ever-evolving threats to our Nation. This includes personnel systems and analytics that will provide the best data to support workforce forecasting and development.

Enhancing readiness through a diverse and inclusive Total Force will foster innovation and collaboration and enable the Force to best represent the population it is dedicated to protecting. Focusing on readiness will also require the Department to protect the health, safety, and welfare of the Force by ensuring a safe and supportive environment for all, preventing problematic behaviors, supporting victims, and holding offenders appropriately accountable. In particular, we must strive to counter behaviors – such as sexual assault/harassment, and participation in extremist activities – that erode our force readiness. Finally, the Department recognizes the crucial role family members play in sustaining the Total Force and will work to address their needs.

In line with DoD leadership's priority to innovate and modernize the Department, we will continue to modernize our healthcare capabilities. An integrated and transformed Military Health System, with a state of the art electronic health record, will achieve the Quadruple Aim for the Total Force and military families: improved readiness, better health, better care, and lower cost.

Graduates of Strong Beginnings, an Army pre-K program promoting academic readiness and resiliency, perform a song and dance during their graduation at the Presidio of Monterey Child Development Center in California, June 3, 2022.

STRATEGIC OBJECTIVE 4.1 - CULTIVATE TALENT MANAGEMENT.

Strategic Objective Lead: Office of the Under Secretary of Defense for Personnel & Readiness (OUSD(P&R))

The DoD Workforce: Military — Active, Reserve, and National Guard — and Civilian personnel are the foundation of the Department and constitute its most valued asset. As such, DoD personnel must have the full support of the Nation to ensure the DoD successfully accomplishes the foundational mission of defending the United States. That means the DoD must have the right manpower and human capital resources in the right places, at the right time, at the right levels, and with the right skills to provide for the Nation's defense, while simultaneously being good stewards of taxpayers' dollars. Recruiting, developing, and retaining a highly skilled military and civilian workforce of diverse talent is essential for warfighting success. The budget submission is designed to strengthen our ability to achieve a Total Force reflective of the vast diversity and talents of our Nation, and ensure the Department is prepared to provide the forces needed to deter war and keep the Nation secure. We must invest in human capital initiatives to compete for, hire, develop, and retain highly skilled experts in the ever-changing talent acquisition landscape.

Agency Priority Goal 4.1.1 - Shape an Appropriately Skilled and Ready Future Workforce: Improve Recruitment and Retention of the Civilian Workforce. *Lead: DASD(Civilian Personnel Policy)*

The DoD must maintain a resilient and highly-skilled civilian workforce capable of advancing the Department's readiness and competitive advantage to deter conflict in any domain. The DoD's civilian workforce is vital to implementing strategies and priorities to ensure the Department succeeds in achieving national security objectives. The DoD is working to improve civilian hiring by establishing and monitoring Component-level Hiring Improvement Initiative (HII) Action Plans and fostering ongoing collaboration to accomplish the objective of improving the efficiency and effectiveness of civilian hiring.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 4.1.1.1 - DoD Direct Hire Authority (DHA) Hire Rate	100%	100%	100%
PM 4.1.1.2 - DoD Use of Hiring Assessments	100%	100%	100%
PM 4.1.1.3 - DoD Hiring Manager Satisfaction Scores	80%	Increase	Increase
PM 4.1.1.4 - DoD Average Time-to-Hire (T2H)	65 days	65 days	30-45 days
PM 4.1.1.5 - Office of Management and Budget-General Services Administration (OMB-GSA) Mission Support Satisfaction Results - Human Capital	Increase	Increase	Increase

Performance Goal 4.1.2 - Recruit From the Breadth and Depth of America. *Lead: OUSD(P&R)*

The DoD is in a competition for talent. Changes in the market labor force and population demographics, and the increasing need to be more technical, flexible, and innovative to stay ahead of competitors and adversaries, greatly impact the DoD's ability to recruit and retain the civilian personnel workforce it needs for the 21st century. The Department will maintain its high standards and is committed to helping those who desire to serve to meet and exceed the standards. We will continue to invest in recruiting and retaining the talented men and women who make up our All-Volunteer Force.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 4.1.2.1 - Military End Strength	+/- 3% of end strength authorized by NDAA	+/- 3% of end strength authorized by NDAA	+/- 3% of end strength authorized by NDAA
PM 4.1.2.2 - Demographic Representation: DoD Workforce	For Individuals with Disabilities (IWD): 12% For Individuals with Targeted Disabilities (IWTD): 2% Otherwise, DoD does not set representation targets	For IWD: 12% For IWTD: 2% Otherwise, DoD does not set representation targets	For IWD: 12% For IWTD: 2% Otherwise, DoD does not set representation targets
PM 4.1.2.3 - Demographic Representation: Military Workforce	Increased representation of racial/ethnic minorities and women in underrepresented career fields and/or fewer underrepresented career fields from previous year	Increased representation of racial/ethnic minorities and women in underrepresented career fields and/or fewer underrepresented career fields from previous year	Increased representation of racial/ethnic minorities and women in underrepresented career fields and/or fewer underrepresented career fields from previous year

Performance Goal 4.1.3 - Eliminate Perceived Barriers for Advancement. *Lead: OUSD(P&R)*

A myriad of contemporary policy changes has encouraged racial/ethnic minorities, including immigrants, to consider Military Service. While these endeavors have substantially diversified the entry pipelines, racial/ethnic minority and female representation remains low at senior leadership levels. The DoD developed the DoD Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan for FY 2022-2023 as required by E.O. 14035, "Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce" (June 25, 2021), which outlines five (5) goals and 13 objectives for advancing DEIA in the workforce and removing barriers to DEIA in the workplace. These goals and objectives seek to strengthen DEIA efforts and address barriers or areas of improvement that were identified via DoD-internal self-assessments. Broadly, the goals cover the four (4) DEIA pillars, with a specific focus on joint warfighter capability and organizational culture. The goals are:

- Diversity: Enhanced Global Joint Warfighter Capability to Address Emerging Security Challenges
- Diversity: Culture of Organizational Resiliency
- Equity: Expansion of Equity and Equality
- Inclusion: Workforce Inclusivity
- Accessibility: Commitment to Accessibility.

The DoD will continue to identify and propose solutions to perceived barriers through its ongoing DEIA strategic planning and related efforts.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 4.1.3.1 - Demographic Representation: Promotion/Retention	Increased representation of members of underrepresented populations in pools of talent eligible for promotion to senior leadership positions from the previous year	Increased representation of members of underrepresented populations in pools of talent eligible for promotion to senior leadership positions from the previous year	Increased representation of members of underrepresented populations in pools of talent eligible for promotion to senior leadership positions from the previous year

Performance Goal 4.1.4 - Provide Our Service Members and Civilian Employees Relevant Education and Training to Promote Development and Engagement. *Lead: OUSD(P&R)*

People drive the core of the Department's readiness to meet its assigned missions and represent our greatest asymmetric advantage over our competitors. Training and education are two (2) of the pillars for developing our Service members to ensure they are prepared to address the nation's security challenges in today's complex global environment. Training governance is essential to mitigating existing readiness risk and building a ready, combat-credible force. Developing DoD-wide oversight over training capabilities through the newly chartered Military Training Executive Steering Group (MTESG) will drive implementation of the Joint Operational Training Infrastructure (JOTI) strategy to ensure U.S. training capabilities meet the requirements of the NDS. Implementation of outcomes-based military education ensures that we are preparing our leaders with the competencies, knowledge, skills, and abilities they will require to successfully perform in various roles at various levels of responsibility. Improving education governance and capturing learner data will support talent and workforce management. Improving the fidelity of the demand signal of requirements that military education programs should strive to meet and recasting their curricula and assessment methodologies will improve the efficacy of their programs and enterprise.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 4.1.4.1 - Establishment of governance of the DoD-wide training enterprise	Two (2) Assistant Secretaries of Defense (ASDs) or above-level governance forums	Two (2) ASDs or above-level governance forums	Two (2) ASDs or above-level governance forums
PM 4.1.4.2 - Implementation of goals and initiatives identified by the JOTI	Progress toward policy coordinated with USD(A&S) to oversee implementation of training capabilities for major defense acquisition programs (MDAPs) and major automated information systems	Progress toward policy and doctrine that enable the Joint Force to establish standards and objectives for education and training in contested cyberspace for both Cyber Operations (Cyber Op) Forces and Non-Cyber Op Forces	Joint Staff (JS) and Services establish and develop Mission Essential Tasks for training and Knowledge Skills & Abilities for education to operate in a contested cyberspace environment
PM 4.1.4.3 - Tracking implementation of Outcomes-based Military Education	Use the NDS and Military Education Institution (MEI) mission statements to develop outcomes that can be applied to the cognitive, affective, and psychomotor learning domains	Establish educational methods for student achievement of outcomes at the institutional and program levels	Establish the desired outcomes for graduates upon completing the program

Performance Goal 4.1.5 - Build A Strong STEM Foundation for Future Science and Technology Through a Strong, Talented Workforce. *Lead: OUSD(R&E)*

Creating, building, operating, and maintaining advanced technological warfighting capabilities requires significant numbers of highly trained STEM personnel. The Department of Defense and other government organizations face substantial pressure for STEM talent from the private sector, which generally does not directly support national security needs. At the same time, DoD, the DIB, and more generally in STEM education and training, there is a wealth of talent that is underrepresented, specifically women and minorities. The DoD must step up, in partnership with other federal organizations, to ensure the STEM talent will always be there to ensure the enduring technological advantage for the warfighter.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 4.1.5.1 - % Increase in advanced training via STEM awardees, fellowships, and degree-granting programs	2%	2%	2%

STRATEGIC OBJECTIVE 4.2 - CHANGE THE CULTURE.

Strategic Objective Lead: Office of the Under Secretary of Defense for Personnel & Readiness (OUSD(P&R))

The DoD will foster and further develop a model workplace and environment that preserves and enhances dignity and respect for all DoD personnel through comprehensive efforts to: (1) enhance diversity, equity, inclusion, and accessibility; (2) combat problematic behaviors such as sexual assault, harassment, discrimination, and extremism; and (3) ensure appropriate accountability of leaders to meet our high expectations.

Performance Goal 4.2.1 - Build a Climate of Dignity and Respect. *Lead: OUSD(P&R)*

The DoD DEIA Strategic Plan prioritizes advancing a safe workplace and establishes a goal of developing a Safe Workplace Framework. The intent of this goal is to foster and maintain a dignified and healthy workplace environment across the DoD by minimizing risks to the physical, mental, and emotional well-being of the workforce. This goal and its associated objectives seek to build upon other DoD prevention and response efforts and to further synchronize and ensure a safe work environment across the Department, where all members are treated with dignity and respect.

Collectively, the goal and objectives ensure consistent and comprehensive safe workplace policies are in place, educational resources are updated and disseminated, the availability of support services is effectively communicated to the workforce, and initiatives are implemented to reduce the stigma of reporting incidents and the fear of retaliation. This section of the DEIA Strategic Plan was informed by one (1) of the plan's underlying principles: the DoD institutes a model workplace and environment that furthers safety and prevention polices, programs, and practices, preventing and addressing all forms of workforce harassment, sexual assault, discrimination, or retaliation.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 4.2.1.1 - % of Prevention Workforce Billets that have been filled	25%	40%	60%
PM 4.2.1.2 - % Onboarded prevention workforce that has been trained/credentialed	25%	40%	60%
PM 4.2.1.3 - Year to year % decrease in risk factors and increases in protective factors on the Defense Organizational Climate Survey (DEOCS) workplace constructs	Decrease in % of DoD personnel experiencing risk and increase in personnel experiencing protective factors 2022-2023	Decrease in % of DoD personnel experiencing risk and increase in personnel experiencing protective factors 2023-2024	Decrease in % of DoD personnel experiencing risk and increase in personnel experiencing protective factors 2024-2025
PM 4.2.1.4 - % Satisfied with Overall Military way of life (Status of Force Survey)	% Increase from previous Status of Forces Survey	% Increase from previous Status of Forces Survey	% Increase from previous Status of Forces Survey

Performance Goal 4.2.2 - Prevent Sexual Assault and Sexual Harassment. *Lead: OUSD(P&R)*

The DoD is creating a specialized prevention workforce staffed with personnel with expertise in preventing not just sexual assault, but other harmful behaviors including harassment, suicide, domestic abuse, and child abuse. The Department has laid the foundation for this workforce by developing education requirements, a tiered credentialing system, and a prevention workforce model for the Services. In turn, the Services are aiming to hire over 2,000 prevention personnel through FY 2027. This monumental effort will fundamentally change our ability to build healthy command climates, help service members in need, and stop harmful behaviors like sexual assault before they occur.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 4.2.2.1 - Reduce climate factors that contribute to sexual assault and harassment across the Force	Sustained reduction in the presence of sexually harassing behaviors	Sustained reduction in the presence of sexually harassing behaviors	Sustained reduction in the presence of sexually harassing behaviors

Performance Goal 4.2.3 - Inculcate DEIA Principles Across All DoD Efforts. *Lead: OUSD(P&R)*

DEIA has impacts on both the Department's workforce and its mission, and therefore it should be examined beyond the traditional human resources lens by which it historically has been viewed. Since 2009, multiple comprehensive, deliberate efforts have produced recommendations that collectively help guide the Department in institutionalizing DEIA across the enterprise, such as the Military Leadership Diversity Commission (MLDC) Final Report (2011), the DoD Board on Diversity and Inclusion Final Report (2020), and the DEIA Risk Report (2023). Additionally, during 2022-2023, the DoD 2040 Task Force conducted a DEIA Document Analysis to recommend integration of DEIA elements into key DoD documents that directly inform how the Department perceives the security environment, the future, and the organization's roles and missions. This will help institutionalize the advancement of DEIA and the value of diversity to the Department's mission.

To help gauge how well DEIA principles are inculcated across the DoD, the Department will measure the percentage of DEIA recommendations that are fully implemented out of those that are approved by DoD senior leadership from the MLDC Final Report, the DoD Board on Diversity and Inclusion Final Report, the DEIA Risk Report, and other approved sources. Additionally, the DoD will track the total number, and the associated percentage of change to that number over time, of DoD guiding documents that are updated to incorporate DEIA principles and values.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 4.2.3.1 - Total #, %, and type of identified DoD guiding documents that have been updated to incorporate DEIA principles and values based on OUSD(P&R) recommendations. Recommend starting with # and type in first reporting since line of effort document list requires further vetting beyond the D2T.	TBD	TBD	TBD
PM 4.2.3.2 - % of DEIA recommendations approved by DoD senior leadership in the DEIA Risk Report, 2020 D&I Board, MLDC and other approved sources that have been implemented	TBD	TBD	TBD

Performance Goal 4.2.4 - Prevent and Appropriately Respond to Extremist Behavior. *Lead: OUSD(P&R)*

The Department continues to combat extremism by: (1) providing training concerning the changes in DoD Issuance (DODI) 1325.06 to ensure that prohibited extremist activities are consistently defined and understood throughout the Department; (2) strengthening Insider Threat Programs and the Direct Awareness Campaign to promote the use of the Insider Threat program to report concerning activities; and (3) providing training and instruction to both military and civilian personnel so that they can recognize prohibited extremist activity and respond accordingly.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 4.2.4.1 - Reduce climate factors that contribute to extremism across the Force	Sustained reduction in the presence of extremist behaviors	Sustained reduction in the presence of extremist behaviors	Sustained reduction in the presence of extremist behaviors

STRATEGIC OBJECTIVE 4.3 - PROMOTE THE HEALTH, WELLBEING AND SAFETY OF THE FORCE AND FAMILIES.

Strategic Objective Lead: Office of the Under Secretary of Defense for Personnel & Readiness (OUSD(P&R)) and Acquisition & Sustainment (OUSD(A&S))

The Department will keep faith with military members and their families by continuing to provide military family assistance through programs that include childcare, youth development and school liaisons, support for family members with special needs, relocation assistance, non-medical counseling, Morale, Welfare, and Recreation, and other military family support programs. The Department strives to build and sustain an agile system to support the resilience of members and families of the military community where they live and work.

Performance Goal 4.3.1 - Create a Culture of Safety Across the Department. *Lead: OUSD(P&R)*

Service members and DoD civilians trust the Department to protect them from preventable mishaps and occupational illnesses and injuries. It is essential to emphasize the safety and preservation of our personnel and strategic assets, target specific areas for action, utilize data to make informed decisions, and change the culture from reactive to proactive. The Department cannot afford to maintain the “status quo” to reach a goal of zero fatalities from preventable mishaps.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 4.3.1.1 - Progress Towards Zero - Fatal non-combat mishaps	Continued progress towards zero compared to the prior five (5)-year average and the prior FY	Continued progress towards zero compared to the prior five (5)-year average and the prior FY	Continued progress towards zero compared to the prior five (5)-year average and the prior FY
PM 4.3.1.2 - Reduction in lost workdays - Civilian and service member workforce occupational injuries and illnesses	Continued progress towards zero compared to the prior five (5)-year average and the prior FY	Continued progress towards zero compared to the prior five (5)-year average and the prior FY	Continued progress towards zero compared to the prior five (5)-year average and the prior FY

Performance Goal 4.3.2 - Take Care of Our Families. *Lead: OUSD(P&R)*

The Department of Defense remains focused and committed on taking care of our people. Our people are our greatest strength and the foundation of our military readiness and national security. Military service presents unique challenges for Service members and their families. One (1) of these challenges is access to childcare. The Department must continue to ensure that this essential need is met and continue to provide options for affordable, quality, and licensed childcare.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 4.3.2.1 - Unmet childcare need for installations identified as having the greatest unmet need	Decrease unmet childcare need by 5% from FY 2022 Target	Decrease unmet childcare need by 4.5% from FY 2023 Target	Decrease unmet childcare need by 4% from FY 2024 Target
PM 4.3.2.2 - Utilization rate of installation Child Development Centers identified as having the greatest unmet childcare need	80% Utilization Rate	87% Utilization Rate	95% Utilization Rate

Performance Goal 4.3.3 - Offer Quality Schooling/Education for DoD Dependents. *Lead: OUSD(P&R)*

The Department of Defense Education Activity (DoDEA), as one (1) of only two (2) federally-operated school systems, is responsible for planning, directing, coordinating, and managing pre-kindergarten through 12th grade educational programs, and related services, on behalf of the DoD. The DoDEA is globally positioned, operating 160 accredited schools in eight (8) districts located in 11 foreign countries, seven (7) states, Guam, and Puerto Rico. The DoDEA instructional program provides a comprehensive College and Career Ready Curriculum that is dedicated to attaining high student achievement. The DoDEA measures student progress with multiple criterion-referenced assessments aligned to the curriculum. All DoDEA school districts are accredited by Cognia (formerly AdvancED), which provides each district with an independent evaluation.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 4.3.3.1 - Student performance on national assessments	Maintain the DoDEA's position as a top performing school jurisdiction in the National Assessment of Educational Progress (NAEP) scores in reading and mathematics for grades 4 and 8	Maintain the DoDEA's position as a top performing school jurisdiction in the NAEP scores in reading and mathematics for grades 4 and 8	Maintain the DoDEA's position as a top performing school jurisdiction in the NAEP scores in reading and mathematics for grades 4 and 8
PM 4.3.3.2 - Access to and performance in challenging courses	Advanced Placement participation and performance. Increasing participation rates in rigorous coursework (such as AP) has been shown by national research to increase the likelihood of college enrollment or pursuit of a higher need career. Increase participation rate to 37%.	Advanced Placement participation and performance. Increase participation rate to 39%.	Advanced Placement participation and performance. Increase participation rate to 41%.
PM 4.3.3.3 - Support for Social and Emotional Learning	1. Develop a systemic Multi-tiered System of Support (MTSS) framework and implementation plan that provides (1) clear expectations; (2) robust supports; (3) improvement-focused monitoring systems; and (4) shared accountability 2. Develop MTSS-focused data dashboard that includes key research-based academic, behavioral, and social emotional learning (SEL) data points	1. Develop a systemic MTSS framework and implementation plan that provides (1) clear expectations; (2) robust supports; (3) improvement-focused monitoring systems; and (4) shared accountability 2. Develop MTSS-focused data dashboard that includes key research-based academic, behavioral, and SEL data points	1. Develop a systemic MTSS framework and implementation plan that provides (1) clear expectations; (2) robust supports; (3) improvement-focused monitoring systems; and (4) shared accountability 2. Develop MTSS-focused data dashboard that includes key research-based academic, behavioral, and SEL data points

Performance Goal 4.3.4 - Offer High-Quality Career Services and Improve Credentialing Opportunities for Family Members. *Lead: OUSD(P&R)*

The DoD is committed to ensuring that our family members have every opportunity to advance their careers while supporting their service member. Interstate licensure compacts support military families by allowing military spouses with a professional license to PCS between member states without having to get a new license and immediately get to work after settling into their new military home. As states implement Section 705A of the Servicemembers Civil Relief Act (SCRA), "Portability of Professional Licenses of Servicemembers and their Spouses," the Defense State Liaison Office (DSLO) will continue to educate states regarding best practices for adopting occupational licensure compacts as an efficient means to meet the requirements of the new law and will continue to work with the Council of State Governments as they review applications for additional occupations to consider for future licensing compacts.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 4.3.4.1 - Military spouses are able to receive a license in a new state within 30 days with minimal paperwork accompanying the application	35 states (based upon DSLO strategic plan for 2022)	39 states (based upon DSLO strategic plan for 2022)	41 states (based upon DSLO strategic plan for 2022)
PM 4.3.4.2 - # of Compacts approved	16 states approve six (6) or more compacts	18 states approve nine (9) or more compacts	20 states approve 10 or more compacts

Performance Goal 4.3.5 - Medical Care Facilities That Have Rolled out MHS EHR System on Time, on Budget, and as Expected. *Lead: OUSD(P&R)*

The Military Health Systems (MHS) has undertaken one (1) of the most complex implementations of an electronic health record (EHR). The replacement of six legacy systems with one (1) comprehensive EHR at over 145 Military Treatment Facilities (MTFs) is a logistical challenge considering that every MTF must continue to deliver high quality care. Our measures reflect our accountability for excellence in execution.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 4.3.5.1 - % of MTFs with MHS GENESIS	80%	100%	100%
PM 4.3.5.2 - (Interoperability) # of civilian facilities that automatically give data to MHS GENESIS	15%	25%	90%

Performance Goal 4.3.6 - Provide Access to Quality Care Wherever Our Service Members and Families are Stationed. Lead: OUSD(P&R)

We are proud of our track record and recent improvements, but there is always more to accomplish. We continue to advance health care that is safe, timely, effective, efficient, equitable, and patient and family-centered. Our goal is to improve, maintain, and restore the health of the fighting force as well as all entrusted to our care. Doing so reduces the frequency of visits to our military hospitals and clinics by keeping the people we serve healthy.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 4.3.6.1 - % of transformation milestones achieved on time for initial operating capability (IOC) and full operating capability (FOC)	80%	100%	100%
PM 4.3.6.2 - % Satisfaction with Healthcare (Health Care Survey of DoD Beneficiaries (HCSDB)/ Consumer Assessment of Healthcare Providers and Systems (CAHPS) Surveys))	73%	73%	73%

Performance Goal 4.3.7 - Promote the Mental and Physical Well-Being of Our People. *Lead: OUSD(P&R)*

We are making the transformation from an emphasis on health care to health and well-being by encouraging healthy behaviors, increasing health resilience, and decreasing the likelihood of illness through focused prevention. Doing so reduces the frequency of visits to our military hospitals and clinics by keeping the people we serve physically and mentally healthy.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 4.3.7.1 - Self-Reported Mental Health HCSDB	91%	91%	91%
PM 4.3.7.2 - Health Care Effectiveness Data and Information Set (HEDIS) (7 day follow up after hospitalization)	64.5%	64.5%	64.5%

Performance Goal 4.3.8 - Ensure safe, quality, and well-maintained on-base housing that provides a positive living experience for Service members and their families. ***Lead: OUSD(A&S)***

The Department recognizes that the environment where service members and their families live impacts their quality of life, their ability to do their jobs, and the Department's ability to recruit and retain the force. The Department must ensure that our military members and their families have access to safe, quality homes and a positive living experience. Under the overall leadership and direction of the Assistant Secretary of Defense for Energy, Installations, and Environment (ASD(EI&E)), the DoD official designated as the Department's Chief Housing Officer, the Department has significantly enhanced the Military Housing Privatization Initiative (MHPI) program and the DoD's oversight of the private sector companies that own, operate, and maintain the MHPI housing projects, as well as the DoD's oversight of government-owned and government-controlled housing to include conditions in unaccompanied housing. The Department remains committed to implementing reforms that increase the safety, quality, and habitability of the DoD's privatized, government-owned, and government-controlled housing and to providing continued enhanced oversight of the DoD's housing portfolio, to include the performance and long-term financial viability of the MHPI program and projects.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 4.3.8.1 - % Completion of one-time condition inspections of privatized family and unaccompanied housing and government-owned/controlled family housing	25%	75%	100%
PM 4.3.8.2 - % Of MHPI projects with trailing 12-month debt service coverage ratios > 1.25	85%	88%	90%
PM 4.3.8.3 - % Population of government owned/controlled and MHPI housing inventories in the DoD enterprise Military Housing (eMH) database	90%	100%	100%

Marines with Marine Corps Forces Cyberspace Command observe computer operations in the cyber operations center at Fort Meade, Md., February 5, 2020.

5

Strategic Priority 5 Address Institutional Management Priorities

Building enduring advantages also requires the Department to focus on standardization and simplification to enable productivity, trustworthiness, security, and innovation in DoD's management practice. Through Department-level and Federal Agency-wide priority efforts to address institutional priorities, challenges, and risks, we will improve force readiness, deliver greater impact through innovation, and increase the effectiveness and efficiency of the Department's day-to-day operations. The SMP captures key Department-wide initiatives - such as achievement of an unmodified audit opinion - to tackle existing challenges, streamline business processes, and secure and rationalize defense business systems

When the DoD achieves audit, we will operate in a secure environment in which financial data and reporting integrity are the norm, providing confidence in the data used for decision-making across the Department. This happens through continued diligence in our audit remediation efforts, which continue to foster an environment that features fewer more capable and secure systems, better data, a proficient analytical workforce, and improved transparency that enables faster insights for mission support.

STRATEGIC OBJECTIVE 5.1 - ACCELERATE THE PATH TO AN UNMODIFIED AUDIT OPINION.

Strategic Objective Lead: Office of the Under Secretary of Defense Comptroller (OUSD(C))/Chief Financial Officer (CFO)

Build workforce proficiency to correct problems and improve our financial results by mitigating material weaknesses (MWs) and achieving an unmodified audit opinion through the pursuit of excellence in all financial execution activities. Specifically—we seek a lean, secure, and compliant operations and systems environment in which financial data and reporting integrity are the norm. This provides confidence to Congress and the American taxpayers that we are using our resources appropriately.

Performance Goal 5.1.1 - Increase the Number of Favorable (Unmodified or Qualified) DoD Financial Statement Audit Opinions. *Lead: OUSD(C)/CFO*

The Department continues to address long-standing areas of MWs and recommit efforts by refining the Department's audit priorities to better align remediation resources to areas of expected audit results in FY 2022. To help guide the process of addressing these priority areas, senior leaders across the Department will continue to leverage audit roadmaps, the governance process, and working groups to foster accountability toward finding solutions to common barriers for each component under standalone audit that received a disclaimer of opinion. The Department uses these audit roadmaps to align material weakness remediation strategies across the Department, identify timelines, prioritize focus areas, and ensure progress and resources are monitored.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 5.1.1.1 - Total # of favorable (unmodified or qualified) financial statement audit opinions	12	14	15
PM 5.1.1.2 - # of component material weaknesses (MWs) downgraded	29	25	34

Performance Goal 5.1.2 - Utilize Advana for Fund Balance With Treasury Reconciliations. *Lead: OUSD(C)/CFO*

Fund Balance with Treasury (FBwT) represents the aggregate amount of the Department's available budget spending authority available to pay current liabilities and finance future authorized purchases. Ensuring the department has an accurate accounting of our available budget spending authority is critical for DoD to reach its auditability objective and to provide confidence to Congress and the American taxpayers that the Department is leveraging resources appropriately. To address a long-standing MWs regarding FBwT, the Department is leveraging Advancing Analytics (Advana), the Department's single authoritative enterprise data analytics platform to standardize the FBwT reconciliation process across the Department with the goal of having 100 percent of DoD financial reporting entities on boarded and leveraging the tool by FY 2025.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 5.1.2.1 - % of Fund Balance with Treasury (FBwT) Entities on Advana/total Entities	75%	95%	100%

STRATEGIC OBJECTIVE 5.2 - OPTIMIZE BUDGET TO EXECUTION AND FOSTER A HIGH INTEGRITY FUNDS CONTROL ENVIRONMENT.

Strategic Objective Lead: Office of the Under Secretary of Defense Comptroller (OUSD(C))/Chief Financial Officer (CFO)

Using standard processes and compliant systems provide fiscal control over assets, including the dissemination of funds, the tracking of budget execution, and the realignment of funds. Specifically – we must track and report on where our money is spent to ensure that it is utilized correctly to meet the mission requirements. Working with Congress, improve the steps to budget and execute funds by reducing outdated regulations and policies, ensuring data integrity, increasing automation, and streamlining our standard system capabilities, so financial managers have total funds visibility and can resource defense mission capabilities faster and with agility. Specifically – the DoD needs to be able to use every dollar budgeted in the best way possible to accomplish the national security mission.

Performance Goal 5.2.1 - Increase Visibility Into Execution Against Disaster and Emergency Response Funding by Implementing a Capability to Track Rapid Response. *Lead: OUSD(C)/CFO*

The financial management community is responsible for the process of requesting, justifying, and obtaining the required funding to ensure mission success, as well as executing our budget with fidelity. With that responsibility comes the crucial need to be responsive to both planned missions and emergencies as they unfold, all while maintaining legal, ethical, and accountable stewardship of those funds. When an emergency occurs, the DoD must have a standard, agile, and automated process, capability, and the necessary data on hand to respond rapidly while effectively being able to track progress against the response, including execution of funds. This data tracking and delivery capability that exists is provided through Advana, the Department's single authoritative enterprise data analytics platform for mission and business decision advantage.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 5.2.1.1 - % implementation of emergency funding tracking complete	50%	75%	100%

Performance Goal 5.2.2 - Increase Control Over Our Enacted Budget Execution by Developing Spend Plans Using a Standard Methodology. *Lead: OUSD(C)/CFO*

The DoD budget professionals do an incredible job securing an annual budget that supports our national defense objectives. However, the steps and technology used to monitor and evaluate the execution of the appropriated resources remain inefficient. Simplifying and automating the spend plan data collection and the execution performance evaluation processes will reduce ongoing workforce strain while ensuring risk mitigation, controls, and transparency of the execution as well as the accuracy of the future budget requests. Standard spend plans are now visible in Advana to better manage resources in real time and ensure scarce funding is going to mission priorities.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 5.2.2.1 - % spend plan variance	+/- 3%	+/- 3%	+/-3%
PM 5.2.2.2 - % reporting entities on boarded to Advana spend plan tool	100%	100%	100%

Performance Goal 5.2.3 - With the Exception of Exempted Transactions, Process Intragovernmental Reimbursable Transactions Using the Department of the Treasury G-Invoicing Application (or User Interface Method for Non-DoD Partners). *Lead: OUSD(C)/CFO*

The DoD is committed to implementing G-Invoicing to meet the Department of Treasury's mandate to process intergovernmental transactions using G-Invoicing for new orders by October 2022. This will improve the DoD's audit posture by improving supporting documentation (general terms and condition agreements) and reduce journal vouchers related to supported and unsupported intergovernmental transaction eliminations.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 5.2.3.1 - % target systems integrated with G-Invoicing for new orders	58%	83%	92%

STRATEGIC OBJECTIVE 5.3 - MODERNIZE DOD BUSINESS SYSTEMS.

Strategic Objective Lead: Chief Information Officer for the Department of Defense (DoD CIO)

Through an enterprise perspective, the DoD should manage business systems as a strategic asset and deploy efforts to modernize, integrate, and optimize the business systems portfolio. These efforts should aim to achieve a secure, auditable, and cost-effective portfolio while promoting enterprise solutions, next generation business capabilities, and alignment to commercial best practices. The Office of the DoD CIO, as the Business Mission Area lead for Defense Business Systems (DBS) will transform and lead DoD Business Systems Portfolio Management (PfM) efforts to rationalize the DBS portfolio, reduce technical debt, and enhance mission effectiveness.

Performance Goal 5.3.1 - Modernize and Rationalize DoD Business Systems. *Lead: DoD CIO*

DBS must enable streamlined processes for faster response to mission and provide business data for more holistic decision-making. This requires an integrated, streamlined process coupled with technology and based on data that allows for an enterprise approach. Through an enterprise perspective, DoD should manage DBS as a strategic asset and deploy efforts to modernize, integrate, and optimize the DBS portfolio. These efforts should aim to achieve a secure, auditable, and cost-effective portfolio while promoting enterprise solutions, next generation business capabilities, and alignment to commercial best practices. The goal is that the Defense Business Systems portfolio will transform and lead DoD Business Systems PfM efforts to rationalize the DBS portfolio, reduce technical debt, and enhance mission effectiveness.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 5.3.1.1 - % of Business Systems decommissioned/retired or rehost/migrate on schedule per planned DoD Information Technology Portfolio Repository (DITPR) date(s)	100%	100%	100%

Performance Goal 5.3.2 - Decrease the Number of Legacy, Financial Statement Audit-Relevant Business Systems. *Lead: OUSD(C)/CFO*

The findings of completed DoD audits to date are clear and consistent. The Department has been struggling to become auditable due to the number of financial systems the Department executes in, as well as the lack of support provided in the legacy systems making audit a challenge. There is a direct correlation between auditability and business support functions. In particular, the 400+ financial systems and the processes/data sets they support directly impacts the ability to support the Department's Universe of Transactions. The bottom line is the fewer legacy systems we retain, and the more we rely on compliant enterprise business capabilities, the better we can ensure the quality, security, and auditability of those systems, and the faster we can progress towards a consolidated audit opinion. The DoD is committed to this aggressive simplification and standardization of the financial systems enterprise to enable operational effectiveness, auditability, security, and affordability.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 5.3.2.1 - # of legacy systems shut down	11	7	14

STRATEGIC OBJECTIVE 5.4 - ACCELERATE THE ADOPTION OF TRUSTED DATA AND ANALYTICS ACROSS THE DEPARTMENT.

Strategic Objective Lead: Chief Digital and Artificial Intelligence Office (CDAO)

The Department of Defense's Chief Digital and Artificial Intelligence Office (CDAO) is the senior official responsible for the acceleration and adoption of data, analytics, and Artificial Intelligence (AI) to generate decision advantage across the Department, from the boardroom to the battlefield.

As a critical first step, the CDAO is focused on building a strong foundation of high quality, authoritative data that can be utilized to better inform decision-making at all echelons of the Department. Part of building this foundation is ensuring the Department has the necessary people, platforms, and processes needed to continuously provide business leaders and warfighters with agile solutions.

Performance Goal 5.4.1 - Provide Timely, Relevant, and Highest Quality Analytic Decision-Making Support to Improve DoD Outcomes. *Lead: CDAO*

A key objective for the CDAO is to enhance the Department's enterprise analytical capabilities, promote sustainability/scalability through advanced analytics, and do-so with user-friendly, customer centric design. By creating analytic resources that can be dynamically updated, maintained, and tailored to decision-makers at both senior leadership and tactical levels is how the Department will best succeed in leveraging data as a strategic asset to change and inform behaviors.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 5.4.1.1 - % Senior governance meetings leveraging descriptive, predictive, and/or prescriptive analytics to drive courses of action	50%	75%	100%

Performance Goal 5.4.2 - Improve Data Quality by Making Data Visible, Accessible, Understandable, Linked, Trusted, Interoperable, and Secure (VAULTIS) in Support of DoD Priorities. Lead: CDAO

In the past few years, the DoD has made considerable progress towards building the Department's data foundation. On one side, this foundation has enabled the ability to quickly access and connect to data needed for the Department to respond aggressively to crisis, while on the other side has allowed us to identify leading and lagging indicators of the performance of core Department functions through Business Health. Overall, users have markedly increased their capability of understanding where data is located and if it is available, and a centralized data catalog has been created on Advana, driven by manual and semi-automated collection and aggregation of prioritized data across the DoD enterprise.

However, many of our current successes are only a fraction of the way toward full realization of the value of access to authoritative, high quality and secure data across the DoD enterprise. The CDAO has defined initial metrics to begin to measure how well DoD is progressing on identifying use cases for priority data needs and making those use cases available to individuals holding standard CACs, the completeness of data sources as proxy for the extent to which people can trust the data, the open-source architecture usage to understand how easily data can be exchanged across systems, and the ubiquity of access management services.

PERFORMANCE MEASURES	FY 2023 TARGET	FY 2024 TARGET	FY 2025 TARGET
PM 5.4.2.1 - % Prioritized use cases accessible with standard CAC reader	70%	90%	100%
PM 5.4.2.2 - % Prioritized use cases linked to source systems	65%	75%	85%
PM 5.4.2.3 - % Prioritized data sources meeting targeted completion rate	60%	70%	80%
PM 5.4.2.4 - % Prioritized use cases using open-source architecture	50%	60%	75%
PM 5.4.2.5 - % Prioritized use cases with appropriate encryption	60%	80%	95%

ANNUAL PERFORMANCE REPORT Fiscal Year 2022

The *Fiscal Year (FY) 2022 Annual Performance Report (APR)* provides an assessment of how the Department of Defense's (the Department or DoD) FY 2022 performance measures and results align to its mission and functions, as well as detailed performance-related information to the President, the Congress, and the American people. The APR also provides information on the Department's priority goals and other Department-wide management initiatives.

The Department's FY 2022 APR was prepared in compliance with the Government Performance and Results Modernization Act of 2010, Pub. L. 111-352, under guidance from the U.S. Office of Management and Budget (OMB) Circular No. A-11 (Published August 2022), Preparation, Submission, and Execution of the Budget.

Air Force pararescue forces from the 48th rescue squadron work to recover mock-astronauts from a SpaceX Orion capsule during a validation exercise. The exercise was meant to validate the joint-capability of Navy helicopter squadrons and Air Force Guardian Angel Pararescue forces in their shared mission to recover astronauts at sea.

FY 2022 Achievements Aligned to FY 2023 Annual Performance Plan

The FY 2022 APR highlights the Department's progress toward achieving its Strategic Objectives (SOs) and Performance Goals (PGs) highlighted in the *Fiscal Years 2022 – 2026 Strategic Management Plan (SMP)*.

Strategic Goal 1
Making the Right Technology Investments and Transforming the Future Force

Strategic Objectives

- 1.1 - Build a strong foundation for future science and technology by investing in the Department's workforce, laboratory, and testing infrastructure
- 1.2 - Invest in the Department's critical technology areas to build an enduring advantage for the U.S. Military
- 1.3 - Drive competitive advantage through capability delivery
- 1.4 - Modernize and sustain the nuclear deterrent and protect against chemical and biological threats
- 1.5 - Optimize to improve capabilities and drive efficiencies

Strategic Goal 2
Strengthen Resilience and Adaptability of Our Defense Ecosystem

Strategic Objectives

- 2.1 - Shape a 21st century Defense Industrial Base (DIB)*
- 2.2 - Deliver sustainable logistics to support DoD
- 2.3 - Fortify and protect DoD installations through adaptation, mitigation, and resilience*
- 2.4 - Enhance cybersecurity
- 2.5 - Work in partnership with our Nation, our Allies, and our Partners
- 2.6 - Increase the resiliency of C3 capabilities

Strategic Goal 3
Taking Care of Our People and Cultivating the Workforce We Need

Strategic Objectives

- 3.1 - Grow our talent to shape an appropriately skilled, resilient, and ready future workforce*
- 3.2 - Build a safe and supportive environment for the Total Workforce
- 3.3 - Address the needs of families
- 3.4 - Mitigate COVID-19
- 3.5 - Increase the effectiveness of defense healthcare

Strategic Goal 4
Address Institutional Management Priorities

Strategic Objectives

- 4.1 - Deliver excellent, equitable, and secure DoD services and customer experiences
- 4.2 - Establish the Chief Digital and Artificial Intelligence Office to accelerate the Department's adoption of data, analytics, and artificial intelligence (AI)
- 4.3 - Optimize budget to execution
- 4.4 - Foster a high integrity funds control environment
- 4.5 - Accelerate the path to an unmodified audit opinion
- 4.6 - Optimize a secure systems environment

** Indicates a strategic objective tied to an Agency Priority Goal.*

Figure 1. FY 2022-2026 SMP Strategic Goals and Objectives

Strategic Goal 1
Making the Right Technology Investments and Transforming the Future Force

STRATEGIC OBJECTIVE 1.1 - BUILD A STRONG FOUNDATION FOR FUTURE SCIENCE AND TECHNOLOGY BY INVESTING IN THE DEPARTMENT'S WORKFORCE, LABORATORY, AND TESTING INFRASTRUCTURE. *LEAD: OUSD(R&E)*

STRATEGIC OBJECTIVE OVERVIEW:

The technology dominance of tomorrow relies on the scientific investments of today. The DoD will continue to invest in our talent, laboratories, and test ranges to solve problems now and in the future.

We must ensure our current laboratories, ranges, and test facilities support cutting edge technology advancement. We must ensure we are efficient and collaborative and will break down barriers to success through policies that encourage innovation and risk taking.

STRATEGIC OBJECTIVE PROGRESS UPDATE:

The OUSD(R&E) has made noteworthy progress on all areas by either meeting or exceeding targets. OUSD(R&E) action to realize results or improvements in ultimate outcomes represent a significant improvement in national welfare. The organization provided more funding and opportunities to underserved populations, took concrete steps to improve S&T, Testing and Evaluation (T&E), laboratory infrastructure, and better resources for technology development. These investments in workforce improvements helped ensure the DoD's ability to attract and retain the best and brightest S&T talent and strengthened its S&T partnerships, resulting in new technologies available to the warfighter. One (1) example is the Tactical High-speed Offensive Ramjet for Extended Range (THOR-ER) program, which recently completed a ramjet vehicle test[1].

PERFORMANCE GOAL 1.1.1 - INVEST IN TECHNOLOGY INFRASTRUCTURE AND DEVELOP TECHNOLOGY POLICIES

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULTS
PM 1.1.1.1: Development and publication of engineering standards and provide training on those standards	Develop updates to policy and guidebooks	· One (1) T&E policy updated and T&E Guidebook published · Four (4) Engineering policies updated, one (1) additional policy being updated · Four (4) Engineering guides updated · A new Human Systems Integration (HSI) Body of Knowledge in HSI Community of Practice · A new Digital Engineering (DE) Body of Knowledge published · A DE Body of Knowledge Governance Board established · Created a new Early Manufacturing and Quality Engineering Guide	N/A
PM 1.1.1.2: Ensure a robust infrastructure for DoD labs and ranges	Review of Service FY 2024 budgets	Complete	N/A
PM 1.1.1.3: Cultivate robust labs and ranges workforce ($$ of awarded Scholarships and numbers of new Scholars, other metrics)	Provides guidance, oversight and advocates through the Acquisition and DoD Functional Community constructs	Investments made in cultivating a robust S&T workforce include: a) $32 million invested in Vannevar Bush Faculty Fellowships and the Laboratory University Collaboration Initiative (LUCI) b) $89 million invested in SMART Scholarships c) $14 million (including a $10 million Congressional addition) invested in Minerva Research Initiative studies	N/A

[1] *https://www.defense.gov/News/Releases/Release/Article/3180755/tactical-high-speed-offensive-ramjet-for-extended-range-thor-er-team-completes/*

Strategic Goal 1
Making the Right Technology Investments and Transforming the Future Force

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULTS
PM 1.1.1.4: Cultivate a robust S&T workforce (example Vannevar Bush Faculty Fellowship, Historically Black Colleges and Universities (HBCU)/Minority Institutions (MI) outreach))	Establish a DoD Manufacturing and Defense Industrial Base (DIB) Education and Workforce Development working group	Office of the Secretary of Defense Manufacturing Technology Education and Workforce Development in partnership with Department of Defense Manufacturing Innovation Institutes established educational programs addressing defense workforce and manufacturing challenges	N/A
PM 1.1.1.5: Conduct annual assessments of workforce, infrastructure, and industrial base capabilities and capacity to support the Critical Technology Area (CTA) roadmaps	Completed in Sec 217 FY 2021 Report to Congress	OUSD(R&E) completed the required FY 2021 National Defense Authorization Act (NDAA) annual assessments of workforces, infrastructure, and industrial base for each CTA	N/A
PM 1.1.1.6: Development and dissemination of technology protection guidance and best practices and provide training	Provide Secure Cyber Resilient Engineering training materials to Defense Acquisition University (DAU)	Complete	N/A

FY 2022 PERFORMANCE PROGRESS UPDATE:

- From across the OUSD(R&E) enterprise in collaboration with the other Office of the Secretary of Defense (OSD) PSAs, the Services, and other stakeholders, enhanced governing documents for Information Operations, Test & Evaluation of Cyberspace Effects, and Enabling Capabilities, knowledge repositories such as DoD's Digital Engineering Body of Knowledge. Defense Acquisition University coursework for the acquisition workforce provided training materials spanning T&E, security modernization, cyber resiliency, and technology protections.
- OUSD(R&E) FY 2024 Military Department budgets for laboratory infrastructure were reviewed at senior-level forums including the Innovation Steering Group.
  - The OUSD(R&E) strives to cultivate robust science, technology, laboratory, and test range workforces. The OUSD(R&E) Basic Research Office pledged $135 million in educational scholarships, grants, and Fellowships to universities. For example, Vannevar Bush Faculty Fellowship is a five-year (5-year) commitment to pursue cutting-edge fundamental research projects at $3M per fellow.
  - The OUSD(R&E) invested $7 million in Central Laboratory Investment Program (CLIP) funding to DoD laboratories to enhance capabilities.

STRATEGIC OBJECTIVE 1.2 - INVEST IN THE DEPARTMENT'S CRITICAL TECHNOLOGY AREAS (CTA) TO BUILD AN ENDURING ADVANTAGE FOR THE U.S. MILITARY. *LEAD: OUSD(R&E)*

STRATEGIC OBJECTIVE OVERVIEW:

The OUSD(R&E) leads the development and implementation of the Department's S&T strategy that identifies Critical Technology Areas (CTAs) to invest in to ensure the United States can deter threats and maintain its competitive advantage.

STRATEGIC OBJECTIVE PROGRESS UPDATE:

The OUSD(R&E) achieved and exceeded targets for SO 1.2. Under Secretary for Research and Engineering, Heidi Shyu, published her Technology Vision for an Era of Competition[2] on February 1, 2022. This strategic document set forth her technology strategy pillars of Mission Focus, Foundation Building, and Succeeding Through Teamwork. The strategic vision for technological innovations at the Department, along with messaging from Congress, public statements, and key stakeholders in support of the Defense Industrial Base (DIB), sparked the need for an organizational realignment that would drive the DoD in a more unified direction to prioritize CTAs. This alignment enables CTA Principal Directors to collaborate with community stakeholders through developing roadmaps and facilitate and deliver vital technological innovations to warfighters. In early 2023, the OUSD(R&E) will provide Congress the National Defense Science and Technology Strategy. This strategy details how the DoD plans to invest in S&T to strengthen mission capabilities and implement the National Defense Strategy (NDS).

Establishment of a new operational framework provides Services and Combatant Commands (CCMDs) multi-domain operational mission critical prototypes and experiments injected into operational exercises. Rapid Defense Experimentation Reserve and the Accelerate the Procurement and Fielding of Innovative Technologies (APFIT) program form the basis of this new operational framework. Valiant Shield 2022 (VS22) demonstrated prototype solutions to address time-sensitive targets to accelerate fielding to joint domain warfighting operational pathways.

PERFORMANCE GOAL 1.2.1 - ALIGN TECHNOLOGY TO MISSION OBJECTIVES AND INCORPORATE TECHNOLOGY INTELLIGENCE

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULTS
PM 1.2.1.1: Identify CTAs relevant to the NDS and the Department's joint warfighting gaps. Provide strategic guidance to ensure capability development	Publish DoD Technology Strategy	Complete	N/A
PM 1.2.1.2: Enable joint experiments and prototyping to close identified gaps	Northern Edge 21 would establish a realistic operational warfighter venue with innovative prototype capabilities to capture tactics, techniques, and procedures, employ command, control, and demonstrate joint interoperability with a focus on multi-component operations	Complete Accomplished at Indo-Pacific Command (INDOPACOM) Exercise Valiant Shield 2022	N/A
PM 1.2.1.3: Develop CTA roadmaps and disseminate across Department each year	Update all roadmaps and disseminate across Department 60 days after FY 2023 President's Budget release	Office of Strategic Intelligence and Analysis (OSI&A) conducted 13 formal engagements between OUSD(R&E) and the IC	N/A

FY 2022 PERFORMANCE PROGRESS UPDATE:

- VS22 involved an experiment with OUSD(R&E) integrating 19 DoD prototypes to capture tactics, techniques, and procedures, and foster rapid technology transition. The OUSD(R&E) further developed and executed a multi-component architecture to ensure interoperability during joint VS22 experimentation. The OUSD(R&E) performed operational analysis on a live fire kill chain and command and control capabilities.

[2] *https://www.cto.mil/usdre-strat-vision-critical-tech-areas/*

STRATEGIC OBJECTIVE 1.3 - DRIVE COMPETITIVE ADVANTAGE THROUGH CAPABILITY DELIVERY. *LEAD: OUSD(A&S)*

STRATEGIC OBJECTIVE OVERVIEW:

To pace the threat and secure our military advantage in a rapidly evolving security environment, OUSD(A&S) will lead the Department in adopting a systems- and portfolio-based framework that aligns strategic decision-making for capabilities to the mission areas required for integrated deterrence. OUSD(A&S) will also lead the articulation of a holistic approach to enterprise acquisition and sustainment is necessary — one (1) that leverages data as a strategic asset to maximize capability delivery and availability to the warfighter.

STRATEGIC OBJECTIVE PROGRESS UPDATE:

The USD(A&S) has fulfilled the objective to provide the community with resources, pathways, training, policies, and investments to assist with securing our military advantage. Competitive Advantage Pathfinders (CAPs) transition emerging technology across the "valley of death" pathfinders within two (2) years to deliver capability. Integrated Acquisition Portfolio Reviews (IAPRs) strengthen synchronization of warfighting concepts, technologies, requirements, and program execution, fostering collaboration across the DoD to deliver integrated suites of capabilities that are collectively. OUSD(A&S) supports all of its portfolios to include Major Defense Acquisition Programs (MDAPs): Ballistic Missile Defense System, Chemical Demilitarization–Assembled Chemical Weapons Alternatives (ACWA), F-35 Lightning II Joint Strike Fighter, Sentinel (Ground Based Strategic Deterrent), Long-Range Stand Off Weapon, National Security Space Launch, Next-Generation Operational Control System; COLUMBIA Class Submarinex, VC-25B Presidential Aircraft, and Integrated Air and Missile Defense.

PERFORMANCE GOAL 1.3.1 - EVOLVE AND ALIGN ENTERPRISE ACQUISITION PROCESS (E.G., REQUIREMENTS AND FUNDING) TO DELIVER EFFECTIVE CAPABILITIES FOR THE WARFIGHTER

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULTS
PM 1.3.1.1: Execute CAPs to identify opportunities to accelerate capability deliver and inform process reform	Complete initial tranche of three (3) 120-day CAP sprints in priority mission areas: Long- Range Fires; Counter- Command, Control, Communications, Computers, Cyber, Intelligence, Surveillance, Reconnaissance, and Targeting(C-C5ISRT); and Joint All-Domain Command and Control (JADC2)	Tranche one (1) CAP sprints complete; pathfinders in execution for completion.	N/A
PM 1.3.1.2: Develop metrics to support lessons learned from the CAP initiative and inform enterprise reform across the defense decision support systems	Finalize scorecard to measure effectiveness of pathfinders. Identify key metrics to support lessons learned for accelerating capability delivery	On track	N/A
PM 1.3.1.3: Governing Directive: Complete re- write of DoD Directive (DoDD) 7045.20, Capability Portfolio Management	Complete rewrite of DoDD 7045.20	On track. Rewritten DoDD in formal coordination for finalization.	N/A
PM 1.3.1.4: Portfolio/Program Reviews: Conduct mission-focused Integrated Acquisition Portfolio Reviews, as well as Defense Acquisition Boards and In- Process Reviews for critical programs in the Major Capability Acquisition pathway	Conduct 18 Integrated Acquisition Portfolio Reviews. Conduct bi- annual Defense Acquisition Boards/In- Progress Reviews for acquisition category (ACAT) 1D programs	Executed 7 IAPRs; conducted DABs/IPRs biannually for ACAT-1D programs.	N/A
PM 1.3.1.5: Adaptive Acquisition Framework (AAF): Drive increased service use of the AAF to include the software acquisition and middle tier pathways as well as hybrid approaches	Refine data metrics for new AAF pathways. Continue AAF outreach with acquisition professionals	On track. Data standard promulgation memos issued for all six pathways and RAND metrics study completed.	N/A
PM 1.3.1.6: Mission Engineering: Complete development and analysis of INDOPACOM mission threads	Complete development and analysis of INDOPACOM mission threads	On track. INDOPACOM Anti-Surface Warfare (ASuW) mission thread developed and continuing to model additional priority mission threads.	N/A

Strategic Goal 1
Making the Right Technology Investments and Transforming the Future Force

FY 2022 PERFORMANCE PROGRESS UPDATE:

- The fielding and sustainment of capabilities intrinsically linked to requirements generation through the Joint Capabilities Integration and Development System process, and resourcing through Planning, Programming, Budgeting, and Execution (PPBE). By better integrating these distinct, yet interdependent, processes, the DoD can more effectively transition emerging technology across the "valley of death." A&S launched the CAPs initiative to demonstrate challenges and solutions across our Defense Decision Support Systems. CAPs are aimed to:
    1. Increase transparency and accountability for key stakeholders;
    2. Effective transition of new technology, including those from commercial sources; and
    3. Rapid and continuous integrated joint capabilities demonstrated through mission threads and kill-chains based on feedback from experiments and operations.
- In FY 2022, the Department completed CAPs sprint and six (6) pathfinder programs across the Services in priority mission areas. These programs are now executing their pathfinders within two (2) years to deliver capability and inform scalable reforms.
- USD(A&S) scorecard developed to accelerate capability delivery within CAPs programs capturing data on sprint projects and for project closure.
- DoD Directive (DoDD) 7045.20, Capability Portfolio Management, establishes policy and assigns responsibilities for the use of capability portfolio management to advise senior leaders on capability investment. The DoDD first published in 2008, now updated for alignment with current DoD-wide approaches to capability portfolio management.
- Integrated Acquisition Portfolio Reviews (IAPRs) were executed in the following portfolios: Space, Nuclear, Sustainment, Chemical and Biological Defense, Cyberspace, and Electronic Warfare.
- The Adaptive Acquisition Framework (AAF) empowers program teams to apply tailored approaches to DoD acquisition. Data standard promulgation memos for all six (6) acquisition pathways were issued to establish common data frameworks to promote data visibility and DoD-wide analysis. RAND proposed metrics for each of the AAF pathways as a result of a completed study.
- Community outreach to introduce the new policies and associated frameworks of the AAF is facilitated on a learning hub, which provides acquisition professionals access to published guidebooks and business practices in key functional areas.
- The acquisition enterprise is centering its resources, ingenuity, and expertise on the critical linkages enabling the warfighter to complete the kill-chain using Mission Engineering. In collaboration with Military Services, Agencies, and Joint Staff (JS), A&S developed an Anti-Surface Warfare (ASuW) mission thread aligning with relevant mission engineering threads to analyze joint capabilities and gaps.

STRATEGIC OBJECTIVE 1.4 - MODERNIZE AND SUSTAIN THE NUCLEAR DETERRENT AND PROTECT AGAINST CHEMICAL AND BIOLOGICAL THREATS. *LEAD: OUSD(A&S)*

STRATEGIC OBJECTIVE OVERVIEW:

To ensure that the U.S. nuclear deterrent remains safe, secure, reliable, and effective, OUSD(A&S) will continue guiding and directing the highly complex and interdependent set of nuclear modernization and sustainment programs. As growing chemical and biological threats emerge and converge, we will similarly reform approaches to surveillance, detection, preparedness, and response, as well as advance development of revolutionary defense capabilities.

STRATEGIC OBJECTIVE PROGRESS UPDATE:

The USD(A&S) has met the objective for nuclear modernization and sustainment. As of September 30, 2022, the United States has destroyed 98.4% or 30,109 of the 30,610 U.S. tons of chemical agent in the U.S. chemical weapons stockpile, which was declared under the Chemical Weapons Convention. Several working groups, policies, and governance bodies across the acquisition and sustainment portfolio have been stood up to provide plans for nuclear and chemical and biological defense that will meet future needs.

PERFORMANCE GOAL 1.4.1 - ENSURE A SAFE, SECURE, RELIABLE, AND EFFECTIVE NUCLEAR DETERRENT AND MODERNIZE THE TOTAL FORCE AGAINST EMERGING CHEMICAL AND BIOLOGICAL THREATS

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULTS
PM 1.4.1.1: In partnership with the Department of Energy's National Nuclear Security Administration (DOE/NNSA), implement a plan for the U.S. nuclear weapons stockpile and infrastructure that meets requirements, creates a balanced and flexible stockpile, and ensures a resilient nuclear weapons production infrastructure	N/A	On track	FY 2021 plan, not informed by new constraints
PM 1.4.1.2: In partnership with the DOE/NNSA, develop and execute an integrated risk and opportunity management framework for the nuclear deterrent	N/A	On track	N/A
PM 1.4.1.3: Conduct annual Nuclear IAPRs	Held NC3 IAPR in Feb 2022; Delivery system IAPR planned for Q3 FY22	On track	Held inaugural Nuclear IAPR in April 2021
PM 1.4.1.4: Support nuclear test and evaluation facility and resource annual review	N/A	On track	USD(A&S) supported annual USD(R&E)/ Test Resource Management Center (TRMC)-led review. Final briefing provided to USD(A&S) and USD(R&E) in August 2021 to support President's Budget Request (PBR)23 issue cycle
PM 1.4.1.5: Establish a Reentry Vehicle Aero Shell Working Group and provide recommendations to USD(A&S) and USD(R&E)	N/A	On track	N/A
PM 1.4.1.6: Shift investments to mitigate Joint Force capability gaps in order to address emerging chemical and biological threats; conduct an annual review of program alignment to priority goals to align with the NDS	USD(A&S) supported investment review to determine Joint Force gaps in alignment with the published NDS	On track	N/A
PM 1.4.1.7: Align research and development, and test and evaluation, investments for emerging biological threats to the National Biodefense Strategy (NBS)	Establish baseline of investments aligned to the NBS	On track	N/A

Strategic Goal 1
Making the Right Technology Investments and Transforming the Future Force

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULTS
PM 1.4.1.8: Complete the Biodefense Posture Review (BPR) and publish the results	Deliver BPR findings and report USD(A&S) supported Biodefense Integrated Acquisition Portfolio Review	On track	N/A
PM 1.4.1.9: Establish reformed governance framework of the chemical and biological defense portfolio to align program with cross-Department coordination and promote integrated, cohesive approach to emerging chemical and biological threats	New governance memo signed by USD(A&S)	On track	N/A
PM 1.4.1.10: Complete destruction campaign for US. Chemical Weapons Stockpile by the treaty commitment deadline of September 30, 2023 and begin transition to operations close-out at Pueblo, Colorado and Blue Grass, Kentucky	Complete destruction of 98% of the chemical agent declared in the U.S. chemical weapons stockpile	Exceeded the FY 2022 metric with the destruction of 98.4% of the declared chemical agent in the U.S. chemical weapons stockpile	N/A

FY 2022 PERFORMANCE PROGRESS UPDATE:

- The joint DoD/Department of Energy (DOE) Nuclear Weapons Council (NWC) oversees the DoD-DOE/National Nuclear Security Administration (NNSA) implementation of current plans to modernize the stockpile nuclear weapons production infrastructure. The NWC established a senior-level Requirements and Capacity Working Group for integrated assessment of policy guidance, production infrastructure constraints, stockpile priorities, and enterprise-wide risks to develop a new 25-year plan for a balanced and flexible stockpile.
- The Secretary of Defense (SecDef) established an executive forum to oversee the health and welfare of the Nuclear Enterprise and the Office of the Assistant Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs/Nuclear Matters (OASD(NCB/NM)) is on track to establish a risk and opportunity framework for the nuclear enterprise.
- The Reentry Vehicle Aero Shell Working Group (AWG) in partnership with USD(R&E) established to integrate planning for future reentry body S&T and industrial base investments.
- The Chemical and Biodefense Portfolio (CBDP) revised its governance and resourcing processes to integrate PPBE process, align service identified capability gaps, and the NDS. This “demand signal” process will continue refinement over the next year, strengthening its structural process and linkages with the CBDP’s PPBE and acquisition processes.
- Biodefense resources for the CBDP to strengthen and enhance response and preparedness activities increased to $1.2B across the Future Years Defense Program (FYDP) ($304M in FY 2024) to support the Department’s implementation of the goals and objectives identified in the National Biodefense Strategy (NBS).
- Inaugural Biodefense Posture Review (BPR) developed reform initiatives and FY 2024-2028 resourcing request to posture the Department to address biological threats, whether naturally occurring, accidental, or deliberate, that may impact execution of the NDS.
- The USD(A&S) provided “Guidance for Governance of the Department of Defense Chemical and Biological Defense Program,” endorsing a new governance framework construct of the CBDP. This framework supports the overall integration, coordination, and oversight of the PPBE supporting CBDP research, development, testing, and evaluation (RDT&E) and procurement activities.

STRATEGIC OBJECTIVE 1.5 - OPTIMIZE TO IMPROVE CAPABILITIES AND DRIVE EFFICIENCIES. *LEAD: DOD CIO*

STRATEGIC OBJECTIVE OVERVIEW:

Delivering Information Technology (IT) capabilities with greater efficiency and performance requires the Department to reform the way it operates. In particular, the evaluation and implementation of suitable industry best current practices and proven technologies must be greatly accelerated, and oversight of IT spending must be improved. The objectives in this goal include shifting to an enterprise-wide operations and defense model, promoting modern software practices, and establishing enterprise-wide modern compute and storage capabilities.

STRATEGIC OBJECTIVE PROGRESS UPDATE:

The DoD delivered more efficient, enterprise-wide IT capabilities through network consolidation efforts, cloud adoption, and right-sizing the data center inventory. The Department made significant investment into cloud computing along with progress toward cloud migration and data center closures. Stratus, a DoD private Cloud capability established in May 2022, provided a hybrid cloud solution to mission partners. In February 2022, the Deputy Secretary of Defense (DepSecDef) signed out the DoD Software Modernization Strategy[3], with Cloud as the foundational tenet, which set a path for technology and process transformation that will enable the delivery of resilient software capability at the speed of relevance. Since its publication, the Department continued to monitor and track progress against the strategy through the DoD Software Modernization Senior Steering Group including publication of development, security, and operations (DevSecOps) guidance to facilitate the adoption of modern software practices. DoD Components increased adoption of modern software methodologies like Agile, Lead, and DevSecOps. The strategy also reflects the Department's shift to accelerate the adoption to a multi-cloud environment. JWCC is an acquisition vehicle designed for the mission owner to rapidly acquire commercial cloud services and capabilities directly from the JWCC commercial cloud service providers. JWCC will provide enterprise cloud capabilities at all three classification levels, from the headquarters to the tactical edge.

PERFORMANCE GOAL 1.5.1 - MODERNIZE AND CONSOLIDATE DOD NETWORKS AND SERVICES

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULTS
PM 1.5.1.1: IT Network and Service Optimization – Complete 4th Estate DoD Network (DoDNET) Assessment, Migration Plans, and Phase I migration	4 DAFAs (30%) begin migration to the Single Service Provider (SSP)	1 of 13 (8%) of DAFAs began migration in FY 2022	2 of 13 (15%) DAFAs began migration in FY 2021
PM 1.5.1.2: IT Network and Service Optimization – Transition 13 DAFA organizations to a Global Service Center (GSC)	13 DAFAs initiate transition to the GSC	5 of 13 (31%) of DAFAs completed migration to the GSC Tier 1 Helpdesk	13 (100%) DAFAs initiated migration to the GSC. 2 DAFAs completed migration to the GSC
PM 1.5.1.3: Cloud and Data Center Optimization – Migrate DAFA applications / systems to optimal hosting environments (affects 14 DAFAs, 923 apps/systems, and 61 data centers)	795 of 923 (87%)	762 of 923 (83%)	676 of 923 (73%)

FY 2022 PERFORMANCE PROGRESS UPDATE:

- The 4th Estate Network Optimization (4ENO) initiative is enabling the Department to shift from disparate delivery of IT services to an enterprise model led by DISA's Single Service Provider (SSP). To date, three (3) out of the 14 DAFAs have completed their migrations to the DoD Network (DoDNET) and the DISA SSP. While the 4ENO effort did not meet its FY 2022 schedule target to initiate migration of four (4) DAFAs, these four (4) DAFAs did achieve the significant milestone of signing agreements with DISA and are now set to begin the migration efforts. Progress against 4ENO metrics is tracked through the Digital Modernization Dashboard.
- All 13 DAFAs participating in 4ENO have successfully migrated to the Customer Interaction Center which is the first step to onboarding to the Global Service Desk (GSD) which is the helpdesk for the SSP/DoDNET. Of these DAFAs, five (5) have successfully completed their migration to the GSD Tier 1 Helpdesk.
- Through the DoD Cloud and Data Center Optimization initiative, 4th Estate applications/systems from 13 organizations are migrating to more optimal hosting environments and vulnerable legacy data centers are optimizing or closing to facilitate the transition to a secure cloud enabled environment. Strong collaboration between the DoD Chief Information Officer (CIO), 4th Estate, and industry Partners, enabled over 762 systems to decommission or migrate to cloud environments and the closure of 49 legacy data centers as of October 2022. The effort is also on track to meet its objectives to complete 57 of 61 (93%) data center closures and 795 of 923 (86%) system migrations/decommissions by Q2 FY23. Four (4) DAFAs received extensions for their migration to FY 2024 or FY 2025 in order to overcome the challenges with delay due to milCloud 2.0 sunsetting as well as some unexpected re-engineering requirements. Progress against Cloud and Data Center metrics are tracked through the Digital Modernization Dashboard.

[3] *https://media.defense.gov/2022/Feb/03/2002932833/-1/-1/1/DEPARTMENT-OF-DEFENSE-SOFTWARE-MODERNIZATION-STRATEGY.PDF*

PERFORMANCE GOAL 1.5.2 - PROMOTE INTEGRATED DOD SOFTWARE MODERNIZATION PRACTICES

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULTS
PM 1.5.2.1: % of new custom software development systems using DevSecOps	5%	22%	N/A
PM 1.5.2.2: % of all custom software development systems using DevSecOps	5%	21%	N/A

FY 2022 PERFORMANCE PROGRESS UPDATE:

- The DoD is currently meeting goals established for new custom software development efforts and for all systems utilizing custom software development and is on track to meet the FY 2025 target of 55% for new custom software development efforts and 10% for systems utilizing custom software development. Progress against software modernization metrics are tracked through the Software Modernization Dashboard in Advancing Analytics (Advana).

PERFORMANCE GOAL 1.5.3 - ESTABLISH A DOD ENTERPRISE CLOUD ENVIRONMENT

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULTS
PM 1.5.3.1: % Year-Over-Year growth of cloud investments	23% (all of FY 2022)	1%	N/A

FY 2022 PERFORMANCE PROGRESS UPDATE:

- Significant investment and meaningful progress toward cloud migration has been made. While a number of DoD Components did not meet the target for cloud-related investment as specified, subsequent analysis and coordination with the DoD Components demonstrated that the metric year-over-year increase in cloud-related investment was an inadequate measure of real progress. This target was more challenging for DoD Components that invested early or were more efficient in their transition to cloud infrastructure. Measuring DoD Components by evidence of progress toward cloud adoption (both made and projected) reflected that the fundamental goal of “accelerate[ing] adoption of cloud-based digital infrastructure” is being met, albeit with some challenges that will continue to be worked. The DoD plans to modify the cloud metric in future years to focus on maximizing use of cloud hosting and minimizing the need for DoD-owned and operated fixed data centers.

Strategic Goal 2
Strengthen Resilience and Adaptability of Our Defense Ecosystem

STRATEGIC OBJECTIVE 2.1 - SHAPE A 21ST CENTURY DEFENSE INDUSTRIAL BASE (DIB). *LEAD: OUSD(A&S)*

STRATEGIC OBJECTIVE OVERVIEW:

A resilient DIB is a critical element of U.S. power, which preserves and extends U.S. military dominance. The DoD's approach to strengthening the DIB brings an enterprise-wide view of the threats and vulnerabilities that could jeopardize warfighter advantages and uses a comprehensive approach to mitigate those threats and vulnerabilities. The Department's efforts will focus on renewing an enduring source of U.S. strength by shaping the DIB to meet 21st century challenges.

STRATEGIC OBJECTIVE PROGRESS UPDATE:

In order to understand and shape the 21st century DIB, the USD(A&S) was successful at developing a community of interest, named the Supply Chain Working Group (SCRWG), to identify tools for supply chain risk assessment. The SCRWG developed an industrial base risk management taxonomy as a comprehensive plan for awareness, training, and communication resources for the DoD workforce. Working efforts to update policies and directives are currently underway to ensure successful implementation.

AGENCY PRIORITY GOAL 2.1.1 - ENSURE SUPPLY CHAIN RESILIENCE

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 2.1.1.1: Complete an evaluation of analytical tools used to improve enterprise-level supply chain visibility	Conduct Request for Information across the Supply Chain Resilience Working Group (SCRWG) stakeholders to identify analytical tools currently in use for supply chain analysis	RFI Complete, 58 unique tool sets identified	N/A
PM 2.1.1.2: Compile guidebook to identify supply chain risk and strategic implications	Facilitate SCRWG meetings to share and document supply chain risks and activities to inform guidebook; Bring on independent third party (Federally Funded Research and Development Center [FFRDC]) to develop guidebook	21 SCRWG meetings involving 25 stakeholders; Institute for Defense Analyses (IDA) on contract to develop guidebook	N/A
PM 2.1.1.3: Develop and publish a strategy on supply chain resilience that can be used across the DoD	Publish DoD supply chain resiliency report in response to E.O.14017; Develop draft Supply Chain Resiliency DoDD	Securing Defense-Critical Supply Chains Report Published February 2022; Draft Supply Chain Resiliency DoDD developed	N/A
PM 2.1.1.4: Complete evaluation of data sources to build metrics for five (5) priority supply chains	Baseline five (5) priority supply chains; Develop preliminary metrics to measure; Report FY 2022 actions	Report published in February 2022 baselines resiliency of five (5) priority areas	N/A
PM 2.1.1.5: Identify meaningful supply chain resilience metrics. Test metrics to determine if the metric provides useful insight to senior leaders	Build resiliency taxonomy; Establish Working Group to develop metrics	Resilience taxonomy complete and validated with stakeholders; Working group established	N/A

FY 2022 PERFORMANCE PROGRESS UPDATE:

- The capability of enterprise-level Industrial Base risk management and supply chain visibility captured analytic tools for illumination, risk analysis, risk monitoring, anomaly detection, and/or business information gathering. These new methodologies and tools facilitated broadened communications with partners in effort to use the tools effectively to address key challenges with defense supply chains and supply chain resiliency.
- The Supply Chain Resilience Guidebook includes a compilation of existing programs, policies, regulations, authorities, and other tools, both internal and external to the Department, which are applicable to the DIB supply chain analysis, risk assessment, and lessons learned.
- The DIB Supply Chain Resiliency Strategy addresses the appropriate ways to include "industrial base risk" as part of contract and acquisition language alongside "cost, schedule, and performance." Integrating supply chain risk into the acquisition decision process enables the responsibility of supply chain resiliency to be shared between Industry and the Department.
- In February 2022, the Securing Defense-Critical Supply Chains report was released as an action plan developed in response to Executive Order (E.O.) 14017. This report baselines the resiliency of five (5) critical sectors and addresses actions taken toward achieving desired resiliency outcomes. Supply Chain Resiliency DoDD was drafted to establish policy and assign responsibilities for supply chain risk management activities that address systemic barriers currently limiting supply chain visibility, resiliency assessments, and effective mitigation actions.

- The supply chain resiliency taxonomy defined by the SCRWG clarified terminology and areas of interest within supply chain resiliency efforts. This taxonomy was incorporated into the Department's Supply Chain Risk Management Draft Taxonomy Version 1.0 published in November 2022. It was developed for universal use across supply chain efforts to facilitate communication of risk information across the Department. Many DoD Components are currently using the Taxonomy to assess and categorize risks, to include incorporating the taxonomy into IT systems, databases, programs, policies, and processes. Twelve major risk categories were defined to frame major pillars of supply chain resilience.

PERFORMANCE GOAL 2.1.2 - OPTIMIZE THE ORGANIC AND COMMERCIAL MANUFACTURING AND REPAIR CONTINUUM

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 2.1.2.1: To measure the health and performance of the Organic Industrial Base (OIB), develop and track five (5) Advana Tier 3 metrics focused on OIB capability and capacity; trend analysis is under development and, once formally conveyed and approved by the USD(A&S), results will be provided	Establish DoD Logistics and Mission Support Tier 3 OIB Health Metrics in response to and support of DoD Data Strategy/Executive Data Analytics Map (DoD Data Strategy Map). In addition, identify authoritative data identification sources and create OIB Health Metric views in Advana.	Tier 3 health metrics enable the DepSecDef to measure the effectiveness and efficiency of the OIB in maintaining our Departments warfighter materiel requirements. Five (5) OIB Health metrics were established by the DoD to accurately reflect the capability/capacity of the Departments OIB covered depots.	N/A
PM 2.1.2.2: Within the DIB, five (5) Tier 3 metrics are under development that measure the health and capacity of five (5) critical supply chain areas identified to improve resilience: kinetic capabilities, energy storage and batteries, microelectronics, castings and forgings, and strategic and critical materials	Establish DoD Logistics and Mission Support Tier 3 OIB Health Metrics in response to and support of DoD Data Strategy/Executive Data Analytics Map (DoD Data Strategy Map). In addition, identify authoritative data identification sources and create OIB Health Metric views in Advana.	Groups in charge of each sector's metrics have been established, with appropriate points of contact outlined. Metrics development has begun and is ongoing.	N/A

FY 2022 PERFORMANCE PROGRESS UPDATE:

- Five (5) Organic Industrial Base (OIB) Health metrics established by the DoD to accurately reflect the capability and capacity of the Departments OIB covered depots. Core Requirements & Projected Sustaining Workloads - Section 2464 of title 10 U.S. Code (Core logistics capabilities), Covered Depot Performance to Plan, Covered Depot Cost, Covered Depot Facility Condition, and Covered Depot Equipment Condition. Corresponding targets were captured during the establishment of these sustainment metrics.

STRATEGIC OBJECTIVE 2.2 - DELIVER SUSTAINABLE LOGISTICS TO SUPPORT DOD. *LEAD: OUSD(A&S)*

STRATEGIC OBJECTIVE OVERVIEW:

Warfighting capability depends upon globally responsive, sustainable, and cost-effective logistics and materiel readiness. The OUSD(A&S) will provide critical capabilities around the globe to support defense operations and deliver cost effective weapon systems readiness throughout the service life of a wide range of sophisticated and integrated weapons systems by ensuring sustainment attributes are included in capabilities' designs. Continuous focus on four (4) core mission areas will leverage scarce resources and optimize talent within the enterprise to deliver the vision of "Military Operations Empowered Through Logistics." Integrated and outcome-based performance measures will drive progress toward required capabilities and operational outcomes. Using the existing governance framework, all stakeholders in the DoD logistics enterprise can coalesce around the planning and decision process to innovate, modernize, and improve performance.

STRATEGIC OBJECTIVE PROGRESS UPDATE:

Core Requirements & Projected Sustaining Workloads - Section 2464 of title 10 U.S. Code (Core logistics capabilities) requires the DoD to have a ready and controlled source of core logistics capability including depot level repair capabilities and biennial reporting mandates. Section 2464 also requires the DoD designate weapon systems necessary to the execution of strategic and contingency plans. A Biennial Core Report identifies core logistics capabilities and quantifies the associated workloads required for sustainment. This Biennial Core Report includes the Military Services identification of core logistics capability requirements and workloads by weapon system category and identifies core workload shortfalls.

PERFORMANCE GOAL 2.2.1 - MILITARY OPERATIONS EMPOWERED THROUGH LOGISTICS

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 2.2.1.1: Reporting progress toward goal achievement on a quarterly basis in a more meaningful manner to show positive, negative, or neutral trends	Finalize development of Line of Effort metrics and implementation structure	On Track	N/A

FY 2022 PERFORMANCE PROGRESS UPDATE:

- The USD(A&S) Sustainment (S) Logistics & Materiel Readiness Strategic Plan identifies major goals, priorities, and aligns to four (4) core mission areas leveraging resources and optimizing logistics enterprise talent to deliver the vision of military operations empowered through logistics. This plan will be updated annually implementing and monitoring the outcomes of this plan and completed progress reviews.
- Identified authoritative data sources used by the Services and Agencies to develop current supply chain inputs and metrics and started continuous reporting of those items within Advana.
- Published the DoD's Enterprise Asset Visibility Strategy focused on standardization, automation and process innovation, and a new DoD Manual (DoDM) 4245.15, "Management of Diminishing Manufacturing and Material Shortages" supporting management of obsolete items and items experiencing a critical reduction in the manufacturing industrial base.
- Integrated the Maintenance and Availability Data Warehouse into Advana to enable Artificial Intelligence (AI) readiness goals IAW the National Security Commission on AI; ASD(S) partnered with ASD for Acquisition to build a Sustainment database that is linked with acquisition programs tracking critical sustainment metrics (Materiel/Operational Availability, Reliability, and Operating and Support [O&S] costs) for all in-service covered weapon systems in the same lexicon/terminology, supporting Acquisition and Sustainment IAPRs.
- Standardized the Department's weapon systems materiel availability reporting metrics, requirements, and procedure implementation of the business health metrics within the Logistics and Materiel Readiness Focus Area. Supply Chain Ops, Industrial Base, Installations, and Energy & Environment codify 80% of our Key Performance Indicator goals in Advana. OASD(S) issued direction to the Military Departments and Defense Agencies for the creation of a DoD-wide coordinated and prioritized sustainment capabilities gap list.

STRATEGIC OBJECTIVE 2.3 - FORTIFY AND PROTECT DOD INSTALLATIONS THROUGH ADAPTATION, MITIGATION, AND RESILIENCE. *LEAD: OUSD(A&S)*

STRATEGIC OBJECTIVE OVERVIEW:

Mission readiness relies on installation resilience. Threats from determined attackers — either cyber or kinetic — and climate risk must be tackled to ensure DoD can operate under contested or changing conditions, preserve operational capability, and enhance the natural and man-made systems essential to the Department's success. The OUSD(A&S) will expand installation assessments, exercises, and data sets to enhance decision-making, establish investment priorities, and improve business processes. These efforts will strengthen climate informed decision-making, increase the resilience of natural and built infrastructure, and enhance adaptation and resilience through collaboration. The OUSD(A&S) will also ensure the delivery of high quality, affordable DoD housing, to improve the quality of life for military personnel and their families.

STRATEGIC OBJECTIVE PROGRESS UPDATE:

The USD(A&S) has conducted Installation Energy Plans (IEPs) across the Department. Installations are being reported by Military Component and exceeded targets for FY 2022. Resilient energy designs are being implemented via microgrids and investment based on assessments are being implemented. The Department has conducted several energy back-up exercises, also known as Black Start across several DoD installations.

PERFORMANCE GOAL 2.3.1 - ENSURE INSTALLATION ENERGY RESILIENCE

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 2.3.1.1: Complete IEPs in CONUS/Alaska/Hawaii	37%	51%	N/A
PM 2.3.1.2: Begin planning and design for energy resilient micro-grids at mission assurance priority installations	5%	5% (4 of 87 installations)	N/A
PM 2.3.1.3: Conduct five (5) Black Start Exercises per Service per year (15 total)	15	15	N/A

FY 2022 PERFORMANCE PROGRESS UPDATE:

- The Department continues to ensure the use of structured, rigorous evaluations of critical energy requirements, risks, and mitigations by completing IEPs for all installations. IEPs drive a more integrated and systematic approach to energy management through informed energy planning and support a more holistic energy plan with input from all stakeholders. IEPs are intended to integrate installation- and higher-level strategic guidance, plans and policies into a practical roadmap that can guide an installation to improve the energy resilience posture of the critical missions that it supports.
- The ODASD(E&ER) tracks IEP completion quarterly for all DoD installations tracking Mission Assurance priority installations, "top-consumers" (installations in the top 75% of energy consumption). As of this report, 215 IEPs have been completed for installations in the CONUS, Hawaii, and Alaska, representing a 51% completion rate (exceeding the FY 2022 target of 37%), and for "top consumers" across the DoD, 55 (or 69%) of IEPs have been completed. As of FY 2022, 67 IEPs have been completed for Mission Assurance priority installations in CONUS, Hawaii, and Alaska, representing a 79% completion rate.
- Microgrids are a key component to installation energy resilience for the DoD. The Department updated policy regarding energy resilience metrics and continue to favor on-site generation with clean energy technologies. The Department is tackling its own carbon footprint as we close our installation energy resilience gaps.
- The DoD continues to invest in microgrid projects to improve our energy resilience posture in the event of disruptions from cyber-attacks or other events that impact the availability of energy from infrastructure that supports our installations. The OSD has placed an emphasis on prioritizing energy project investments, including microgrids, at installations on the Mission Assurance list of priority installations. Microgrid design adaptations at six (or 7%) of the installations on the Mission Assurance list, exceeding the goal for FY 2022.
- Black Start Exercises are installation energy exercises determine the ability of the backup systems to start independently, transfer the loads, and carry those loads until energy from off the installation is restored. In FY 2022 conducted 15 black start exercises at military installations to address energy resilience gaps and support critical missions.

PERFORMANCE GOAL 2.3.2 - MITIGATE ENVIRONMENTAL AND CLIMATE THREATS TO PAST, CURRENT, AND FUTURE INSTALLATIONS

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 2.3.2.1: Conduct climate assessments at mission assurance priority list (MAPL) installations	Complete assessment of approximately 5% of MAPL installations	Completed 15% (13 MAPL installations in FY 2022)	N/A
PM 2.3.2.2: Complete Per- and polyfluoroalkyl substances (PFAS) preliminary assessments/site inspections at 700 DoD installations and National Guard facilities	65%	53%	N/A

FY 2022 PERFORMANCE PROGRESS UPDATE:

- Using the 2022 DoD Climate Adaptation Plan Progress Report, the Department is actively integrating climate requirements into operations, planning, and business and decision-making processes. The ODASD(E&ER) is actively supporting the Defense Threat Reduction Agency (DTRA) to incorporate climate change outputs into All Hazard Threat Assessments for MAPLs. Over the course of FY 2022, the ODASD(E&ER) assisted in developing climate screening-level exposure assessments informed by the DoD Climate Assessment Tool (DCAT).
- Climate assessments were conducted at 13 MAPL installations at the request of DTRA. This represents 15% of the MAPL installations. ODASD(E&ER).
- The Department is committed to addressing our PFAS releases under the federal cleanup law, and protecting the health of our personnel, their families, and the communities in which we serve. The PFAS Task Force, established in 2019, provides strategic leadership and direction and ensure a coordinated, aggressive, and holistic approach to DoD-wide efforts to address PFAS. DoD is addressing it's PFAS releases under the Comprehensive Environmental Response Compensation and Liability Act (CERCLA) and performing or has completed Preliminary Assessments/Site Inspections (or PA/SIs) at 705 installations where DoD may have used or released PFAS. Of those, we have completed over half as of September 30, 2022, but additional work will be necessary at some locations based on EPA's updated regional screening values. This could affect DoD's progress to meet the established target. As of the end of September, DoD was performing remedial investigations (RI) that address PFAS at 251 installations. While the CERCLA process takes time, it allows for quick short-term actions, which DoD has used to address off-base drinking water with PFOS and PFOA, from DoD activities, above 70 parts per trillion at 53 installations. DoD has obligated $2.0B through FY2022 to conduct PFAS-related drinking water mitigation, investigations, and cleanup on its installations, as well as in nearby communities.

AGENCY PRIORITY GOAL 2.3.3 - REDUCE CLIMATE IMPACTS TO DOD INSTALLATIONS

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 2.3.3.1: % Major installations in DCAT	No Target for FY 2022; FY 2023 target is 100%	81%	N/A
PM 2.3.3.2: % Strategy complete and coordinated	No Target for FY 2022: FY 2024 target is 50%	N/A	N/A
PM 2.3.3.3: % Updates published	No Target for FY 2022; FY 2023 target is updating DoD Issuance (DoDI) 4165.70	N/A	N/A
PM 2.3.3.4: % Complete at major installations	No Target for FY 2022; FY 2024 target is 100%	N/A	N/A

FY 2022 PERFORMANCE PROGRESS UPDATE:

- The ODASD(E&ER) strengthened the DCAT by expanding screening-level climate exposure application to all major U.S. domestic installations and related sites to support comprehensive installation resilience planning. The locations within the tool increased from 157 to 1,932 in CONUS, Alaska, and Hawaii during FY 2022. Updated DCAT to include all major international installations and related sites.
- The ODASD(E&ER) has completed approximately 81% of this target and on track to reach 100% of all major installations in FY 2023.
- Installation Resilience Plans (IRP) ODASD(E&ER) is on track to complete 43 total (50%) of MAPL installation IRPs in FY 2024.
- The ODASD(E&ER) identified 14 issuances requiring updates and four (4) technical documents to guide installation climate resilience planning and implementation. The Office of the Assistant Secretary of Defense of Energy, Installations, and Environment (OASD(EI&E)) released Directive Type Memorandum 2022-003: Flood Hazard Area Management for DOD Installations, which reflects the recent re-establishment of the Federal Flood Risk Management Standards.
- Each IRP will include a baseline risk assessment performed to identify risks and threats to military installation resilience that exist at the time of the development of the plan, ODASD(E&ER) is on track to complete the 204 total target for FY 2023.

STRATEGIC OBJECTIVE 2.4 - ENHANCE CYBERSECURITY. *LEAD: DOD CIO*

STRATEGIC OBJECTIVE OVERVIEW:

The scope, pace, and sophistication of malicious cyberspace activity continues to rise globally. Growing dependence on the cyberspace domain for nearly every essential civilian and military function makes this an urgent issue that must be addressed. The DoD overmatch in conventional and strategic weaponry may be overcome through sophisticated attacks within cyberspace, supply chain exploitation across the acquisition and sustainment lifecycle, and intelligence operations targeting insiders with access. The Department must adopt a "Cyber First, Cyber Always" mindset and be prepared to defend DoD systems in a contested cyberspace. Every network, system, application and enterprise service must be secure by design, with cybersecurity managed throughout the acquisition lifecycle. The Department will maintain system confidentiality, integrity, and availability by defending against avenues of attack used by sophisticated adversaries and with a highly trained and motivated workforce.

STRATEGIC OBJECTIVE PROGRESS UPDATE:

The DoD CIO has assisted DoD Services and Components in updating their manpower and personnel systems by configuring fields to allow for the assignment of Defense Cyber Workforce Framework (DCWF) work role codes and the assignment of those codes to personnel and billet records. This enables better tracking of the DoD cyberspace workforce (to include those engaged in cybersecurity operations) and gives DoD leadership more accurate data to inform decisions regarding cyberspace talent management and workforce needs. Updating enterprise systems of record can take a long time because of extensive coordination efforts and approvals needed in addition to issuing new business practices for assigning work role codes. DoD CIO continues to coordinate with the Services and Components as challenges arise.

PERFORMANCE GOAL 2.4.1 - DRIVE THE IMPLEMENTATION OF ZERO TRUST

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 2.4.1.1: Establish the Zero Trust Portfolio Management Office (ZT PfMO)	55%	100%	N/A

FY 2022 PERFORMANCE PROGRESS UPDATE:

The Zero Trust Portfolio Management Office (ZT PfMO) was established Q2 FY22 within DoD CIO. The ZT PfMO is the central authority within the DoD to issue Zero Trust (ZT) policy and guidance within DoD. The ZT PfMO's strategic policy and guidance is driven by federal laws and mandates from the Legislative and Executive Branches, including the following E.O. 14028, Executive Order on Improving the Nation's Cybersecurity, M-22-0, Moving the U.S. Government Toward Zero Trust Cybersecurity Principles, National Defense Authorization Act (NDAA) FY 2022 1511 and 1528.

The ZT PfMO is tasked with leading and coordinating ZT implementation activities across the Department. The ZT PfMO will provide enterprise level policy, guidance, and support to the DoD Components as they implement ZT plans in compliance with the DoD ZT strategy and ZT implementation roadmap. The ZT PfMO will support the Department's budgetary needs to achieve a successful ZT deployment. The ZT PfMO will champion continuing maturation of the DoD ZT RA and influence key technologies and capabilities required to deploy a fully operational ZT environment within the DoD Information Network (DoDIN).

During FY 2022, the ZT PfMO achieved the following tasks:

- Publicly released the DoD Zero Trust Reference Architecture (ZTRA) V2.0 and delivered the initial DoD plan to implement ZTRA in response to E.O. 14028, "Improving Nation's Cybersecurity".
- Received DoD CIO signature on the DoD ZT Strategy and Implementation Roadmap on October 27, 2022, and publicly released on November 22, 2022.
- Developed a curriculum to train the ZT workforce in ZT awareness, foundation, executive, and practitioner courses.
- Conducted the second DoD CIO ZT Architecture Data Call.
- Received funding for ZT from FY 2023 Program Objective Memorandum (POM).
- Held two (2) ZT technical exchange meetings with DoD and other federal agencies.
- Conducted meetings with Industry Experts on how and what ZT capabilities they provide to create a ZT architecture.

PERFORMANCE GOAL 2.4.2 - EXPAND AND ENHANCE OPPORTUNITIES TO RECRUIT, RETAIN, UPSKILL, AND DIVERSIFY OUR CYBER WORKFORCE

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 2.4.2.1: Complete the DoD-wide classification of cyber positions in accordance with the DoD Cyber Workforce Framework	Personnel Systems – Civilian (CIV) Positions = 100% Manpower System - CIV Positions = 80% Personnel Systems – Military (MIL) Positions = 40% Manpower System - MIL Positions = 50%	Personnel Systems - CIV Positions = 100% Manpower System - CIV Positions = 100% Personnel Systems - MIL Positions = 50% Manpower System - MIL Positions = 80%	N/A

FY 2022 PERFORMANCE PROGRESS UPDATE:

- Personnel and Manpower Systems – Civilian (CIV) Positions (100%)
- DCWF work role fields are configured and codes are assigned in service owned manpower systems and the Defense Civilian Personnel Data System (DCPDS). DCPDS is the authoritative civilian personnel system utilized by the entire Department of Defense (4th Estate and all Services).
- Personnel Systems – Military (MIL) Positions (50%)
- Navy and Marine Corps have configured their military personnel systems and coded their military billets. The Air Force has not configured or coded their personnel in their system. Army has configured their systems and has assigned work role codes to 15% of the personnel within their system. DoD CIO is working closely with both services on solutions by end of 2023.
- Manpower System – MIL Positions (80%)
- Air Force, Navy, and Marine Corps have coded their military billets in an appropriately configured manpower system. Army has appropriately configured its systems and has assigned work role codes to 15% of the positions in those systems. DoD CIO is working closely with the Army on solutions by end of 2023.

Identification of positions and assigning work role codes to CIV and MIL personnel is the responsibility of the services and 4th Estate and is a continuous effort.

Strategic Goal 2
Strengthen Resilience and Adaptability of Our Defense Ecosystem

STRATEGIC OBJECTIVE 2.5 - WORK IN PARTNERSHIP WITH OUR NATION, OUR ALLIES, AND OUR PARTNERS. *LEAD: OUSD(R&E)*

STRATEGIC OBJECTIVE OVERVIEW:

The OUSD(R&E) collaborates across a broad spectrum to maintain the United States' technical superiority. We partner with nations that are aligned with our principles to jointly develop and deploy technology. At home, we will leverage the advantages of a democratic society and seek to engage with the incredible diversity available in the United States.

STRATEGIC OBJECTIVE PROGRESS UPDATE:

The OUSD(R&E) made new partnerships and forged new relationships to ensure success of this strategic objective. In partnership with our Nation, our Allies, and Partners, the Office of Strategic Intelligence & Analysis (OSI&A) employed a rigorous, transparent, and repeatable methodology to characterizing our competitive advantage relative to strategic competitors within each CTA.

The OUSD(R&E) has leadership equities in longstanding S&T consortiums with our Allies and partners. Through these opportunities, USD(R&E) shared national expertise to advance the science, methodologies, and tools of horizon scanning and technology foresight to identify emerging technologies with national security implications and build a common understanding of the technology landscape of the future operating environment.

PERFORMANCE GOAL 2.5.1 - COLLABORATE WITH DIVERSE PARTNERS AND FOCUS EFFORTS ON ISSUES UNIQUE TO NATIONAL DEFENSE

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 2.5.1.1: Maximize the capabilities of FFRDCs and university affiliated research centers (UARCs) to address issues at the national level	Joint FFRDC/UARC special projects (Leap-Ahead hypersonic concepts)	Complete	N/A
PM 2.5.1.2: Leverage industry to maintain the Department's technological advantage	Incorporate commercial tech into at least one (1) military exercise	Complete	N/A
PM 2.5.1.3: Expand international outreach to strengthen our network of Allies and partners	Conduct high level engagement activities or exploratory discussions	Complete	N/A
PM 2.5.1.4: Partner with public sector institutions to increases partnerships with Historically Black Colleges and Universities (HBCUs) and other Minority Institutions (MIs)	Strengthen partnerships with HBCUs/MIs through the FY 2022 Multidisciplinary University Research Initiatives (MURI) topic solicitation. Services are requested to propose two (2) topics for partnering with HBCUs/MIs	Complete	N/A

FY 2022 PERFORMANCE PROGRESS UPDATE:

- The OUSD(R&E) completed 14 joint special studies with Federally Funded Research and Development Center (FFRDC) and university affiliated research center (UARC) Partners for the CTAs.
- The OUSD(R&E) has leadership equities in longstanding S&T consortiums with our partners and Allies. The USD(R&E) leverages these opportunities to share expertise to cooperate and advance science, methodologies, tools, and technologies, including identifying emerging capabilities with national security implication, and building a shared technology landscape for the future operating environment. The US-UK Stocktake[4] is the primary S&T bilateral relationship between the United States and the United Kingdom. The Stocktake Principals focus to align strategic interests including technology protections. The Technical Cooperation Program (TTCP) is a five (5) nation defense strategy alignment and innovation cooperation including participation from Australia, Canada, New Zealand, the United Kingdom, and the United States.
- The OUSD(R&E) worked to create new and expand existing research partnerships with Historically Black Colleges and Universities (HBCUs) and Minority Serving Institutions (MSIs) through the HBCU/MI Program. Currently three (3) affiliated research centers at HBCUs, including Howard University, the University of the District of Columbia, and Morgan State University focusing projects related to AI and machine learning, 5G cellular networks, and chatbots. HBCU/MI Summer Research Program and STEM preparation programs are available to undergraduate and graduate students at MSIs focusing on underrepresented scientists and engineers to pursue a career within the DOD. New Centers of Excellence have been established to build capacity and enhance education opportunities. Office of the Secretary of Defense Manufacturing Technology (OSD ManTech) Education and Workforce Development in partnership with DoD Manufacturing Innovation Institutes (MIIs) continued their heritage of developing and implementing educational curricula to address issues identified by the community.

[4] *https://rt.cto.mil/*

STRATEGIC OBJECTIVE 2.6 - INCREASE THE RESILIENCY OF C3 CAPABILITIES. *LEAD: DOD CIO*

STRATEGIC OBJECTIVE OVERVIEW:

Command, control, and communications (C3) systems' capabilities support effective joint and multinational operations in support of the NDS. C3-enabling capabilities are comprised of information integration and decision-support services, systems, processes, and related communications transport infrastructure that enable the exercise of authority and direction over assigned and attached forces. These capabilities enable commanders and decision makers to rapidly evaluate, select, and execute effective courses of action to accomplish the mission. The FY 2023 objectives focus on ensuring resilient, accurate position, navigation, and timing (PNT) information and the ability to operate effectively in the electromagnetic spectrum.

STRATEGIC OBJECTIVE PROGRESS UPDATE:

FY 2022 target goals for M-code fielding on ground and munition were met.

FY 2023 target goals are expected to be met even with delays in completing M-code aviation and maritime receivers; however, continuing delays in making M-code capable Aviation certified Embedded GPS Inertial (EGI) boxes for aviation platform programs won't be available before FY 2024.

There are also concerns with delays in Operational Control Segment (OCX) delivery to accomplish a transition to operations by April 2023. Mitigating delays in availability aviation/maritime hardware and OCX delivery continues being a focus area in the PNT OC and PNT Executive Management Board.

In partnership with the National Spectrum Consortium (NSC), DoD established the Partnering to Advance Trusted and Holistic Spectrum Solutions (PATHSS) Task Group (TG). The goal is to identify the realm of the possible with regard to sharing solutions to inform policy and processes, and create a replicable approach for addressing future spectrum sharing scenarios. Sharing spectrum inherently increases resiliency in DoD's C3 systems by sustaining access to spectrum, providing spectrum optionality, and maintaining maneuverability within the spectrum. The PATHSS TG has 198 government and industry members and 76 companies, including representatives of the Federal Communications Commission, National Telecommunications and Information Administration, wireless carriers, technology developers, trade associations and academia. PATHSS-Classified (PATHSS-C) industry members include 45 NSC participants. This work is vectored toward what the DoD and industry can do collaboratively to create a win-win within high demand spectrum bands (3 GHz) to cohabitate in the same spectrum without causing unintentional interference.

PERFORMANCE GOAL 2.6.1 - FIELD MODERN POSITION, NAVIGATION, AND TIMING (PNT)

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 2.6.1.1: Fielding of Military GPS user equipment on lead platforms	U.S. Marine Corps (USMC) JLTV and U.S. Army Stryker Lead Platform Field User Evaluation Complete	The current status on the Military GPS user equipment fielding on lead platforms performance measure is: - Marines JLTV and Army Stryker-completed Q4 FY21 -Aviation and Maritime receiver card Technical Requirements Verification expected by April 2023	N/A
PM 2.6.1.2: Installation of Defense Regional Clocks (DRC)	Install/calibrate the remaining sites to complete initial operational capability (IOC) (93%)	Contract actions for installation of timing suites at the remaining sites has been completed. DISA has targeted the remaining DRCs for installation prior to the end of this calendar year, to reach 100% installed	N/A

FY 2022 PERFORMANCE PROGRESS UPDATE:

FY 2022 Target goals for M-code fielding on ground and munition weapon systems fielding requirements have been met.

- FY 2023 target goals are expected to be met by April 2023 even with delays in completing Military GPS User Equipment (MGUE) Increment 1 aviation and maritime receiver form factors; however, continuing delays in making M-code capable Aviation certified EGI boxes for aviation platform programs won't be available before FY 2024. Air Force B-2 lead platform is projected to complete Q2 FY24 and the Navy DDG lead platform is projected Q2 FY25.
- The current Operational Control Segment supports M-code Early Use. The GPS Control Segment OCX program is required for a full M-code capability. There are concerns with delays in Operational Control Segment (OCX) delivery along with delays in Tech Order and crew training required to accomplish a transition to operations by April 2023.
- Mitigating these delays continues being a focus area in the PNT OC and PNT EMB. The Deputy's Management Action Group (DMAG) vetted a Council recommendation to perform acquisition oversight on M-code modernization into the Service programs equipping the Joint Force. The availability of and integration risks and delays associated with the M-code receivers also places a further emphasis on moving forward with modular, open-source architectures (MOSAs) to provide resilient PNT capabilities. The PNT Enterprise OC and EMB are currently carefully examining option paths to field MGUE Increment 1 in aviation and maritime systems while also accelerating the MOSA strategy.

DRC modernization will continue with technical refresh and technology upgrades/modifications.

PERFORMANCE GOAL 2.6.2 - MODERNIZE AND BOLSTER TRANSPORT (SPACE AND TERRESTRIAL) AND DATA LINK CAPABILITIES

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 2.6.2.1: Programming/fielding DoD Satellite Communications (SATCOM) ground and user terminal capabilities aligned to the Space Force Space Data Transport future force design.	· Complete DoD SATCOM Terminal Reference Architecture · Publish Enterprise SATCOM Management and Control Implementation Plan (ESC-MC I-Plan) · Publish the SATCOM Gateway Optimization and Resiliency (GOaR) Study to identify ground segment modernization requirements · Provide ground and terminal baseline for the Narrowband Analysis of Alternatives (AoA) · Provide broadband/breadth SATCOM Terminal modernization capability programming guidance (CPG)	· SATCOM Terminal Reference Architecture approved by the Digital Modernization Infrastructure Executive Committee (DMI EXCOM) in June 2022 · ESC-MC I-Plan out for Principal-level signature as of 30 Sep 2022 · SATCOM GOaR Study signed/published in August 2022 · Narrowband Analysis of Alternatives (NB AoA) Ground segment baseline in progress · Draft CPG issued 27 September 2022	N/A

FY 2022 PERFORMANCE PROGRESS UPDATE:

The Terminal Reference Architecture is DoD's first architecture using model-based systems engineering; speeds the development of Satellite Communications (SATCOM) terminals and ensures compliance with standards.

The Enterprise SATCOM Management and Control (ESC-MC) I-Plan assigns actions to DoD Components/CCMDs to improve SATCOM situational awareness, data management, and automated resource allocation to enable fighting SATCOM as an enterprise.

The GOaR Study provided 17 initiatives to modernize and improve transport capability for the SATCOM ground segment both for existing systems and for the future force design; it was a key input to the CAPE-led Command and Control (C2) Focus Program Decision Memorandum (PDM) study.

The Narrowband Analysis of Alternatives (NB AoA) is pending kick-off as soon as CAPE releases the study guidance. This study will recommend future architecture/cost for narrowband SATCOM capabilities beyond the Mobile User Objective System.

The Terminal modernization Capability programing Guidance provides the Components 2025-2028 programming guidance for achieving initial operational capability (IOC) for a user terminal segment capable of consuming space-based data transport designed by the Space Force.

PERFORMANCE GOAL 2.6.3 - ENABLE SPECTRUM SHARING

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 2.6.3.1: Partner with industry and across the U.S. Government to ensure that future spectrum auctions focus on spectrum sharing	Create a collaborative forum whereby DoD, federal, and non-federal stakeholders can exchange sensitive and proprietary information regarding spectrum sharing in the 3.1-3.45 GHz band	100% Complete and on-going	N/A

FY 2022 PERFORMANCE PROGRESS UPDATE:

In May 2022, the Honorable John Sherman, DoD CIO, testified before the House Armed Services Committee that vacating the 3.1-3.45 GHz band for exclusive non-federal use is not possible without "significantly" impacting military missions. Moving incumbent military capabilities to other spectrum bands would take decades, at costs in the upper tens of billions of dollars. All Military Departments employ critical operational capabilities in this band, including air, land, and maritime-based combat radars.

In an unprecedented effort, in partnership with the NSC, the DoD established the PATHSS TG to foster trust among DoD, Federal, and non-federal stakeholders. As one (1) of the first PATHSS initiatives, the DoD leveraged the technical expertise of industry and academia to support its study of the 3.1-3.45 GHz band required by the Infrastructure Investment and Jobs Act (IIJA). DoD CIO is leading the 3.1-34.5 GHz study, also called Emerging Mid-Band Radar Spectrum Sharing (EMBRSS), to fulfill the legislative mandates of the IIJA and to identify feasible spectrum-sharing options that protect incumbent DoD missions in the band. PATHSS provides the forum required to develop a shared understanding of varying technology and policy needs amongst DoD, Federal, and non-federal stakeholders.

By sharing sensitive and proprietary information securely, defense and non-federal stakeholders can conceive of and build cases, design network architectures, and determine techniques to share valuable airwaves. The process provides the appropriate controls to allow representative across a range of non-federal stakeholders to access sensitive DoD information and for the DoD to gain insight into proprietary commercial strategies.

The PATHSS forum has created the shared awareness necessary for meaningful discussion and well-informed future business cases to ultimately advance the public interest. The PATHSS-C subgroup is designed for sharing classified information with companies of all sizes, as well as academia. Because many small companies and institutions do not maintain security clearances for their employees, the DoD worked to sponsor interim clearances to facilitate participation from a broader range of stakeholders. In PATHSS-C, the DoD is able to present information previously unavailable to non-federal stakeholders and create a more common understanding of de-confliction challenges. PATHSS developed several spectrum-sharing frameworks that are being analyzed by the DoD, and will be provided in the DoD's report to the Department of Commerce required by the IIJA. PATHSS consists of 198 members from across the Federal Government and 76 companies, including representatives of the Federal Communications Commission, National Telecommunications and Information Administration, wireless carriers, technology developers, trade associations, and academia. PATHSS-C non-federal members include 45 NSC participants. Members of the group represent a wide cross-section of wireless industry stakeholders interested in access to the band, including telecom service providers and equipment manufacturers; cable service providers; military equipment manufacturers; spectrum-dependent service providers; academia; and non-governmental organizations.

Since its inception in November 2021, PATHSS has convened on twelve occasions. In June 2022, the PATHSS Task Group proposed sharing use cases for consideration by DoD's 3.1-3.45 GHz study team. PATHSS collaboration will continue to provide technical input and subject matter expertise throughout the study.

Strategic Goal 3
Taking Care of Our People and Cultivating the Workforce We Need

STRATEGIC OBJECTIVE 3.1 - GROW OUR TALENT TO SHAPE AN APPROPRIATELY SKILLED, RESILIENT, AND FUTURE READY WORKFORCE. *LEAD: OUSD(P&R)*

STRATEGIC OBJECTIVE OVERVIEW:

The DoD Workforce: Military — Active, Reserve, and National Guard — and Civilian personnel are the foundation of the Department and constitute its most valued asset. As such, DoD personnel must have the full support of the Nation to ensure the DoD successfully accomplishes the foundational mission of defending the United States. That means DoD must have the right manpower and human capital resources in the right places, at the right time, at the right levels, and with the right skills to provide for the Nation's defense, while simultaneously being good stewards of taxpayers' dollars. Recruiting, developing, and retaining a highly skilled military and civilian workforce of diverse talent is essential for warfighting success. In complement with each other, the budget submission and the SMP are designed to strengthen our ability to achieve a Total Force reflective of the vast diversity and talents of our Nation, and ensure the Department is prepared to provide the forces needed to deter war and keep the Nation secure. We must invest in human capital initiatives to compete for, hire, develop, and retain highly skilled experts in the ever-changing talent acquisition landscape.

STRATEGIC OBJECTIVE PROGRESS UPDATE:

The DoD has assertively addressed recruiting challenges through increased use of Direct Hire Authorities (DHA) whenever possible for top, diverse talent in critical work roles. The DoD has seen improvement in its recruitment posture by actively engaging in outreach activities that expand the targeted talent pool to include candidates who might not have otherwise known about DoD employment opportunities. This active posture has been enhanced by the expansion of DoD civilian employment brand awareness and marketing efforts through social media and the Defense Civilian Careers (DCC) website. Results show that this marketing strategy helps to speed up recruitment activities, thereby positively reducing time-to-hire (TTH).

AGENCY PRIORITY GOAL 3.1.1 - IMPROVE RECRUITMENT AND RETENTION OF THE CIVILIAN WORKFORCE

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 3.1.1.1: PM 3.1.1.1: DoD DHA Hire Rate	100%	83%	N/A
PM 3.1.1.2: DoD Use of Hiring Assessments	100%	N/A	N/A
PM 3.1.1.3: DoD Hiring Manager Satisfaction Scores	75%	74%	N/A
PM 3.1.1.4: DoD Average Time-to-Hire (T2H)	67 Days	81 Days	N/A
PM 3.1.1.5: Office of Management and Budget-General Services Administration (OMB-GSA) Mission Support Satisfaction Results - Human Capital	Increase	4.65	N/A

Strategic Goal 3
Taking Care of Our People and Cultivating the Workforce We Need

FY 2022 PERFORMANCE PROGRESS UPDATE:

- The DoD's utilization of DHAs for hiring actions is increasing over time. In FY 2022 DHA usage accounted for 53 percent of hiring as compared to 27 percent in FY 2018. DHA hiring authorities have proven to be one (1) of the fastest recruitment sources for DoD Components (as well as Schedule A, disabled veteran and military spouse), as TTH for DHA actions are significantly less than compared to time-to-hire using traditional hiring authorities. Components continue to work hiring improvement action plans to improve progress on DHA and TTH.
- DHA use has also accelerated with institutionalizing virtual career fairs to outreach for top talent in critical work roles and positions such as Cyber, STEM, Engineering, Contracting, Medical and Public Health (specifically focused on sexual/workplace/family violence prevention).
- The Department continues to support opportunities to expand DHA utilization within its authority and where critical needs exists. Recent examples include:
- On September 30, 2022, the USD(P&R) signed an extension of the DHA for additional healthcare occupational series based on their continued designation as critical need occupations.
- On September 16, 2022, the USD(P&R) issued a memorandum to approve temporary direct hire authority for positions designated as DoD Prevention Workforce Positions. This DHA will facilitate the DoD's efforts to expeditiously recruit the required talent into this newly created workforce.
- The DoD is also pursuing increased utilization of hiring assessments to improve the quality of candidates for DoD positions. The DoD also recently procured a contract for the next several years (September 23, 2022-2025) to support Components in the development of an enterprise-level strategic framework. This framework will include guidance, tools and processes to assess and acquire top talent as well as defining and establishing required baseline metrics.
- To further complement work in skills-based hiring efforts, DoD launched a pilot to implement ePortfolio reviews as a candidate assessment tool for certain technical positions in keeping with section 247 of FY 2021 NDAA.
- Progress made on these actions, as well as other related efforts, contributes overall to DoD's steadiness in hiring manager satisfaction in the increased ranking for the Human Capital Office of Management and Budget-General Services Administration (OMB-GSA) Customer Satisfaction Survey (CSS). The CSS assesses satisfaction with the quality of support and solutions received by hiring managers from DoD's Human Capital functional staff during the last 12 months on a 7-point scale.

PERFORMANCE GOAL 3.1.2 - ENHANCE RECRUITMENT AND SUSTAINMENT OF THE TOTAL FORCE

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 3.1.2.1: % Military End Strength	+/- 3% of end strength authorized by NDAA	+/- 3%	+/- 1%

FY 2022 PERFORMANCE PROGRESS UPDATE:

All Active Components of the Services were within +/-3% with the exception of Army (-4%).

PERFORMANCE GOAL 3.1.3 - SHAPE TRAINING AND EDUCATION FOR EMERGING SKILLSETS

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 3.1.3.1: Governance of the DoD training and education enterprise	One (1) ASD or above-level governance forum	ASD Readiness & Director, JS co-signed Military Training Executive Steering Group charter, established on September 13, 2022	In 2021, training governance was accomplished through the GO/FO/SES-level Military Training Capabilities Group
PM 3.1.3.2: Tracking implementation of Joint Operational Training Infrastructure (JOTI) strategy goals and initiatives	Identify shortfalls in electronic warfare threat emulation in training. Identify shortfalls in live, synthetic, interoperable training capability - for 5th Gen aircraft. SecDef directs the creation of an action plan to address gaps in DoD's ability to operate in contested cyberspace	EW Study-In Progress 5th Gen aircraft--JITC funding identified in PBR 24	Initiated JOTI implementation after 2020 publication by identifying priority initiatives including EW, 5G, and air combat.
PM 3.1.3.3: Tracking implementation of Outcomes Based Military Education	Establish and codify policy, assigned responsibility and procedures for organizing, managing, and implementing military education programs	Completed - DoD published DoD Instruction 1322.35, Volume 1, "Military Education"	USD(P&R) drafted and coordinated the DoDI 1322.35, Vol. 1

FY 2022 PERFORMANCE PROGRESS UPDATE:

The purpose of the Military Training Executive Steering Group (MTESG) is to assist member organizations carrying out their respective areas of responsibilities. The MTESG's goal is to ensure the Department and its Components quickly develop and execute realistic, joint, interoperable, and multi-domain training capabilities to meet threats from peer and near-peer adversaries in a contested environment. As the Department of Defense's senior military training forum, and consistent with principal authorities, the MTESG meets to develop and make recommendations for Department leadership concerning DoD military training activities and Joint Operational Training Infrastructure (JOTI) Strategy implementation.

The MTESG accelerates progress on fielding joint training capabilities through recommendations to the DMAG for decisions regarding the allocation of resources and formulation of policy. All authorities reside with the individual MTESG member organizations in their assigned areas of responsibility within the Department. MTESG focus areas include live, virtual, and constructive environments; advanced air combat training; electromagnetic warfare and electromagnetic spectrum training; cyber and information operations training; training communications modernization; joint interoperability training; and training in a competitive space environment.

STRATEGIC OBJECTIVE 3.2 - BUILD A SAFE AND SUPPORTIVE ENVIRONMENT FOR THE TOTAL WORKFORCE. *LEAD: OUSD(P&R)*

STRATEGIC OBJECTIVE OVERVIEW:

The DoD will foster and further develop workplace environments that preserve and enhance dignity and respect for all DoD personnel through comprehensive efforts to: (1) enhance diversity, equity, inclusion, and accessibility (DEIA); (2) combat problematic behaviors such as sexual assault, harassment, discrimination, and extremism; and (3) ensure appropriate accountability of leaders to meet our high expectations.

The DoD must promote a culture that represents our core military and advances military readiness, through comprehensive actions that support DEIA and an environment free from extremist behavior. The evolving nature of combat and warfare requires that DoD capitalize on the strategic strength of the Nation — its dynamic diversity to effectively support current and future warfighting missions. Challenges in building a diverse workforce must be holistically addressed through strategic, systemic intervention and must support the DoD mission; global talent must be matched to global security challenges.

STRATEGIC OBJECTIVE PROGRESS UPDATE:

The DoD developed the DoD DEIA Strategic Plan for Fiscal Years 2022-2023, which outlines five (5) goals and 13 objectives for advancing DEIA in the workforce, removing barriers to DEIA in the workplace, and combating problematic behaviors. These goals and objectives seek to strengthen DEIA efforts and address areas of improvement that were identified via DoD-internal self-assessments. Broadly, the goals cover the four (4) DEIA pillars, focusing on organizational culture, equity, inclusivity, and accessibility.

The DoD DEIA Strategic Plan includes one (1) goal focused on workplace safety and harassment prevention and response: Develop Safe Workplace Framework. The intent of this goal is to foster and maintain a dignified and healthy workplace environment across DoD by minimizing risks to the physical, mental, and emotional well-being of the workforce. This goal and its associated objectives seek to build upon other DoD prevention and response efforts and to further synchronize and ensure a safe work environment across the Department.

In accordance with recommendations from the Independent Review Commission on Sexual Assault in the Military, DoD has made progress in improving data collection and reporting to better reflect the experiences of service members whose marginal identities may place them at higher risk for sexual harassment and sexual assault in the military.

In March 2022, only 12 of 28 Components had issued EEOC-compliant civilian anti-harassment policies to comply with GAO recommendations and EEOC requirements. On March 24, 2022, ODEI kicked off a partnership with EEOC to provide technical assistance to the remaining Components to address their non-compliant policies. As of the end of Calendar Year 2022, all Components have met EEOC-compliant civilian anti-harassment policies, which will provide efficient processes to the civilian workforce and leaders to combat problematic behaviors.

PERFORMANCE GOAL 3.2.1 - BUILD DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 3.2.1.1: Demographic Representation: DoD Workforce	For Individuals with Disabilities (IWD): 12% For Individuals with Targeted Disabilities (IWTD): 2% Otherwise, DoD does not set representation	IWD: 13% IWTD: 2.5%	IWD: 12.7% IWTD: 2.5%
PM 3.2.1.2: Demographic Representation: Accessions	Accession of underrepresented groups in DoD increased from previous year	Racial/Ethnic Minorities: 46.4% Women: 22.9%	Racial/Ethnic Minorities: 44.2% Women: 20%
PM 3.2.1.3: Demographic Representation: Promotion/Retention	Increasing promotion/retention of members of underrepresented populations from the previous year	Racial/Ethnic Minority Promotions: 43.4% Female Promotions: 19.1% Racial/Ethnic Minority Separations: 38.7% Female Separations: 21%	Racial/Ethnic Minority Promotions: 42.2% Female Promotions: 19.5% Racial/Ethnic Minority Separations: 40.5% Female Separations: 18.8%

FY 2022 PERFORMANCE PROGRESS UPDATE:

Data was pulled from the Disability Compliance Dashboard and Total Force Demographics Dashboard in Advana. The data in Advana represents data received from the Defense Manpower Data Center (DMDC) as provided by a monthly data refresh. There was a recent delay affecting data to DMDC, which has been resolved. To maintain standardization and uniformity with other reporting, Advana is the preferable method for retrieving DEIA data.

PERFORMANCE GOAL 3.2.2 - REDUCE SEXUAL ASSAULT, SELF-HARM, HARASSMENT, AND EXTREMISM ACROSS THE FORCE

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 3.2.2.1: Reduce climate factors that contribute to sexual assault, harassment, and extremism across the Force	Sustained reduction in the presence of sexually harassing and extremist behaviors	In FY 2021 8.4% of active duty (AD) women (approximately 19,300 service members) and 1.5% of AD men (approximately 16,600 service members)	No comparable survey conducted
PM 3.2.2.2: Increase lethal means safety safe storage behavior	Sustained increase in lethal means safety behavior	89% always keep firearm locked; 3 3% never keep firearm locked 69% never keep firearm loaded; 20% always keep firearm loaded 68% keep ammunition away from the firearm; 35% keep with firearm 83% would use a firearm safe if it were provided for a reduced rate 58% purchased the personal firearm at an off-installation firearm shop, 32% from a retailer, and 29% from an on-installation firearm shop	N/A

FY 2022 PERFORMANCE PROGRESS UPDATE:

Data are from the 2021 Workplace and Gender Relations Survey (2021 WGR) administered between December 2021 and March of 2022. The WGR surveys provide the DoD with generalizable statistics regarding sexual assault and sexual harassment in the military and climate factors that contribute to risk. Estimates for unwanted sexual contact could not be scientifically compared to prior years' results because of a change in metric. However, indicators of an unhealthy military climate trended upward in FY 2021 for active duty (AD) members. Compared to 2018, women and men were significantly more likely to experience workplace hostility, to perceive lower levels of responsibility for prevention and intervention, and to perceive their leaders as less committed to bystander intervention. In FY 2021, the estimated prevalence of gender discrimination also significantly increased for AD women but slightly decreased for men.

As reported in the FY 2021 Annual Report on Sexual Assault in the Military:

- In FY 2021, 8.4% of AD women (approximately 19,300 service members) and 1.5% of AD men (approximately 16,600 service members) indicated experiencing at least one (1) incident of unwanted sexual contact in the year prior to being surveyed. Statistical comparisons to prior years was not possible.
- In FY 2021, an estimated 29% of AD women (approximately 65,500 service members) and 7% of AD men (approximately 70,000 service members) experienced sexual harassment in the year prior to being surveyed. The estimate for women reflects a significant increase since 2018 (when an estimated 24% of women experienced past year sexual harassment). The estimate for men in 2021 was comparable to 2018.

CHANGED PERFORMANCE MEASURE:

The NDAA FY 2011, section 1062, prohibits the Department from issuing any requirement that collects or records any information related to the acquisition, possession, ownership, carrying, or other use of a privately-owned firearms and ammunition for service members or DoD civilians unless they are located on a military installation; or any other property that is owned or operated by the DoD. The Department has submitted a legislative proposal to lift this requirement and the Suicide Prevention and Response Independent Review Committee may include as one (1) of the recommendations. Due to the limitation of the law, P&R only has a small amount of data through the Quick Compass Survey of Active Duty Members (QCAM), which examined service member attitudes and behaviors around firearm storage, as well as beliefs about firearms and suicide risk in CY 2020. The QCAM was only offered to service members who live on-installation due to NDAA limitations; thus, this subset of results are not generalizable to the full military population. Based on this very limited one-time study with self-reported behavior from the QCAM, P&R found that:

- 10% of service members living on-installation reported having personal firearm(s) at their on-installation residence
- Average number of firearms: 2.42

STRATEGIC OBJECTIVE 3.3 - ADDRESS THE NEEDS OF FAMILIES. *LEAD: OUSD(P&R)*

STRATEGIC OBJECTIVE OVERVIEW:

The Department will keep faith with military members and their families by continuing to provide military family assistance through programs that include childcare, youth development and school liaisons, support for family members with special needs, relocation assistance, non-medical counseling, Morale, Warfare, and Recreation, and other military family support programs. The Department strives to build and sustain an agile system to support the resilience of members and families of the military community where they live and work.

STRATEGIC OBJECTIVE PROGRESS UPDATE:

The Department continues to address the critical requirement for childcare across the Force. The Department launched a rapid expansion effort of the My Childcare in Your Neighborhood- PLUS (MCCYN-PLUS) program increasing the pool of providers eligible to receive fee assistance on behalf of military families. Additionally, the Department increased the community-based fee assistance provider rate cap from $1,500 to $1,700 per child/per month. Furthermore, the Department is expanding the In-Home Childcare pilot to offer childcare fee assistance to service members who utilize in-home childcare providers (such as nannies) to additional locations throughout CONUS.

To address staffing shortages, the Department implemented a mandatory childcare fee discount for children of direct-care staff in military childcare programs. Additionally, the Department activated a task force in August 2022 to review and provide recommendations for modernizing the Child Development Program (CDP) staff pay grades, facility staffing standards, recruitment and retention initiatives, and employment transferability across all Services.

PERFORMANCE GOAL 3.3.1 - CHILDCARE

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 3.3.1.1: Unmet childcare need for installations identified as having the greatest unmet need	Decrease unmet childcare need by 0.5% from Q3 FY22 (Approximately 75 children). Contingent on continued recovery from COVID-19 pandemic and return to normal operations	Total unmet childcare need decreased by approximately 2% between Q4 FY21 and Q4 FY22	Total unmet childcare need decreased by approximately 12% in FY 2021
PM 3.3.1.2: Utilization rate of installation Child Development Centers identified as having the greatest unmet childcare need	78% Utilization Rate – Contingent on continued recovery from COVID-19 pandemic and return to normal operations	Utilization rate at end of Q4 FY22 was 64%	Utilization rate at the end of FY 2021 was 69%

FY 2022 PERFORMANCE PROGRESS UPDATE:

The Department is experiencing staffing shortfalls similar to the experience of local community childcare programs. Without sufficient staff, the Department cannot reduce unmet need.

PERFORMANCE GOAL 3.3.2 - IMPROVE CREDENTIALING OPPORTUNITIES FOR FAMILY MEMBERS

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 3.3.2.1: Military spouses are able to receive a license in a new state within 30 days with minimal paperwork accompanying the application	33 states (based upon Defense-State Liaison Office (DSLO) strategic plan for FY 2022))	33 states provide a military spouse an occupational license within 30 days with minimal paperwork	28 states provided a military spouse an occupational license within 30 days with minimal paperwork
PM 3.3.2.2: State has approved 50% of compacts in 2022, 50% of compacts in 2023, 50% of compacts in 2024, and 60% of compacts in 2025, and 70% of compacts in 2026	27 states approve four (4) or more compacts	29 states have passed four (4) or more occupational licensure compacts	20 states had passed four (4) or more occupational licensure compacts; however, over all 43 additional compacts were passed in 2021

FY 2022 PERFORMANCE PROGRESS UPDATE:

The Department continues to make progress in assisting military spouses with occupational licensure pathways to reduce time and costs. However, the metric and data suggest that those states that are compact favorable continue to adopt additional compacts and those that are compact resistant are not moving or are moving slowly toward the 50% metric. The compact resistant states require a dedication of additional resources to collect and perform a more sophisticated data analysis and resources to address union and political based opposition. The compacts are not specific to military personnel and apply to all licensed providers so in many cases the military support alone is not sufficient to combat organized opposition.

STRATEGIC OBJECTIVE 3.4 - MITIGATE COVID-19. *LEAD: OUSD(P&R)*

STRATEGIC OBJECTIVE OVERVIEW:

The Department has acted boldly and quickly to support the Federal Government's fight against the COVID-19 pandemic and will continue to work with domestic and international Partners to protect the Nation from potential novel and deadly viruses of the future.

STRATEGIC OBJECTIVE PROGRESS UPDATE:

Implementation of state-of-the-art public health measures (e.g., vaccinations, social distancing, and use of masks) has greatly reduced the incidence of COVID-19 in the Joint Force and the DoD workforce.

PERFORMANCE GOAL 3.4.1 - MAINTAIN FORCE READINESS IN THE FACE OF COVID-19 (SERVICE MEMBERS, RESERVE COMPONENTS, DOD CIVILIAN EMPLOYEES, CONTRACTORS)

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 3.4.1.1: Active Duty (AD) personnel vaccinated	AD – 100%	97.2% are fully vaccinated and 98.1% have at least one (1) dose	N/A
PM 3.4.1.2: All personnel types - absolute number and rate of vaccination	90%	95.3% are fully vaccinated 96.5% have at least one (1) dose	N/A

FY 2022 PERFORMANCE PROGRESS UPDATE:

The target for vaccination was nearly met and target for rate of vaccination for all personnel types was exceeded.

PERFORMANCE GOAL 3.4.2 - SET POLICY AND OBJECTIVES FOR IMPLEMENTING POST-COVID-19 LESSONS

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 3.4.2.1: % of lessons learned with implementation plan including required policy change (if necessary)	0%	0%	0%
PM 3.4.2.2: % of lessons learned with required policy issued, including measures of effectiveness	0%	0%	0%

FY 2022 PERFORMANCE PROGRESS UPDATE:

The COVID-19 After Action Report with lessons learned was received by the Office of the Assistant Secretary of Defense for Health Affairs (OASD(HA)) in December 2022. The ASD will determine how to proceed with validated recommendations from the report.

STRATEGIC OBJECTIVE 3.5 - INCREASE THE EFFECTIVENESS OF DEFENSE HEALTHCARE. *LEAD: OUSD(P&R)*

STRATEGIC OBJECTIVE OVERVIEW:

The integrated Military Health System (MHS) delivers world class, innovative healthcare for the Total Force and families at home and abroad. Enabled by a new Electronic Health Record (EHR), a global network of healthcare partner organizations, and more centralized management and administration of military hospitals and clinics, the MHS ensures that those in uniform are medically ready to provide the highest quality care anywhere, anytime, and improves the health of all those entrusted to our care.

STRATEGIC OBJECTIVE PROGRESS UPDATE:

The transition of Military Treatment Facilities to the authority, direction, and control of the Defense Health Agency is essentially complete. Satisfaction with healthcare is below targets; this may be related to transition of the system, implementation of the electronic health record, COVID-19, or a combination of several factors. As we achieve stability in operations and familiarity with the EHR we expect that patient satisfaction with healthcare will improve.

PERFORMANCE GOAL 3.5.1 - IMPLEMENT HEALTHCARE TRANSFORMATION EFFORTS

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 3.5.1.1: % of transformation milestones achieved on time for Initial Operating Capability (IOC) and Full Operating Capability (FOC)	65%	90% +	80%+
PM 3.5.1.2: Satisfaction with Healthcare (Health Care Survey of DoD Beneficiaries (HCSDB)/Consumer Assessment of Healthcare Providers and Systems (CAHPS) Surveys))	73%	66%	62%

FY 2022 PERFORMANCE PROGRESS UPDATE:

- Percent of transformation milestones achieved: The vast majority of 702 Milestones have been met. All of the milestones in the following lines of effort are closed out: 0) External Stakeholders, 1) Headquarters, 2) Direct Reporting Markets, 3) Small Market and Stand Alone Military Treatments Facility (MTF) Organization. The DHAR-E and DHAR-IP have been established. A few milestones remain in the RePPs process (as of October 18, 2022).
- Satisfaction with Healthcare: The DoD uses the methodology and exact question that is part of the Consumer Assessment of Healthcare Providers and Systems (CAHPS) Survey to enable comparison with a National Benchmark. Military Treatment Facilities score lower than the median score in the National Benchmark. The DASD Clinical Programs is leading an analysis of performance, which will result in an improvement plan for FY 2023.

PERFORMANCE GOAL 3.5.2 - IMPROVE ELECTRONIC HEALTH RECORDS

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 3.5.2.1: % of Military Treatment Facilities with MHS GENESIS	50%	67% Complete	37%
PM 3.5.2.2: (Interoperability) # of civilian facilities that automatically give data to MHS GENESIS	5%	67%	N/A

FY 2022 PERFORMANCE PROGRESS UPDATE:

- Currently 92 MTFs are complete with 127,000 provisioned MHS GENESIS Users and 5.1M of 9.6M Beneficiaries Served (as of September 22, 2022).
- Currently, the MHS has Health Information Exchange connections with approximately 67% of all US Hospitals; that number is anticipated to rise to ~95%+ of US healthcare systems once the Care quality network is onboarded sometime later this year (previously briefed out as projected for November 2022).

PERFORMANCE GOAL 3.5.3 - IMPROVE MENTAL HEALTH SERVICES

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 3.5.3.1: Self-Reported Mental Health (Health Care Survey of Department of Defense Beneficiaries (HCSDB))	91%	80%	N/A
PM 3.5.3.2: Health Care Effectiveness Data and Information Set (HEDIS) (7 day follow up after hospitalization)	64.5%	65%	76%

FY 2022 PERFORMANCE PROGRESS UPDATE:

- This item is from the Health Care Survey of DoD Beneficiaries. Self-reported Mental Health is a question from the Health Related Quality of Life Survey (percent who indicated "good, very good, or excellent" on the item "would you say that in general your mental or emotional health is excellent, very good, good, fair or poor?"). We have observed a significant decline in the subjective mental health of all DoD beneficiaries correlated with the COVID pandemic. We are now investigating opportunities to address issues and reverse this trend.
- Outpatient follow-up after mental health hospitalization provides an opportunity to assess a patient's transition to the home or work environment is supported and that gains made during hospitalization are not lost. This measure provides the MHS with mental health follow-up after hospitalization databased on the National Committee for Quality Assurance (NCQA) Health Care Effectiveness Data and Information Set's (HEDIS) nationally recognized methodology. We have exceeded the National Benchmark (median of health systems reporting HEDIS scores).

Strategic Goal 4
Address Institutional Management Priorities

STRATEGIC OBJECTIVE 4.1 - DELIVER EXCELLENT, EQUITABLE AND SECURE SERVICES AND CUSTOMER EXPERIENCES.
LEAD: OUSD(P&R)

STRATEGIC OBJECTIVE OVERVIEW:

Analyze and monitor personnel data and systems to identify vulnerabilities, decrease fraudulent activity, and improve our cybersecurity capabilities. Enhance our personnel data analytics capabilities to improve our outreach and recruitment efforts, more quickly respond to climate survey data, and focus the DoD's program and policy evaluation efforts.

STRATEGIC OBJECTIVE PROGRESS UPDATE:

As detailed in the performance progress update for each goal, several of the performance measures for this objective are meeting or exceeding targets. Where this is not the case, incremental improvements have been achieved and additional actions for FY 2023 are detailed in the below progress updates.

PERFORMANCE GOAL 4.1.1 - RATIONALIZE, MODERNIZE, AND ENHANCE SECURITY OF PERSONNEL-FOCUSED DATA AND SYSTEMS

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 4.1.1.1: # of fraud cases reported to DMDC Customer Contact Center	2650	833	2588
PM 4.1.1.2: # of security breaches	0	0	0
PM4.1.1.3: % Cybersecurity monitoring tools	95.5%	78.2%	50%

FY 2022 PERFORMANCE PROGRESS UPDATE:

- The result amount represents the number of callers that suspect potential fraud because they were locked out of their DS Logon (DSL) due to no fault of their own or noticed irregular or suspicious behavior on their accounts. The DMDC Customer Contact Center receives calls from DSL users and direct the cases to the VA or DSL team to research and determine if actual fraudulent activity has occurred. Some lock-outs are found to be users who have not been able to provide accurate Personally Identifiable Information or acted suspiciously when answering verification questions.
- DMDC Cyber is measuring the effectiveness of our cyber defense and respond activities for our environments by the number of security breaches and responses by the cyber incident response team. A large number would indicate that our cyber protections are weak and our environments would not sustain a low-moderate level cyber attack. A large number would also indicate an evaluation of cyber resources are needed. This is one (1) indicator of measurement for cybersecurity.
- Department of Defense Human Resources Activity (DHRA) is meeting the 89% coverage target for Host Based Security System (HBSS), Assured Compliance Assessment Solution (ACAS), and Tanium but is not meeting this target for logging (average for various log types is approximately 70%). This number is also adversely affected by non-persistent connectivity for Real-Time Automated Personnel Identification System Clients and DMDC Mobile Workstations. DHRA is working a get-well plan for applications hosted on dispersed networks that impacting DHRA's ability to deploy and implement enterprise cyber tools and controls.

PERFORMANCE GOAL 4.1.2 - ENHANCE EVIDENCE-BASED DECISION MAKING THROUGH ROBUST PERSONNEL ANALYTICS

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 4.1.2.1: Ad Recall	30%	N/A	30%
PM 4.1.2.2: Timeliness of results for unit commanders	95%	95%	95%
PM 4.1.2.3: Data Governance dataset processing	6	Daily Files - 8 hours avg. Monthly Files - 48 hours avg. Weighted avg. - 16 hours across all files	Daily Files - Unavailable Monthly Files – Unavailable Weighted average - 24 hours across all files
PM 4.1.2.4: Availability of survey/focus group results	95%	95%	95%

FY 2022 PERFORMANCE PROGRESS UPDATE:

- Based on data from October 2021 - September 2022, 47.32% of influencers recalled seeing a joint influencer advertisement in support of military recruiting. Q4 FY22 will not be available until January 2023.
- The system is running as designed and without interruption. DEOCS reports are available within the system for unit commanders within 72 hours after the survey closes.
- Approximately 80% of files are daily files and 20% are monthly files. The weighted average processing duration is:

  = (80% * 8 hours) + (20% * 48 hours)

  = (6.4 hours) + (9.6 hours)
- Survey and focus group results are being provided to policy offices and other DoD stakeholders as designed and without interruption.

STRATEGIC OBJECTIVE 4.2 - ESTABLISH CHIEF DIGITAL AND ARTIFICIAL INTELLIGENCE OFFICE TO ACCELERATE DEPARTMENT'S ADOPTION OF DATA, ANALYTICS, AND ARTIFICIAL INTELLIGENCE. *LEAD: CDAO*

STRATEGIC OBJECTIVE OVERVIEW:

The Chief Digital and Artificial Intelligence Officer (CDAO) will consolidate and merge several digital organizations in the 4th Estate and exert a leadership role in accelerating the Department's efforts to adopt data, analytics, and AI. This strategic objective codifies the Department's intent to establish a PSA for this task, consolidate relevant functions, and establish appropriate chartering directives.

STRATEGIC OBJECTIVE PROGRESS UPDATE:

The CDAO achieved full operational capability (FOC) on June 1, 2022.

PERFORMANCE GOAL 4.2.1 - CHARTERING DIRECTIVE FOR CDAO

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 4.2.1.1: Chartering Directive and governance structure for CDAO	Governance structure established	DepSecDef was briefed and approved the CDAO governance structure in May 2022	N/A

FY 2022 PERFORMANCE PROGRESS UPDATE:

As the lead-up to FOC unfolded, CDAO staff began working with the Director of Administration and Management (DA&M) to draft a Chartering Directive that would formally establish the CDAO's roles and responsibilities as well as relationships with DoD Components. CDAO staff have been informally coordinating with staff from other Components to ensure that the relationships between them are described accurately and written in a way that promotes effective partnerships and accelerates necessary modernization activities. These discussions are meant to make the formal coordination process proceed in a more timely and collaborative manner, leading to DepSecDef's signature soon after coordination is complete. While an unsigned charter does not preclude the CDAO from carrying out its mission, the document will provide clarifying guidance on key authorities and responsibilities related to data, analytics, and AI, in an effort to steer the Department toward a modernization-focused posture.

CHANGED PERFORMANCE MEASURE:

The CDAO is in the process of changing Performance Goals and Measures to reflect measurement of accelerating the adoption of data, analytics, and AI in the Department.

STRATEGIC OBJECTIVE 4.3 - OPTIMIZE BUDGET TO EXECUTION. *LEAD: OUSD(C)*

STRATEGIC OBJECTIVE OVERVIEW:

Working with Congress, improve the steps to budget and execute funds by reducing outdated regulations and policies, ensuring data integrity, increasing automation, and streamlining our standard system capabilities, so financial managers have total funds visibility and can resource defense mission capabilities faster and with agility. Specifically – the DoD needs to be able to use every dollar budgeted in the best way possible to accomplish the national security mission.

STRATEGIC OBJECTIVE PROGRESS UPDATE:

The Department is making progress towards meeting its goal to have an emergency funding tracking capability fully implemented by the end of FY 2025. In FY 2022, decisions were solidified on the tools that would be leveraged to support this capability in Advana; as a result, 14% of the capability was developed and implemented.

PERFORMANCE GOAL 4.3.1 - INCREASE VISIBILITY INTO EXECUTION AGAINST DISASTER AND EMERGENCY RESPONSE FUNDING BY IMPLEMENTING A CAPABILITY TO TRACK RAPID RESPONSE

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 4.3.1.1: % Implementation of emergency funding tracking complete	50%	14%	N/A

FY 2022 PERFORMANCE PROGRESS UPDATE:

Decision change regarding the DoD's reporting tool to track 'contingency mission funding' affected the FY 2022 implementation rate. Subject to availability of resources, the DoD anticipates all future contingency missions will be reported through Advana by the end of FY 2025 and is on target to reach FY 2023's 50% goal.

STRATEGIC OBJECTIVE 4.4 - FOSTER A HIGH INTEGRITY FUNDS CONTROL ENVIRONMENT. *LEAD: OUSD(C)*

STRATEGIC OBJECTIVE OVERVIEW:

Using standard processes and compliant systems provide fiscal control over assets, including the dissemination of funds, the tracking of budget execution, and the realignment of funds. Specifically – we must track and report on where our money is spent to ensure that it is utilized correctly to meet the mission requirements. Advana is an essential lens to accomplish that.

STRATEGIC OBJECTIVE PROGRESS UPDATE:

In an effort to simplify and automate traditional PPBE operations, spend plans are now visible in Advana to ensure risk mitigation, controls, transparency, and oversight of our budget. This visibility allows real time management of resources and allows leadership to identify significant variances that may provide opportunities for resource realignment. In addition, the Defense-wide agencies completed on-boarding efforts to the Advana Spend Plan capability and subsequently submitted FY 2023 Continuing Resolution spend plans through the Advana Spend Plan Module.

PERFORMANCE GOAL 4.4.1 - INCREASE CONTROL OVER OUR ENACTED BUDGET EXECUTION BY DEVELOPING SPEND PLANS USING A STANDARD METHODOLOGY

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 4.4.1.1: Spend plan variance	+/-3%	0.35%	N/A
PM 4.4.1.2: % Reporting entities on boarded to Advana spend plan tool	0%	68%	N/A

FY 2022 PERFORMANCE PROGRESS UPDATE:

- In FY 2022, a goal was set that execution should align to spend plans within a 3% variance. Within Operations & Maintenance accounts, the DoD's overall execution was within 0.35% of spend plan expectations in August 2022.
- The DoD will continue to make progress in FY 2023 with all components' full utilization of Advana Spend Plan Module by year end.

STRATEGIC OBJECTIVE 4.5 - ACCELERATE THE PATH TO AN UNMODIFIED AUDIT OPINION. *LEAD: OUSD(C)*

STRATEGIC OBJECTIVE OVERVIEW:

Build workforce proficiency to correct problems and improve our financial results by mitigating material weaknesses and achieving an unmodified audit opinion through the pursuit of excellence in all financial execution activities. Specifically—we seek a lean, secure compliant operations and systems environment in which financial data and reporting integrity are the norm, providing confidence to Congress and the American taxpayers that we are using our resources appropriately.

STRATEGIC OBJECTIVE PROGRESS UPDATE:

Achieving the Department's audit goals will require the continued investment of resources and focus of senior Comptroller leadership in partnership with A&S and the DoD CIO. While there is much work remaining, and some of our most complex problems still lay before us, the audit has been a catalyst for business reform across the Department, resulting in greater financial integrity, increased transparency, and ultimately, a better-supported warfighter.

PERFORMANCE GOAL 4.5.1 - INCREASE THE NUMBER OF FAVORABLE (UNMODIFIED OR QUALIFIED) DOD FINANCIAL STATEMENT AUDIT OPINIONS

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 4.5.1.1: # of favorable (unmodified or qualified) financial statement audit opinions	11	10* Nine (9) clean (unmodified) and one (1) qualified (modified) opinions	10 Nine (9) clean (unmodified) and one (1) qualified (modified) opinions
PM 4.5.1.2: # of component Material Weaknesses (MWs) downgraded	7	4	6

**Final FY 2022 results are still pending. The 10 reported represents DoD's anticipated final result for FY 2022. See below for more information.*

FY 2022 PERFORMANCE PROGRESS UPDATE:

The fifth annual Department-wide financial statement audit resulted in a disclaimer of opinion, however significant progress was achieved. As of December 5, 2022, a total of eight (8) Components received favorable FY 2022 financial statement audit opinions, with seven (7) of those Components receiving unmodified opinions and one (1) receiving a qualified opinion. Opinions for the Office of Inspector General and the Defense Information Systems Agency Working Capital Fund are pending as this report is being drafted, however it is anticipated they will come in with favorable opinions, similar to opinions they received in FY 2021. The U.S. Marine Corps (USMC) two (2)-year audit cycle will be completed in November 2023 and will not be reporting this year. The remaining Components received disclaimers of opinion.

In FY 2022, DoD Components downgraded or closed an additional four (4) material weaknesses (MWs): 1) Air Force Working Capital Fund closed an Oversight and Minoring of Internal Control MW; 2) Defense Health Program closed a General Equipment MW; 3) National Security Agency closed a Financial Reporting MW; and 4) Navy General Fund downgraded a Environmental and Disposal Liabilities Property, Plant, and Equipment MW.

STRATEGIC OBJECTIVE 4.6 - OPTIMIZE A SECURE SYSTEMS ENVIRONMENT. *LEAD: OUSD(C)*

STRATEGIC OBJECTIVE OVERVIEW:

Business systems are critical enablers for the efficient, effective, and accountable execution of taxpayer dollars in support of the DoD mission. We will retire legacy systems and accelerate optimization of modern enterprise solutions by partnering across business processes and leveraging proven commercial and federal capabilities.

STRATEGIC OBJECTIVE PROGRESS UPDATE:

The DoD must simplify and secure our defense business system environment to achieve our auditability goals. As part of that effort, we are focused on reducing the number of systems in the environment and ensuring the systems that remain are compliant with critical financial management, internal control, and security requirements.

PERFORMANCE GOAL 4.6.1 - DECREASE THE NUMBER OF LEGACY, FINANCIAL STATEMENT AUDIT-RELEVANT BUSINESS SYSTEMS

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2022 RESULT	PRIOR YEAR RESULT
PM 4.6.1.1: # of legacy systems shut down	10	18	N/A

FY 2022 PERFORMANCE PROGRESS UPDATE:

The Department retired 18 audit-relevant relevant systems in FY 2022, while 1) developing an initial Enterprise Financial Management (FM) IT Roadmap and 2) conducting a FY 2022 system review focused on our more critical systems and assessing their degree of compliance with Federal Financial Management Improvement Act (FFMIA) and DoD's Standard Financial Information Structure (SFIS). The results of these efforts to date have resulted in greater visibility and management of the portfolio, allowed for smarter system investment decisions, and will set the foundation for continued system migrations and retirements. While there is still much work to be done in this area, the Department is on track to retire another 33 defense business systems in the next four (4) fiscal years.

A portion of the success in system retirements in FY 2022 was also due to efforts to improve portfolio data and ensure system owners completed all the necessary steps to formally 'retire' their system(s) in authoritative DoD data repositories.

FY 2022 Performance Progress Update

DEPARTMENT OF THE ARMY

The Army exists to fight and win our Nation's wars by providing CCMDs with trained and ready forces capable of dominating in the land domain as part of the Joint Force with Allies and partners. Today we are moving toward the Army of 2030, executing the largest transformation in the last 40 years placing ourselves on a more sustainable strategic path. This will ensure we maintain the capability, capacity, and credibility to deter adversaries, campaign effectively, respond to crises, and, if deterrence fails, to respond and win decisively.

To make sure we remain the dominant land force on the battlefields of 2030, the Army is adopting new operational concepts, reorganizing our forces, and developing new capabilities to maintain superiority over any future adversary. To continue to dominate the land domain, the Army of 2030 needs to do the following:

- See and sense more, farther, and more persistently at every echelon than our enemies
- Concentrate highly lethal, low signature combat forces rapidly from dispersed locations to overwhelm adversaries at a time and place of our choosing
- Deliver precise, longer-range fires as part of the Joint Force to strike deep targets and massing enemy forces
- Protect our forces from air, missile, and drone attacks
- Communicate rapidly and reliably and share data not just with ourselves, but with our sister Military Services, and coalition Partners
- Sustain the fight across contested terrain for both short, sharp operations as well as for protracted conflict

We are transforming our force structure and evolving how we fight to prepare for the challenge of large-scale combat operations, strengthen deterrence in the Indo-Pacific, and to be ready if deterrence fails.

After two (2) decades of counterinsurgency and counterterrorism operations in Iraq and Afghanistan, focused on brigade and below operations, the Army is shifting its organizational focus to larger formations more capable of integrating with our sister Military Services and with our Allies and partners around the globe. Our theater armies, corps, and divisions will gain the personnel, organizations, and equipment needed to disrupt and defeat peer adversaries on the future battlefield. These organizational investments will be multiplied by leveraging advances in data-analytics to improve the speed and accuracy of our leader decision-making.

As we make these organizational changes, the Army of 2030 must also equip its forces with new and different capabilities. We are working closely with industry to develop advanced equipment that incorporates cutting edge technologies. We are testing and experimenting with these new technologies – not by ourselves, but with our sister Military Services and industry Partners – during events like Project Convergence. For some of these capabilities, we are beginning low rates of initial production.

Our generational investments to prepare for the future fight are sustainable, maintaining readiness, and transforming at a pace informed by the available resources. This will require balance between the pace of modernization versus maintaining the ability to respond to crises, while taking care of our people.

Army paratroopers descend onto the Frida Drop Zone, Pordenone, Italy, Nov. 16, 2022.

DEPARTMENT OF THE NAVY

The Secretary of the Navy, Chief of Naval Operations (CNO) and Commandant of the Marine Corps (CMC) seamlessly integrate strategy, requirements, and resources to deliver world-class warfighting capability to the Navy-Marine Corps team. The CNO's Navigation Plan (NAVPLAN) 2022, derives the Navy's plan to build, maintain, train, and equip a dominant Naval force through strengthened strategic partnership, conflict deterrence, and if required, assistance in the nation's wars. The CNO's NAVPLAN 2022 is aligned to Secretary of the Navy Carlos Del Toro's Strategic Guidance, the 2022 NDS, and the SMP. The Marine Corps' Force Design 2030 to modernize the expeditionary posture of the Marine Corps, in conjunction with the CNO's NAVPLAN 2022, will expand the Department of the Navy's (DON) fleet capabilities for distributed maritime operations during an era of Great Power competition.

Secretary Del Toro's three (3) enduring priorities are:

- Maintaining maritime dominance in defense of our nation,
- Empowering our people, and
- Strengthening strategic partnerships.

Secretary of the Navy Carlos Del Toro takes a photo with Sailors on the flight deck of the Nimitz-class aircraft carrier USS Carl Vinson (CVN 70) in San Diego, May 4, 2022. Del Toro is visiting San Diego to meet with Sailors and Marines at various commands to include Carl Vinson, the amphibious assault ship USS Makin Island (LHD 8), Helicopter Sea Combat Squadron (HSC) 3, Helicopter Maritime Strike Squadron (HSM) 41 and Fleet Logistics Multi-Mission Squadron (VRM) 50.

DEPARTMENT OF THE AIR FORCE

In FY 2022, the Department of the Air Force (DAF) celebrated the 75th anniversary of the United States Air Force (USAF) and the 2nd anniversary of the United States Space Force (USSF). The Department of the Air Force's Guardians and Total Force Airmen execute the National Defense Strategy (NDS) to defend the homeland, deter strategic attacks and aggression, and ensure U.S. military advantage in air and space.

To ensure the DAF's alignment with the NDS, Secretary of the Air Force Frank Kendall implemented seven operational imperatives to ensure NDS alignment in DAF efforts to deter conflict, meet the pacing challenge, and project power against an acute threat. These operational imperatives included defining a resilient space order of battle, operationalizing the Advanced Battle Management System (ABMS) programs, acquiring ground and air moving target indication capabilities at scale, defining the Next Generation Air Dominance family of systems, providing resilient forward basing, defining the B-21 family of systems, and ensuring the DAF's ability to mobilize and transition to war against a peer competitor.

During FY 2022, seven (7) teams, co-led by operational and capability experts, identified operational gaps and solutions for each of these imperatives. These teams generated prioritized, cost-effective recommendations that formed the core of the DAF's FY 2024 Program Objective Memorandum (POM). Highlights include space data transport

> "The heart of our mission is to deter aggression. We don't want to fight wars—we want to prevent them— and the way you prevent conflicts is to convince the other side that you have the will to resist and the capability to defeat aggression."
>
> *Secretary of the Air Force Frank Kendall*

to connect the joint force; resilient, adaptable distributed air battle management capability; new tactical space sensing; an uncrewed collaborative combat aircraft; base hardening and support to agile combat operations; and more resilient cyber defenses. The operational imperatives represent a successful new model for analytically based capability development to drive DAF modernization to address the pacing challenge.

The seven operational imperatives are enduring but iterative and adaptable. Additional imperatives, including electronic warfare, cyber, and munitions—and others—might be added as the DAF continues to assess the capabilities it will need to deter or win a fight with a peer competitor. As the threat landscape changes, so must the capability development and investment strategy.

The successful implementation of the operational imperatives will require the DAF to partner closely with industry. Industry will have a critical role in finding solutions and compressing the often decades-long development timeline. The DAF will also coordinate closely with its allies and partners to ensure the capabilities delivered are interoperable. Finally, it will be the positive attitudes, drive, and commitment of the men and women serving as Airmen, Guardians, and civilians of the DAF who will enable the operational imperatives to manifest as warfighting capabilities and enable the DAF to keep pace with the challenges.

A B-21 Raider was unveiled during a ceremony in Palmdale, Calif., December 2, 2022. Designed to operate in tomorrow's high-end threat environment, the B-21 will play a critical role in ensuring America's enduring airpower capability.

OFFICE OF THE UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE & SECURITY (OUSD(I&S))

To advance the Department's priorities, the Defense Intelligence Enterprise (DIE) and Defense Intelligence Security Enterprise (DSE) have focused their efforts on various initiatives that are aimed to deliver an information and decision advantage over the pacing threat, to include maintaining a hedge against acute, persistent, and transboundary and transnational challenges; develop a skilled and diverse workforce; and strengthen and leverage intelligence links information-sharing with Allies and Partners.

Orchestrating enterprise-wide efforts to building mission-assured architectures, to include those of our intelligence and security Partners and Allies, constructing systems capable of processing large volumes of data in various environments, and ensuring the resiliency of our existing systems while modernizing future communication architectures requires coordinating and collaborating with a broad set of partners. Identifying and eliminating policy and technological barriers to allow for the development of interoperable systems, intelligence sharing, disrupting persistent threats, and enabling Allie and Partner capabilities will achieve a greater level of combined effects. The DIE and DSE continues to overcome these barriers and strives to stay ahead of increasingly persistent threats while shifting security, collection, and analytic posture toward the pacing challenges.

FY 2022 Achievements Aligned to SecDef Priorities

SECDEF PRIORITY ONE
DEFEND THE NATION

DEPARTMENT OF THE ARMY

Project Convergence (PC) establishes an experimental venue for the Services, CCMDs, and Allies to inform Joint warfighting methods and interoperability and address Combatant Command requirements. PC 2022 aimed to develop an integrated operational network architecture to achieve a baseline for Joint All Domain Command and Control (JADC2), including a Mission Partner Network, enabling a joint Common Operating Picture and integrated Fires Control Network. By design, PC allows joint and combined forces to incorporate concepts, technologies, and lessons from their service-specific experimentation such as the Navy's Project Overmatch and the Air Force's ABMS. Participants in this year's Project Convergence event included all Military Services, the United Kingdom, and Australia. Army hosted a combined joint board of directors comprised of three-star leads governs PC and approved six primary learning objectives for PC 22:

A U.S. Army Soldier assigned to the 82nd Airborne Division trains with the Integrated Vision Augmentation System (IVAS), October 14, 2022 during Project Convergence 22 (PC22) experimentation at Camp Talega, California. U.S. Army Photo by PVT Nolan Brewer

> "We will forge ahead building the Army of 2030 so that we are ready for the stark realities of the future battlefield, and we will look beyond 2030 to start preparing today for what lies ahead in 2040." – October 10, 2022, Association of the United States Army Annual Meeting
>
> *Secretary of the Army Christine Wormuth*

1. Establish an Integrated Air and Missile Defense network
2. Employ Combined Joint Force (CJF) to defeat anti-access and area denial defenses
3. Conduct deliberate joint and combined operations to achieve positions of relative advantage
4. Establish a resilient and responsive Mission Partner Network
5. Sustain joint forces through predictive logistics in distributed and contested environments
6. Determine authorities/policies required to fight cohesively as a CJF

PC 2022 centered on two (2) experimental pathways spanning multiple locations separated by thousands of miles to simulate the distances involved in large-scale combat operations and the complexities of distributed operations. The first pathway was conceptual – identifying how Joint and multinational forces operating in a Combined Joint Task Force could execute Joint warfighting methods. The second pathway was technical – demonstrating that joint forces and multinational Partners could connect their command, control, communications, computers, cyber, intelligence, surveillance, and reconnaissance and advanced technologies (C5ISRT). Analysis is ongoing as to whether

Australian Army Soldiers, assigned to the 2nd Health Battalion work with Health Assessment Lite Operations (HALO) software at Fort Irwin on October 30, 2022 during Project Convergence 22.

the sensor to processor to C2 node to shooter connections achieved a baseline JADC2 architecture that established an integrated Fire Control Network for offensive and defensive fires and Common Operating Picture as the combined Joint Task Force conducted all-domain operations in two (2) distinct scenarios.

In addition to the two (2) operational scenarios demonstrated, PC 2022 included a technology gateway event designed to integrate industry innovation with ongoing S&T investments. Assessments in PC 2022 focused on emerging technologies in four (4) areas: information advantage, joint fires, JADC2, and joint contested logistics. Technologies demonstrated promise of enhancing capabilities for joint operations leading to formal service-industry collaboration and further experimentation, research, applied technology development, and participation in the next PC joint exercise.

Underpinned by national military planning guidance, PC 2022 scenarios centered on peer adversaries. One (1) scenario replicated maritime challenges, employed an Integrated Fire Control Network for defensive and offensive fires, and required contested logistics in a distributed and maritime environment. The second scenario included operations in a land dominant environment based on Joint warfighting methods, massed effects across domains for a specific time and location to extend the Combined Joint Task Force operational reach deep into the threat's area of operations, while also testing sustainment across a distributed and highly contested area of operations.

PC 2022 experimented to capture network architectures and configurations to enable the codification of network requirements to inform JADC2. Digitally capturing the network architecture and configurations that proved successful (transport and application layers) along with the authorities to operate will be of great value to CCMDs. From a defensive oversight perspective, PC 2022 codified defensive cyber employment for both monitoring and protection.

As a joint and combined experimentation venue, PC explores how integrated capabilities across partners can be employed to achieve operational advantage. As such, PC provides a venue to consolidate and augment service-specific experimentation. It provides necessary risk reduction identifying capabilities required for technology acceleration, funding, and attention. Collaboration across PC and other elements in the DoD (Military Services, CCMDs, JS, and OSD) and our Allies and partners are critical to design, test, and deliver cutting-edge capabilities needed to overmatch peer adversaries.

DEPARTMENT OF THE NAVY

Maintaining maritime dominance in defense of our nation

The foundation of the Navy-Marine Corps team are the men and women who proudly serve the DON as its Sailors, Marines, and Civilians. Secretary Del Toro understands the challenges facing the Total Force and the opportunities DON leaders have to overcome them, posturing our service men and women for success in future conflicts.

1) Expand forward presence

The DON maintained a high-tempo of ship deployments around the world, including the Indo-Pacific (INDOPACOM) Area of Responsibility (AOR). The DON forward-deployed F-35B and F-35C Squadrons, which

> "Maximizing the Navy and Marine Corps maritime dominance in an era of strategic competition will define the Department's mission for the next several years. Our global economy, and the self-determination of free nations everywhere, especially in the Indo-Pacific, depends on sea power."
>
> *Secretary of the Navy Carlos Del Toro*

increased integrated deterrence and response capabilities. The Navy also finalized preparations for the first deployment of the USS Gerald R. Ford (CVN 78) in the Atlantic AOR with the U.S. 2nd Fleet and eight (8) participating nations, including 9,000 personnel, 20 ships, and 60 aircraft.

The Marine Corps (USMC) established the first Marine Littoral Regiment, a new unit designed to maneuver and persist inside a contested maritime environment with the primary mission of conducting sea denial operations. The USMC's investments into the CMC's Force Vision 2030 will deliver the capabilities and capacity needed to meet Secretary Austin's strategic objectives as outlined in the 2022 NDS, with a focus on distributed maritime and littoral operations in contested environments, with a particular focus on the INDOPACOM AOR.

2) Enhance warfighting readiness

The DON developed and fielded unmanned systems to reduce operational risk, mitigate threats, and create operational advantage. Platforms such as the Extra Large Unmanned Underwater Vehicle, Large Unmanned Surface Vessel, MQ-4C Triton, and MQ-25 Stingray support integrated deterrence and strengthen warfighting readiness. In addition to expanding the use of unmanned systems, the DON divested itself of legacy capability and capacity not aligned to the future threat and reallocated savings into warfighting investment priorities.

The USMC established the Marine Innovation Unit within the Reserve Component to complement the work of the Marine Corps Warfighting Laboratory by accelerating advanced technology development, integrating research in multiple advanced disciplines into force design and related efforts.

The U.S. Navy's only forward-deployed aircraft carrier, USS Ronald Reagan (CVN 76), and Republic of Korea (ROK) Navy ships ROKS Munmu the Great (DDH 976) and ROKS Gangwon (FFG 815) steam in formation in waters east of the Korean Peninsula. The Ronald Reagan Carrier Strike Group (CSG) is participating with the ROK Navy in Maritime Counter Special Operations Exercise (MCSOFEX) to strengthen interoperability and training. The U.S. routinely conducts CSG operations in the waters around the ROK to exercise maritime maneuvers, strengthen the U.S.-ROK alliance, and improve regional security.

A Saildrone Explorer Devil Ray T-38 unmanned surface vessel, the littoral combat ship USS Sioux City (LCS 11) and the U.S. Coast Guard cutter USCGC Baranof (WPB 1318) are underway in the Arabian Gulf, June 26, 2022. U.S. naval forces regularly operate across the Middle East region to help ensure security and stability.

3) Innovate and modernize

With data quality as a driver, the DON continued to develop a scalable enterprise Governance, Risk, and Compliance (eGRC) technology platform in FY 2022. The eGRC tool streamlines the DON's integrated risk management (IRM) assessments and data calls and supports continual monitoring of the DON's strategic risk environment by making data, dashboards, and analytics readily available to governance bodies and decision makers.

In FY 2022, the DON developed its annual Risk Profile, which prioritized the most significant risks in achieving the DON's strategic objectives and assisted DON leaders in identifying appropriate mitigations for addressing significant risks and opportunities.

The DON continued investing in robotic process automation to automate DON financial operational tasks to enable staff to focus their energy and time on high-value analytical tasks. To date, 142 bots are deployed resulting in the redirection of approximately 100,000 annual labor hours to value-added analytics with more than 61 bots currently being developed. The DON also simplified its general ledger system by issuing updated guidance and successfully decommissioning two (2) legacy general ledger systems.

To better understand the DON's IT infrastructure, the DON utilized the Jupiter/Advana platform and its associated applications to transform the DON's ability to leverage quality data from across numerous business processes and systems to inform strategic decision making.

4) Combat climate change

The DON released a comprehensive climate strategy entitled "Climate Action 2030," which establishes a goal of net-zero greenhouse gas emissions by 2050, while becoming a more capable, agile, and lethal fighting force. To implement Climate Action 2030, the DON created a Climate Change Working Group, to actively engage organizations across the enterprise on climate change topics including the planning, programming, and budgeting impacts to public health, and energy and water resilience initiatives.

The DON also hosted a first-of-its-kind Climate Tabletop Exercise at Marine Barracks Washington to examine the impacts that climate change has on mission, readiness, and warfighting capacity.

DEPARTMENT OF THE AIR FORCE

The USAF and the USSF continue to enhance global security by amplifying deterrence and increasing the lethality of our joint and coalition forces, critical to integrated deterrence. The USAF participated in the ninth iteration of exercise Valiant Shield in the INDOPACOM theater, a biennial U.S. Joint Forces Field Training Exercise focused on integration between U.S. forces conducting joint operations at sea, in the air, on land, and in cyberspace. This biennial exercise operationalizes integrated deterrence with combined efforts across all warfighting domains and the spectrum of conflict with participation from Air Combat Command, Pacific Air Forces, Air National Guard, Air Force Reserve Command, U.S. Navy, U.S. Marine Corps, and private sector organizations. Valiant Shield provided a venue to test current and new technologies and platforms, including the successful landing and departure of an MQ-9 unmanned aerial vehicle and using current capabilities to make the MQ-9 agile and mission relevant by proving

> "Our Nation's nuclear deterrent force, two legs of which is operated by Airmen, has quietly provided a strategic security shield for decades. All that time, the Department of the Air Force has kept the watch; always vigilant and ready. The name Sentinel recognizes the mindset that thousands of Airmen, past and present, have brought to the deterrence mission, and will serve as a reminder for those who operate, secure, and maintain this system in the future about the discipline and responsibility their duty entails."
>
> *Secretary of the Air Force Frank Kendall*

the MQ-9's ability to fit into the Agile Combat Employment concept of employment in theater.

The USSF Guardians participated in Black Skies, an electromagnetic warfare exercise that trains the force in a realistic threat scenario. Black Skies is the first of a series of exercises that will build the readiness of operating in this new war-fighting domain and benefit the entire Department by giving us a more holistic view of the Joint Forces' readiness. All of this will help us effectively present integrated combat capability into space operations, intelligence and cyber all nested together.

The DAF's new weapon system, the Ground Based Strategic Deterrent named Sentinel, modernizes the intercontinental ballistic missile leg of the Nation's nuclear triad. The Sentinel will not just be a new missile, but a fully integrated launch, flight and infrastructure system with modern command and control features. It will backstop our Nation's integrated deterrence and provide the bedrock for a stable international order for our Allies and partners. The USSF aligned DoD narrowband, wideband, and protected satellite communications under control of the Service. The transfer from Army and Navy units to the USSF marks the first time all DoD military satellite communication functions have been consolidated under a single military service. Additionally, over 71

Notional image of a SBIRS Missile Warning Satellite built on the new, more resilient LM 2100 Combat Bus™ (illustration by Lockheed Martin)

launches were directly supported at the Eastern Range and Western Range, hastening the benefits of space-based capabilities for defense, civil, and commercial purposes.

In FY 2022, Space Operations Command accepted Space Based Infrared System (SBIRS) Geosynchronous satellite 5 as operationally capable and presented it to US Space Command for operational use. Since SBIRS GEO-5 launched in May 2021, experts from Space Systems Command and Space Operations Command's Delta 4 completed checks to ensure the nation's newest and most-capable missile warning satellite was ready to be added to the United States' missile warning and missile defense architecture. The addition of SBIRS GEO-5 to the fleet of spacecraft will improve the nation's missile warning, missile defense, battlespace awareness and technical intelligence capabilities.

The X-37B Orbital Test Vehicle-6 (OTV-6), USSF's unmanned, reusable spaceplane, successfully deorbited and landed at NASA's Kennedy Space Center Shuttle Landing Facility in November 2022. OTV-6

X-37B orbital test vehicle concludes sixth successful mission

expanded the number of experiments that can be hosted during a mission and highlights the Space Force's focus on collaboration in space exploration and expanding low-cost access to space for partners, within and outside of the DAF.

The USSF also established Space components at INDOPACOM, CENTCOM, and USFK.

Finally, the DAF published its first Climate Action Plan[5] in October 2022 to identify objectives and key results that ensure it maintains the ability to operate under a changing climate, preserves or improves mission capability, protects our assets and people, and contributes toward enhancing climate change mitigation.

[5] *https://www.safie.hq.af.mil/Programs/Climate/*

OFFICE OF THE UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE & SECURITY (OUSD(I&S))

Provide the Department with actionable information and decision advantage.

The OUSD(I&S) continues to posture the DIE and DSE to provide actionable information and data on the nation's strategic priorities. The DIE is continuously expanding its collection and analysis to deliver critical intelligence in support of a range of Defense operations and across all domains. As the DIE continues to operate in contested environments, it remains agile and operates at scale and speed across multiple domains and in a direct, deterrent engagement with pacing threats.

Hon. Ronald S. Moultrie and US EUCOM J2 Major General Brown speak at the NATO Military Intelligence Chiefs Conference – "US EUCOM is critical to leading & promoting security and stability not only in Europe, but globally."

In support of the DIE's expansion and implementation of cross-domain multi-intelligence collection, analysis, and dissemination solutions, the DIE and DSE continue to prepare, posture, and expand its intelligence support to ensure warfighters and Defense decision-makers have actionable information and a decision advantage over the nation's pacing threats. In order to face the challenges posed by pacing threats in the digital age, the USD(I&S) signed a digital transformation campaign plan, called Project Herald, to lower technological barriers to entry, work more closely with partners, bring AI capabilities at scale, and dynamically create capabilities to support the Joint Force through the delivery of a digital foundation. The OUSD(I&S) is examining the value of the legacy systems operating today to reduce duplication of effort across the community. Additionally, the OUSD(I&S) established the All-Domain Anomaly Resolution Office to synchronize efforts across the Department and with other USG agencies to detect, identify, and attribute objects in, on, or near military installations, operating areas, and other areas of interest. This includes anomalous, unidentified space, airborne, submerged, and trans-medium objects.

Finally, the OUSD(I&S), in coordination with the DoD Chief Information Office and Intelligence Community Chief Information Office, pursued efforts to transform existing information and technology services into enterprise offerings that form the digital foundation across the DIE. In FY 2022, a National Lab assessment of the Combat Support Agencies' Cloud Environments was initiated to support efforts to establish a Digital Foundation that will begin delivery in FY 2023.

Elevate security awareness and counterintelligence to the maximum extent across the Department.

The DIE and DSE continued to improve abilities to identify, deter, disrupt, and exploit persistent foreign intelligence and insider threats to the Department and the DIB by driving advancements in personnel vetting efforts and implementing mitigation measures to vulnerabilities. Additionally, the DSE enrolled all cleared DoD personnel (approximately 3.6M) in the Trusted Workforce initiative, to include full implementation of continuous vetting procedures. Furthermore, the DSE and the Office of Personnel Management (OPM) determined timelines and actions to achieve FOC of National Background Investigative System (NBIS) and to finalize the decommissioning of the disparate and legacy background investigation systems on OPM networks.

In FY 2022, the OUSD(I&S) led various efforts to ensure that the Department has a security framework to face the dynamic challenges in today's technologically driven environment. This past year, OUSD(I&S) led cross-OSD efforts to identify the need for the Department to designate a PSA for Law Enforcement to oversee and integrate DoD-wide LE activities. Additionally, formulated a comprehensive research strategy to reimagine polygraph and biometric technologies for credibility assessments. The strategy includes a study to examine the Department's current application of and objectives for the use of polygraph and biometrics. In addition to studying current applications, the OUSD(I&S) will work with the National Center for Credibility Assessment and other Department-stakeholders to evaluate application of credibility assessment tools during personnel vetting, insider threat mitigation and DIE vetting processes, with the objective of developing a model for testing and bringing online new technologies and applications to address capability gaps and drive process innovations and efficiencies.

SECDEF PRIORITY TWO

TAKE CARE OF OUR PEOPLE

DEPARTMENT OF THE ARMY

The Army People Strategy describes the mission and vision for how the Army will modernize its approach to acquire, develop, employ, and retain the diversity of Soldier and Civilian talent required in achieving Army readiness and remain the most lethal and capable land force in the world. In 2022, the Army People Strategy's implementation plans were aligned to support the Secretary of the Army's objectives to become a more data-driven Army. The alignment and approach built positive command climates, reduced harmful behaviors, and adapted the way we recruit and retain talent. By mid-September 2022, the Army people enterprise had started or completed 85% of the Army People Strategy's 398 milestones representing work from 91 people tasks that positively impacted the way the Army markets, recruits, trains/educates, credentials, employs, retains, and transitions Soldier and Civilian talent.

> "We are building a twenty-first century, data-driven personnel management system to transform how we develop and manage the talent that is the bedrock of our military advantage." – October 10, 2022, Association of the United States Army Annual Meeting
>
> *Secretary of the Army Christine Wormuth*

The Care for Soldiers, Civilians, and Families effort within the Military Implementation Plan focuses on programs and initiatives that improve quality of life, build positive command climates, reduce harmful behaviors, and delivers installations and services. The Competing for and Managing effort encompasses the four (4) core Army People Strategy lines of effort (Acquire, Develop, Employ, and Retain Talent).

A military spouse has her resume reviewed by a certified career counselor with Army Community Service Employment Readiness Program at the MilSpo Career Expo September 15. The job seekers came to the expo to connect with employers; have their resumes reviewed; get professional headshots for their online presence; and gain tips and tools from various breakout sessions - all designed to help them navigate the job search process.

We added a third effort to achieve institutionalizing Army Talent Management functions within the Army Staff, acknowledging the broad impact of talent management in the people space and incorporating various efforts to sustain ongoing initiatives into the future. Our last effort modernizes and sustains the Army Workforce and addresses specific strategic drivers in the people space, such as recruiting, training Arctic and Cyber warriors, and balancing the force structure for

> "We're in a war for talent right now, so I would say people are more important than ever. And when I talk about people, I don't talk about 'Soldiers First.' I talk about 'People First,' because they are what makes our Army the greatest army in the world." – October 12, 2022, Association of the United States Army Annual Meeting.
>
> *Chief of Staff of the Army General James McConville*

the future while also identifying the need for specific attention in people Science and Technology expenditures.

The Civilian Implementation Plan efforts focus on evolving Enterprise Talent Management Services, establishing and resourcing a comprehensive supervisor development and certification program, providing career opportunity paths to Civilians, and strengthening the culture of employee engagement. Our civilian plan introduces leveraging People Analytics, emphasizing the use of technology and data analytics to support talent management decisions. Leveraging technology and data as a cross-cutting objective will focus on the Army's human resources IT infrastructure and ensure a single, authoritative source of data for making talent management decisions.

DEPARTMENT OF THE NAVY

Empowering our People

From ensuring the DON meets its recruiting requirements for the Navy and Marine Corps, including its reserve force, to the recruitment and retention of its civilian workforce, Secretary Del Toro is fully committed to prioritizing the needs of the DON's Sailors, Marines, and Civilians.

Sailors man the rails during a sea and anchor evolution aboard the Arleigh Burke-class guided-missile destroyer USS Roosevelt (DDG 80) as the ship departs Naval Station Rota, September 27, 2022.

1) Eliminate harmful behaviors

In FY 2022, the DON renamed the Sexual Assault Prevention and Response Office to the Office of Force Resiliency (OFR). The change reflected the expanded role the DON took in the implementation and oversight of DON-wide sexual assault and harassment prevention and response efforts. In addition to its focus on sexual assault and harassment prevention and response, the OFR advocates for survivor-centered policies and promotes resilience and suicide prevention through its integrated programs, policies, leadership development, and oversight activities.

> "Our Nation is confronting increasing and more varied threats to national security. To remain the preeminent naval force in the world, the DON must make strategic investments in our naval education that develop our Sailors and Marines throughout their careers."
>
> *Secretary of the Navy Carlos Del Toro*

The DON also implemented impactful policy changes, including the creation of an Office of the Special Trial Counsel in the Navy and Marine Corps, improved sexual harassment investigations, and created the "Safe-to-Report" and "No Wrong Door" policies to ensure that victims and survivors are empowered and that they receive the right care.

2) Leverage Naval education as a critical warfighting enabler

The DON emphasized the need to prepare Sailors and Marines for the fight ahead by modernizing naval education institutions and establishing the U.S. Naval Community College (USNCC). The USNCC provides personnel with additional opportunities to obtain naval-relevant education that will enable them to be successful both in and out of uniform. Secretary Del Toro also established the Naval Education Task Force to review the Department's Naval University System.

Chief of Naval Operations Adm. Mike Gilday meets with Sailors during lunch at Naval Air Station Lemoore. Gilday traveled to Nevada and California, September 8-13, to meet and speak with Sailors and Navy leaders.

The DON launched the Advanced Education Voucher (AEV) program to support high performing AD Navy chiefs, senior chiefs, and master chiefs, by providing them with financial assistance to complete post-secondary, Navy-relevant master's degrees through off-duty education. For FY 2023, AEV participants will receive funds for tuition, books, and related fees for completion of their master's degree with funding limits set at a maximum of $20,000 per fiscal year for up to 24 months from the date of signing a letter of acceptance, with a total program cost capped at $40,000.

The DON executed the USMC's 21st Century Learning initiatives to change the training and education continuum to an information age model supporting a highly trained and educated force to build competitive advantages over strategic competitors.

3) Cultivate talent and teamwork

The DON demonstrated its ongoing commitment to advancing Diversity, Equity, and Inclusion (DEI) by developing two (2) innovative tools, the Underrepresentation Framework and DEI Maturity Model to examine underrepresentation and the efficacy of DEI capability, DON-wide.

> "Force readiness and resilience begin and end with our people."
>
> *Secretary of the Navy Carlos Del Toro*

As it matures, the DON DEI model will result in transformative and meaningful improvement to policy, talent management, operational capabilities, and culture.

The Navy's Recruiting Outreach and Diversity unit created an ambassador program consisting of 19 active-duty officers and reservists to build stronger relationships with students, faculty, administration, and alumni at HBCUs.

The USMC also transformed processes and systems that support the Marine Corps' Force Design 2030, creating a more resilient, agile, and innovative military/civilian team.

Under Secretary of the Navy Erik K. Raven, left, speaks with Chief Operations Specialist Doni Bridges aboard the amphibious assault ship USS Essex (LHD 2) during Los Angeles Fleet Week, May 24, 2022. Los Angeles Fleet Week is an opportunity for the American public to meet their Navy, Marine Corps and Coast Guard teams and experience America's sea services. During fleet week, service members participate in various community service events, showcase capabilities and equipment to the community, and enjoy the hospitality of Los Angeles and its surrounding areas.

4) Take care of our people

Secretary Del Toro led several initiatives in FY 2022 to improve the mental, emotional, and financial state of our service members and their families.

First, in the DON's budget request to Congress, the DON included a 4.6 percent increase in pay to help meet the needs of its Sailors, Marines, and their families.

The DON enhanced training, education, and awareness efforts for Sailors and Marines to build critical resilience skills, support, and create pathways to proactively seek help, and have visibility to critical resources – including counseling and other support to mitigate stress and improve command climate.

The DON took additional action to prevent suicides by launching a suicide prevention campaign in FY 2022, comprising of 10 significant courses of action, each with monthly milestones running through September 2023.

The DON continued to address the challenges of affordability and availability of housing for service members through temporary increases in the Basic Allowance for Housing and extension of the Temporary Lodging Expense.

DON leaders continue to work within the Department on the important issue of hiring and retaining CDP staff, CDP staffing is critical to maximizing on-base childcare. For off-base childcare, the DON continued to collaborate with the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)) to expand Military Child Care in Your Neighborhood (MCCYN) and MCCYN-PLUS programs aligning military childcare standards to offer more quality childcare options for DON families. In FY 2022, the DON also increased secondary caregiver leave from 14 days to 21 days.

The DON made continued progress toward enterprise-wide standardization for the Exceptional Family Member Program (EFMP).

The DON also elevated the Naval Safety Center to the Naval Safety Command as part of the CNO's "Get Real, Get Better," campaign, with a focus on evaluating the safety management and performance of the Navy and Marine Corps.

DEPARTMENT OF THE AIR FORCE

The DAF continues to prioritize taking care of its people by building resiliency and readiness across the force. The Department is building a more equitable environment between active duty and reserve components with efforts such as implementing the Reserve Component Maternity Leave (RCML) policy based on authority from the MOMS Act. The RCML brings the Air Reserve Components (ARC) in line with active-duty policy by authorizing ARC members who give birth while in a part-time status the equivalent of allowing up to 90 days of paid maternity leave. The DAF continues to strengthen its diversity and inclusion efforts, leveraging innovation and immersive learning technology to develop and deploy the Leading Inclusively Virtual Experience (L.I.V.E.) Program. The program allows participants to gain an appreciation and understanding of others' lived experiences and identify personal blind spots that may result from their individual perspectives and perceptions. The course helps to create an inclusive culture where all Airmen and Guardians can serve as their authentic selves and foster a sense of belonging.

On April 12, 2022 at Louisiana State University of Shreveport, the Air Force Global Strike Command (AFGSC) hosted the 2022 AFGSC

> "I am excited about our culture of inclusion that embraces diversity within AFGSC– not just gender, ethnicity, or race ... also diversity of authenticity, thought, experience, knowledge and backgrounds. Through events like this, we celebrate our people – they are the foundation of every system, mission and sortie across our command." - 2022 AFGSC Women's Leadership Symposium.
>
> *General Anthony J. Cotton*
> *Air Force Global Strike Command and Commander*

Gen. Anthony Cotton, Air Force Global Strike Command commander, Under Secretary of the Air Force Gina Ortiz Jones pose for a picture with AFGSC command staff.

Women's Leadership Symposium. The event, which was held on April 12 -13, offered a hybrid format that allowed for more than 300 Airmen from across the Department to participate in the event. The symposium's mission was to promote a community of inclusion across AFGSC. Speakers highlighted the value of authenticity and encouraged leaders to enable all personnel to bring their authentic selves to the mission.

In addition, the DAF has published updated policy and procedures providing Sexual Assault Prevention and Response (SAPR) services to sexual harassment victims as well as Restricted Reporting, ahead of the OSD timeline. Additionally, military members who experience sexual harassment may choose to elect an Unrestricted or Restricted Report with the SAPR program to receive victim advocacy services, such as crisis intervention, safety assessments and counseling referrals, and may also file a separate Military equal Opportunity complaint process through the Equal Opportunity office.

The DAF Inspector General recently completed an investigation focused on areas where resources and investigations could be improved to

1st Lieutenant Jessica Thompson poses with classmates from her Officer Training School, during her graduation ceremony September 30, 2022.

establish trust with victims, particularly in the early stages of reporting and law enforcement investigations. Instilling confidence of Airmen, Guardians, and their dependents is critical to the efficacy of our prevention and accountability efforts.

There are important initiatives underway to further improve the DAF response to incidents of domestic violence, and all Airmen and Guardians are being encouraged to take advantage of and share widely the services currently available. The DAF is currently piloting co-location of support services for survivors of domestic violence, sexual assault, and sexual harassment at seven installations. The "Connect to Care" initiative is in direct response to our interpersonal violence report published last year, as well as recommendations by the Independent Review Commission on Sexual Assault in the Military. Initial feedback has been positive, demonstrating better experiences of survivors as they navigate their reporting options and support services.

Last year, as mandated by Congress, we also established the independent Office of Special Trial Counsel to exercise exclusive authority over the investigation and prosecution of covered offenses such as sexual assault, domestic violence, child abuse, and rape. The creation of this office aims to improve the investigation and prosecution of these crimes. The Office will reach full operating capability by December 2023.

Another milestone demonstrating the DAF's focus on people occurred on September 30, 2022, when the first USSF cyber officer was commissioned through Officer Training School's Direct Commission Program.

In FY 2022, the Direct Commission Program aims to accession top talent directly from industry with a focus on Space Force cyber needs. To fill this need, the USSF hosted the Cyber Constructive Service Credit (CSC) Board in May 2022, which called for applications from civilian cyber professionals to become Space Force cyber officers.

Now-1st Lieutenant Jessica Thompson was one of six cyber professionals offered a commission out of 358 CSC applicants. She was able to commission to a higher rank and grade through the CSC program based on her advanced cyber degree, skills and experience, which are considered critical by the USSF.

OFFICE OF THE UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE & SECURITY (OUSD(I&S))

Identify, Recruit, Train, and Retain Through Enhanced Mobility, a Workforce Capable of Supporting the Department's I&S Requirements.

The skills, requirements, processes, and demands of serving in the DIE and DSE are among the most stringent in the Department with almost all work and communications occurring within secure operating environments. In FY 2022, the DIE and DSE removed policy and process barriers, sought new partnerships, enabled new processes such as Trusted Workforce 2.0, and shaped organizational culture to advance the Department's efforts. This included driving critical improvements in DEI across the workforce. The DIE and DSE developed recruiting and training initiatives to better develop the knowledge, skills, adaptability, and resilience of the workforce; provide expanded career opportunities; and promoted an inclusive culture across the enterprises. The OUSD(I&S) strove to posture the workforce, across the

Hon. Ronald S. Moultrie enjoyed an informative discussion at Wallops Island to view countdown preparations for the RockSat-X 2022 launch with Mr. Dennis Andrucyk, Director, NASA Goddard Flight Center, Mr. Dave Pierce, Director NASA Wallops Facility, and Dr. Chris Scolese, Director National Reconnaissance Office, and over 50 brilliant students from six colleges and universities who had experiments on the rocket.

Defense intelligence and security enterprises, to meet mission priorities and future challenges.

Supporting the Department's workforce initiatives, the DIE and DSE created public-private partnerships with local high schools and universities focused attracting and recruiting specialized skills various competitive talent pools. This effort included the National Geospatial-Intelligence Agency collaborating with Hanis-Stowe State University to coordinate development of the next generation of STEM educators, and established a summer internship program that attracted more than 500 applicants for the 2023 summer program. And as part of enhancing partnerships in this effort, the OUSD(I&S), the Office of the Director of National Intelligence (ODNI) and the OPM, implemented a new Talent Acquisition Suite aimed to integrate the DoD and Intelligence Community (IC) talent pool, which enabled targeted outreach, enhanced tracking of applicants, and streamlined recruiting efforts. This included an "Industry Day" event to engage private industry on opportunities for partnership and talent exchange, as well as support in matching potential applicants to IC and DIE staffing opportunities.

With the focus of driving improvements in Diversity, Equity, and Inclusion throughout the Defense intelligence and security communities, the DIE and DSE engaged in various initiatives promoting an inclusive culture across the workforce. The National Air and Space Intelligence Center launched 'Courageous Conversations', a panel discussion series, focused on building trust and deepen unit cohesion and engage in meaningful dialogue on sensitive topics across the workforce. Additionally, the DIA hosted an IT accessibility symposium to discuss accessibility efforts, strategies, best practices, and recommendations for IT accessibility compliance across the enterprises. The OUSD(I&S) collaborated across the DIE and DSE to implement further improvements to provide information and decision advantage through new emerging technologies, partnerships, and a more competitive talent pool.

SECDEF PRIORITY THREE

SUCCEED THROUGH TEAMWORK

DEPARTMENT OF THE ARMY

The U.S. Army has led the Department of Defense's response to Russia's February 2022 unprovoked invasion of Ukraine with U.S. Army units in Europe deploying to four (4) nations along the North Atlantic Treaty Organization's (NATO's) eastern flank as an immediate response to Russian aggression. The Army established the V Corps Forward Command Post in Poland and announced the permanent stationing of additional units in Germany and Italy. Additionally, the Army rapidly deployed rotational forces to the Baltic countries to strengthen NATO's enhanced forward posture. President Biden announced these force posture changes at the end of the NATO Summit in Madrid in June, 2022.

The first of 2,000 Soldiers arrive in Europe following the Pentagon's announcement of additional forces moving from the United States to Europe in support of our NATO allies.

Polish soldiers assigned to the 21st Rifle Brigade and U.S. Paratroopers assigned to 3rd Brigade Combat Team, 82nd Airborne Division wait to load a CH-47 Chinook helicopter during a multi-national training event in Nowa Deba, Poland, February 25, 2022.

The U.S. Army has provided numerous systems to Ukraine through the Presidential Drawdown Authority to enable long range fires, mobility, and lethality. U.S. Army systems of record will provide long-term improvements to Ukraine's defensive capabilities. With the most recent Ukraine Security Assistance Initiative package, the U.S. Army will have committed approximately $4.1 billion in assistance through the delivery of High Mobility Artillery Rocket Systems (HIMARS), Guided Multiple Launch Rocket Systems, protected mobility systems, light and medium tactical vehicles, secure radios, and tactical equipment. Other equipment the U.S. Army has provided includes Stinger Missiles, Javelin Missiles, National Advanced Surface to Air Missile Systems (NASAMS), M777 Howitzers, 155 mm ammunition, AN/TPQ-36 counterbattery radars, Sentinel air defense radars, M113 armored personnel carriers, and Armored High Mobility Multipurpose Wheeled Vehicles (HMMWVs).

The U.S. Army has a total of five (5) Foreign Military Sales (FMS) cases with Ukraine totaling $215 million since FY 2020. The FY 2020 FMS cases were Javelin systems and Barret sniper rifles. FY

2021 FMS cases focused on small arms such as Daniel Defense MK18 rifles, M134 machine guns, and precision shoulder rocket launchers. In FY 2022, FMS focuses on MaxxPro mine-resistant armor protection vehicles, MaxxPro ambulance vehicles, M1117 Armored Security Vehicles, and various non-standard indirect fire munitions. The materials provided through the FMS cases and the Presidential drawdowns has given Ukraine a clear advantage in combatting Russia's aggression.

The U.S. Army has played a leading role in the U.S. Government's response to Russia's invasion of Ukraine. Through expanded U.S. Army force posture in Europe and the introduction of advanced weapon systems for Ukraine's employment on the battlefield, the U.S. Army has demonstrated the United States' commitment to preserving democracy in Europe.

DEPARTMENT OF THE NAVY

Strengthening strategic partnerships

Secretary Del Toro views maritime cooperation with Partner Navies as a key to countering aggression from competitors, preserving security, and protecting sea lanes for global economic prosperity. The Secretary also values the opportunity for the DON to build relationships internally amongst Navy and USMC stakeholders and to integrate partnerships among AD, reservists, civilians, for an effective Total Force.

> "Building the future capability we need to compete globally while taking care of our Sailors, Marines and military personnel requires a fully integrated Navy and Marine Corps team."
>
> *Secretary of the Navy Carlos Del Toro*

1) Build trust and collaboration

In FY 2022, the DON implemented IRM and is leveraging existing operational risk management initiatives to inform its IRM approach. These initiatives include:

- **Performance to Plan (P2P)** – a driver-based performance management approach using advanced analytics to support data-driven decision making by DON leaders.
- **Get Real, Get Better** – CNO-led initiative for DON leaders to consistently assess themselves and self-correct to create a culture of learning and continuous improvement.
- **NAVPLAN Implementation Framework (NIF)** – brings accountability, focus, and alignment to Navy efforts to accelerate warfighting advantage. The NIF consists of 18 objectives in four (4) areas: readiness, capabilities, capacity, and Sailors.
- **Learning to Action Board (L2AB)** – tests whether recommended actions and corrective measures remain in effect over time.

2) Modernize business systems to enhance performance and affordability

The DON continued its business systems modernization to achieve tangible savings, worked to become more effective and efficient in execution of affordable management of the Secretary's priorities, and maintained a culture that encourages innovation, solves problems, and achieves results to maximize warfighting readiness.

We continued to identify and assess redundant systems and applications to ensure decisions are made to sunset or rationalize unneeded, obsolete, unproductive, insecure, and un-auditable IT systems and applications are realized.

The Jupiter IT data enterprise and analytics platform was established to support the DON, and for conducting analyses of readiness, IT infrastructure, financial investments, acquisition platform testing, and performance management.

3) Strengthen alliances and partnerships

Secretary Del Toro advanced multiple initiatives to improve partner and ally lethality and interoperability through six international trips to Northeast Asia, Europe, Southeast Asia, and Oceania, and South and Central America. At home and abroad, he conducted more than

Chief of Naval Operations (CNO) Adm. Mike Gilday meets with Commandant of the Marine Corps Gen. David Berger and Royal Navy First Sea Lord and Chief of Naval Staff Adm. Sir Ben Key for a strategic dialogue at the Pentagon, October 20, 2022. During the dialogue the leaders discussed maritime strategies, warfighting concepts, and future force design.

55 engagements with Allies and Partners meeting approximately 200 senior foreign representatives.

The CNO met with international chiefs of navies from around the world, including the nations of Australia, Belgium, Chile, France, Germany, India, Indonesia, Israel, Italy, Japan, Netherlands, Romania, Spain, the United Kingdom, and Uruguay.

The DON also established an enhanced trilateral security partnership between Australia, the United Kingdom, and the U.S., to assist Australia with establishing a conventionally armed, nuclear powered submarine capability.

The Navy conducted trilateral carrier operations in the Mediterranean Sea between the USS Harry S. Truman Carrier Strike Group (CSG), French carrier Charles de Gaulle's Task Force 473, and Italian carrier Cavour. Command of the USS Harry S. Truman CSG passed from the Navy's 6th Fleet to NATO, marking a significant command and control event and projecting power at sea in the face of Russian aggression. The USMC made an historic deployment aboard the United Kingdom's HMS Queen Elizabeth to conduct F-35B Joint Strike Fighter operations. The Navy also operated alongside NATO Allies during exercise Baltic Operations (BALTOPS), demonstrating alliance resolve when faced with the unprovoked Russian invasion of Ukraine. 14 NATO Allies, two (2) NATO partner nations, Finland and Sweden, and more than 45 ships, 75 aircraft, and approximately 7,000 personnel participated in BALTOPS 22.

The Navy hosted a total of 26 nations during the 28th iteration of the Rim of the Pacific (RIMPAC) exercise in Hawaii, which focused on participating nations serving together as capable, adaptive partners. A total of 38 warships, three (3) submarines, more than 30 unmanned systems including four (4) unmanned Navy surface vessels (Nomad, Ranger, Sea Hawk, and Sea Hunter), approximately 170 aircraft, and more than 25,000 military personnel were involved.

An MV-22B Osprey tiltrotor aircraft from the "Flying Tigers" of Marine Medium Tiltrotor Squadron (VMM) 262, lands on the flight deck of the forward-deployed amphibious assault ship USS America (LHA 6), during flight operations in the East China Sea, September 17, 2022. America, lead ship of the America Amphibious Ready Group, is operating in the 7th Fleet area of operations to enhance interoperability with allies and partners and serve as a ready-response force to defend peace and stability in the Indo-Pacific region.

DEPARTMENT OF THE AIR FORCE

The DAF partnerships strengthen our ability to defend the nation and deter conventional and strategic conflict. The DAF continues to work with our partners to understand the environment, to find the threat, share information, and employ air power. The DAF has taken strides to enhance its partnerships with other Services, with academia, industry, as well as our allies and partner nations. The creation of the Inter-Pacific Air Forces Academy delivers professional military education and collaboration with more than 10 Allied and partner nations, sharing ideas, strengthening our relationships, and enhancing a free and open Indo-Pacific.

The USSF formalized its University Consortium, a network of universities and Technology Institutes to address the Service's most challenging problems. The USSF welcomed Howard University to its University Partnership Program during a virtual ceremony on April 11, 2022. The USSF, together with the Vice Chief of Space Operations (VCSO) General Thompson and Howard University Provost and Chief Academic Officer Dr. Anthony K. Wutoh, signed a memorandum of understanding from their respective locations at the Pentagon and the Howard University campus in Washington, D.C. Howard University is a producer of world-class science and engineering talent, particularly among the African American community. The DAF established a research partnership to create the first Historically Black Colleges and Universities (HBCU)-led University Affiliated Research Center (UARC) and the first DAF UARC. The USSF is joining academic institutions in building a network for a variety of strengths and opportunities.

In addition, the DAF concluded 20 International Armaments Cooperation agreements with 11 international partners, spanning 18 Research and Development technology areas. The Chief of Staff of the Air Force hosted the International Air Chief Conference bringing together 49 air chiefs from every continent except Antarctica. Two significant wargame series also supported the Department's efforts to join forces with its allies and partners. The first wargame series, Global Engagement 21, explored future operational challenges in defending Northern Europe in a game including key Allies plus Scandinavian partners. The exercise yielded key lessons about agile combat force employment, information sharing, and mutually supporting operations in that theater. The second wargame series, Plan Blue 22, executed by RAND Corp., brought together senior leaders from multiple Services and Allies in the Pacific, including Japan, to advance our air forces' thinking about strategic and operational partnerships and imperatives in the event of a future high-

> "The partnership opportunity we're announcing today will create a major contributor to the Space and Air Forces' rapidly advancing tactical autonomy program and it will strengthen collaboration between the Department of the Air Force and the outstanding talent in our nation's Historically Black Colleges and Universities."
>
> *Secretary of the Air Force Frank Kendall*

Air Force Chief of Staff Gen. CQ Brown, Jr., welcomed air chiefs from 49 air forces for a U.S. Air Force-hosted International Air Chiefs Conference in Washington, D.C. September 15-17, 2022.

Airmen from the 721st Aerial Port Squadron load a pallet of infant formula onto a C-17 Globemaster III at Ramstein AB, Germany, May 22, 2022, as part Operation Fly Formula.

end conflict. The DAF continues to strengthen its international space partnerships, including supporting both the SBIRS GEO-6 mission and the launch of SpaceX's South Korean lunar mission within 13 hours—a 2-in-24-hour feat not accomplished since 1955.

Finally, the DAF also partnered with other U.S. Government (USG) agencies to support the American people in FY 2022. On May 22, 2022, under the direction of President Biden and in coordination with U.S. Department of Agriculture and the Department of Health and Human Services, a USAF C-17 Globemaster III kicked off Operation Fly Formula. The flight from Ramstein Air Base to Indianapolis, Indiana contained 132 pallets of baby formula to help address the pandemic-related supply shortage in the U.S. The 78,000 pounds of infant formula provided nourishment to fill half a million baby bottles.

OFFICE OF THE UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE & SECURITY (OUSD(I&S))

Operationalize Defense Intelligence and Security Partnerships Across the Department, U.S. Government, Private Sector, Academia, and International Allies and Partners.

In FY 2022, the DIE and DSE continued efforts towards transforming and enhancing partnerships across the Department, U.S. Government, private sector, industry, and academia. This included exploring new partnerships, both international and commercial, and developed

A SpaceX Falcon 9 rocket carrying South Korea's Korea Pathfinder Lunar Orbiter spacecraft, also known as Danuri, launches from Cape Canaveral Space Force Station on August 4, 2022.

Honorable Ronald S. Moultrie attended the Defense Intelligence Board & the Allied Systems for Geospatial Intelligence Senior Management Council at Naval Postgraduate School Monterey to strengthen US long-standing partnerships with FVEY Nations & address areas of mutual interest.

defense intelligence and security partnerships with Allies and partners into dynamic policy and mission enablers, oriented around achieving shared outcomes. The Department has entered a new era of intelligence sharing. Operating models that are being adapted and improved to ensure collaborative initiatives across the DIE and DSE are helping reduce seams and enabling effective partnership campaigning. Implementation of governance processes helped align intelligence partnerships with strategic priorities. The DIE's expanded intelligence sharing with Allies and partners provided a more complete picture of opportunities and challenges facing the nation. Public-private partnerships, to include the defense research community-produced intellectual capital fuels continuous innovation for the Department.

In support of operationalizing partnerships across the DIE and DSE, the OUSD(I&S) has partnered with the OUSD(P&R) and the IC to elevate critical language skills that the nation needs to decipher and understand the intent of our nation's adversaries and provide the necessary indications and warnings allowing the Department's response to be effective and immediate. This strategic imperative seeks to enable the Department and partners to demonstrate the synergies and the force multiplying effects of integrated intelligence efforts.

To ensure partnerships are being leveraged and optimized to the fullest extent, the OUSD(I&S) continues to transform defense intelligence and security partnerships into a dynamic policy and mission enabler by demonstrating the synergies and the force multiplying effects of intelligence and security across the Department. In May 2022, the OUSD(I&S) oversaw and supported planning of an engagement strategy, through the I&S DIE Partnership Sync Board, to enhance the alignment of DIE partnership priorities to the NDS. Additionally, the OUSD(I&S) seeks to ensure that external relationships and partnerships with industry, academia, the private sector, the interagency, and Allies are horizontally aligned to deliver optimal effect for the Department and nation.

Appendix – Acronyms and Abbreviations

4ENO	4th Estate Network Optimization
AAF	Adaptive Acquisition Framework
ABMS	Advanced Battle Management System
ACAS	Assured Compliance Assessment Solution
ACAT	Acquisition Category
ACWA	Assembled Chemical Weapons Alternative
AD	Active Duty
Advana	Advancing Analytics
AEV	Advanced Education Voucher
AFFF	Aqueous Film Forming Foam
AFGSC	Air Force Global Strike Command
AI	Artificial Intelligence
AOR	Area of Responsibility
APFIT	Accelerate the Procurement and Fielding of Innovative Technologies
APG	Agency Priority Goal
APP	Annual Performance Plan
APR	Annual Performance Report
ARC	Air Reserve Components
Army PE	Army Program Element
ASD	Assistant Secretary of Defense
ASuW	Anti-Surface Warfare
ATSD	Assistant to the Secretary of Defense
AWG	Aero Shell Working Group
BAH	Basic Allowance for Housing
BALTOPS	Baltic Operations
BCI	Building Condition Index
BHM	Business Health Metrics
BPR	Biodefense Posture Review
C3	Command, Control, and Communications
C3LB	Command, Control, and Communications Leadership Board
C5ISRT	Command, Control, Communications, Computers, Cyber, Intelligence, Surveillance, Reconnaissance, and Targeting
C-C5ISRT	Counter-Command, Control, Communications, Computers, Cyber, Intelligence, Surveillance, Reconnaissance, and Targeting
CAHPS	Consumer Assessment of Healthcare Providers and Systems
CBDP	Chemical and Biodefense Portfolio
CCMD	Combatant Command
CDAO	Chief Digital and Artificial Intelligence Officer
CDP	Child Development Program
CERCLA	Comprehensive Environmental Response Compensation and Liability Act
CFE	Carbon Pollution-Free Electricity
CIV	Civilian
CJCS	Chairman of the Joint Chiefs of Staff
CLIP	Central Laboratory Investment Program
CMC	Commandant of the Marine Corps
CNO	Chief of Naval Operations
COCOM	Combatant Command
COMSATCOM	Commercial Satellite Command
CONLC3S	Council on the Oversight of the National Leadership Command, Control, and Communications System
CONUS	Continental United States
COO	Chief Operating Officer
CRADA	Cooperative Research and Development Agreements
CReATE	Code Repository and Tools Environment
CSG	Carrier Strike Group
CSS	Customer Satisfaction Survey
CTA	Critical Technology Area
CTD	Critical Time Dissemination
CTO	Chief Technology Officer
CWG	Climate Working Group
CY	Calendar Year

Cyber Ops	Cyber Operations
CYBERCOM	Cyber Command
DCAPE	Director, Cost Assessment and Program Evaluation
D,JAIC	Director, Joint Artificial Intelligence Center
DA&M	Director of Administration and Management
DAB	Defense Acquisition Board
DAFA	Defense Agencies and DoD Field Activities
DASD(RUE)	Deputy Assistant Secretary of Defense for Russia, Ukraine, and Eurasia
DAU	Defense Acquisition University
DBS	Defense Business System
DCAT	DoD Climate Assessment Tool
DCC	Defense Civilian Careers
DCOI	DoD Data Center Optimization Initiative
DCPDS	Defense Civilian Personnel Data System
DCWF	DoD Cyber Workforce Framework
DEI	Diversity, Equity, and Inclusion
DEIA	Diversity, Equity, Inclusion, and Accessibility
DepSecDef	Deputy Secretary of Defense
DevSecOps	Development, Security, and Operations
DHA	Direct Hire Authority
DHRA	Department of Defense Human Resources Activity
DHRB	Defense Human Resources Board
DIB	Defense Industrial Base
DIE	Defense Intelligence Enterprise
DISA	Defense Information Systems Agency
DISIC	Defense Intelligence and Security Integration Council
DITIP	DoD IT Investment Portal
DITPR	DoD Information Technology Portfolio Repository
DJ8	Director, Force Structure, Resources, and Assessment J8
DJS	Director, Joint Staff
DMAG	Deputy's Management Action Group
DMDC	Defense Manpower Data Center
DMI EXCOM	Digital Modernization Infrastructure Executive Committee
DoD	Department of Defense
DoD CIO	Chief Information Officer of the Department of Defense
DODD	Department of Defense Directive
DoDEA	Department of Defense Education Activity
DoDI	Department of Defense Instruction
DoDIN	Department of Defense Information Network
DoDM	Department of Defense Manual
DoDNET	Department of Defense Network
DON	Department of the Navy
DOT&E	Director of Operational Test and Evaluation
DRC	Defense Regional Clock
DSE	Defense Security Enterprise
DSL	DS-Logon
DSLO	Defense State Liaison Office
DSOC	Defense Safety Oversight Council
DSSG	Defense Strategy Steering Group
DTRA	Defense Threat Reduction Agency
DWC	Deputy's Workforce Council
E.O.	Executive Order
EFMP	Exceptional Family Member Program
EGI	Embedded GPS Inertial (?)
eGRC	enterprise Government, Risk, and Compliance
EHR	Electronic Health Record
EMBRSS	Emerging Mid-Band Radar Spectrum Sharing
eMH	enterprise Military Housing
ERMG	Executive Readiness Management Group
ESC-MC	Enterprise SATCOM Management and Control
ESTCP	Environmental Security Technology Certification
EVSE	Electric Vehicle Support Equipment
EW EXCOM	Electronic Warfare Executive Committee

FBwT	Fund Balance with Treasury
FFMIA	Federal Financial Management Improvement Act
FFRDC	Federally Funded Research and Development Center
FMS	Foreign Military Service
FOC	Full Operational Capability
FVEY	The Five Eyes Alliance
FYDP	Future Years Defense Program
GC DoD	General Counsel of the Department of Defense
GFMB	Global Force Management Board
GOaR	Gateway Optimization and Resiliency
GPEC	Global Posture Executive Committee
GPRA	Government Performance and Results Act of 1993
GPS	Global Positioning System
GRAM-S/M	GPS Receiver Application Module-Standard Electronic Module-E/ Modernized
GSA	General Services Administration
GSC	Global Service Center
GSD	Global Service Desk
HBCU	Historically Black Colleges and Universities
HBSS	Host Based Security System
HCSDB	Health Care Suvey of DoD Beneficiaries
HEDIS	Health Care Effectiveness Data and Information Set
HII	Hiring Improvement Initiative
HIMARS	High Mobility Artillery Rocket System
HMMWV	Armored High Mobility Multipurpose Wheeled Vehicles
HSI	Human Systems Integration
IaaS	Infrastructure-as-a-service
IAPR	Integrated Acquisition Portfolio Reviews
IBC	Industrial Base Council
IDA	Institute for Defense Analyses
IEP	Installation Energy Plan
IG DoD	Inspector General of the Department of Defense
IIJA	Infrastructure Investment and Jobs Act
INDOPACOM	Indo-Pacific Command
INDPACOM	Indo-Pacific
IOC	Initial Operational Capability
IRM	Integrated Risk Management
IRP	Installation Resilience Plan
IT	Information Technology
IWD	Individuals with Disabilities
IWTD	Individuals with Targeted Disabilities
J6	Command, Control, Communications, & Computers/Cyber
JADC2	Joint All-Domain Command and Control
JCS	Joint Chiefs of Staff
JOTI	Joint Operational Training Infrastructure
JS	Joint Staff
JS J6	Joint Staff, Command, Control, Communications, & Computers/ Cyber
L.I.V.E	Leading Inclusively Virtual Experience
Log IT	Logistics Information Technology
LUCI	Laboratory University Collaboration Initiative
MAPL	Mission Assurance Priority List
MAPS	Mounted Assured PNT System
MCCYN-PLUS	My Childcare in Your Neighborhood - PLUS
MCCYN	Military Care in Your Neighborhood
MDAP	Major Defense Acquisition Program
MEI	Military Education Institution
MGUE	Military GPS User Equipment
MHPI	Military Housing Privatization Initiative
MHS	Military Health System
MI	Minority Institutions
MII	Manufacturing Innovation Institute
MIL	Military
MLDC	Military Leadership Diversity Commission

MOMS	Mothers of Military Service Leave
MOSA	Modular Open Systems Approach
mRNA	messenger ribonucleic acid
MSI	Minority Serving Institution
MTA	Middle Tier of Acquisition
MTESG	Military Training Executive Steering Group
MTF	Military Treatment Facility
MURI	Multidisciplinary University Research Initiative
MW	Material Weakness
NASAMS	National Advanced Surface to Air Missile System
NATO	North Atlantic Treaty Organization
NAVPLAN	Navigation Plan
NBIS	National Background Investigative System
NBS	National Biodefense Strategy
NCQA	National Committee for Quality Assurance
NDAA	National Defense Authorization Act
NDS	National Defense Strategy
NIF	NAVPLAN Implementation Framework
NIPR	Non-classified Internet Protocol Router
NSC	National Spectrum Consortium
NWC	Nuclear Weapons Council
OCX	Operational Control Segment
ODASD(E&ER)	Office of the Deputy Assistant Secretary of Defense for Environment, Energy, and Resilience
OEM	Original Equipment Manufacturer
OFR	Office of Force Resiliency
OIB	Organic Industrial Base
OPM	Office of Personnel Management
OSD	Office of the Secretary of Defense
OSI&A	Office of Strategic Intelligence and Analysis
P2P	Performance-to-Plan
PA/SI	Preliminary Assessment/Site Inspection
PaaS	Platform-as-a-service
PATHSS	Partnering to Advance Trusted and Holistic Spectrum Solutions
PATHSS-C	Partnering to Advance Trusted and Holistic Spectrum Solutions - Classified
PATHSS-TG	Partnering to Advance Trusted and Holistic Spectrum Solutions Task Group
PC	Project Convergence
PDM	Program Decision Memorandum
PE	Program Element
PFAS	Polyfluoroalkyl Substances
PfM	Portfolio Management
PG	Performance Goal
PIO	Performance Improvement Officer
PMA	President's Management Agenda
PNT	Position, Navigation, and Timing
POM	Program Objective Memorandum
PPBE	Planning, Programming, Budgeting, and Execution
PRC	People's Republic of China
PSA	Principal Staff Assistant
QCAM	Quick Compass Survey of Active Duty Members
R&D	Research and Development
RCML	Reserve Component Maternity Leave
RDT&E	Research, Development, Test and Evaluation
REPI	Readiness and Environmental Protection Integration
RF	Radio Frequency
RIMPAC	Rim of the Pacific
RMG	Resource Management Group
RSMG	Russia Strategy Management Group
SA	Senior Advisor
SaaS	Software-as-a-service
SAPR	Sexual Assault Prevention and Response
SATCOM	Satellite Communications

SBIRS	Space-Based Infrared Systems
SCRWG	Supply Chain Resilience Working Group
SecDef	Secretary of Defense
SERDP	Strategic Environmental Research and Development Program
SES	Senior Executive Service
SFIS	Standard Financial Information Structure
SIPR	Secret Internet Protocol Router
SLC	Senior Leadership Council
SMP	Strategic Management Plan
SNAP-IT	Select and Native Programming Data Input Systems for IT
SO	Strategic Objective
SOF	Special Operations Forces
SOPOC	Special Operations Policy and Oversight Council
SP	Strategic Priority
SSIWS	SATCOM Synchronization and Integration Work Shop
SSP	Single Service Provider
STEM	Science, Technology, Engineering, and Mathematics
SWaP	Size, Weight, and Power
T&E	Test and Evaluation
T2H	Time-to-Hire
TCCP	Tactical Command and Control Procedures
TG	Task Group
THOR-ER	Tactical High-speed Offensive Ramjet for Extended Range
TTCP	The Technical Cooperation Program
TTH	Time-to-Hire (Check vs T2H)
UARC	University Affiliated Research Center
U.S.	United States
USAF	United States Air Force
U.S.C.	United States Code
USD	Under Secretary of Defense
USG	United States Government
USMC	United StatesMarine Corps
USNCC	United States Naval Community College
USSF	United States Space Force
VCJCS	Vice Chairman of the Joint Chiefs of Staff
VS22	Valiant Shield 2022
WMG	Workforce Management Group
ZEV	Zero-Emission Vehicle
ZT	Zero Trust
ZT PfMO	Zero Trust Portfolio Management Office
ZTRA	Zero Trust Reference Architecture

NOTES

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