



DoD Strategic Management Plan

Fiscal Years 2022-2026



The estimated cost of this report or study for the Department of Defense is approximately \$273,000 in Fiscal Years 2021 - 2022. This includes \$27,000 in expenses and \$246,000 in DoD labor.

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A Letter From the Deputy Secretary of Defense

I am pleased to present the Department of Defense (DoD) *Strategic Management Plan for Fiscal Years 2022 – 2026*. This Plan establishes accountability to measure our progress in realizing our National Defense Strategy. It also demonstrates to the President, Congress, and most importantly, the American people, the Department's commitment to transparency.

The United States faces a myriad of security challenges. Meeting the threats of today and tomorrow requires the Department to be innovative and agile. Through integrated deterrence, campaigning, and actions that build enduring advantage, the Department will help secure our nation's defense. Our resources will be matched to our strategy, ensuring our operational concepts and military capabilities meet warfighter needs.

As we look toward the future, the Department must accelerate change, secure the technology we need, and transform how we conduct business – transitioning from duplicative and outdated systems that are focused on yesterday into an agile and modernized enterprise to enable a lethal Joint Force. This Joint Force must be ready to deter and, if necessary, prevail in any future contingencies.

Fundamental to these efforts is accelerating our enterprise data edge. I remain committed to working with our leaders to ensure DoD data is visible, accessible, understandable, linked, trustworthy, interoperable, and secure.

And talent is the cornerstone of our drive to build enduring advantages. This Strategic Management Plan invests in you – our extraordinary military, civilian, and contractor workforce. I look forward to working together as we build an unparalleled Total Force for the United States.

*The Honorable Kathleen H. Hicks
Deputy Secretary of Defense*



Deputy Secretary of Defense Dr. Kathleen H. Hicks speaks to the National War College virtually from the Pentagon Press Briefing Room, Washington, D.C., March 19, 2021.



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The FY 2022 National Defense Strategy



An F-35A Lightning II and two F-16 Fighting Falcons, assigned to the 354th Fighter Wing from Eielson Air Force Base, Alaska, flies above the Joint Pacific Alaska Range Complex.

The *Fiscal Year (FY) 2022 National Defense Strategy (NDS)* articulates a vision and direction for the Department of Defense (DoD or Department) focused on addressing the national security imperatives of our time. For more than seven decades, American vision and leadership have been pillars of 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 confidence, creativity, and commitment that have 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 (NPR) and Missile Defense Review (MDR) in the NDS – ensuring tight linkages between our strategy and our resources.

Consistent with the President's Interim National Security Strategic Guidance, the classified 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 our democratic values.

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, including pandemics, are transforming the context in which the Department operates. We will adapt to these challenges, which increasingly place 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 Department will advance our goals through three primary ways: *Integrated deterrence, campaigning, and actions that build enduring advantages.*

- **Integrated deterrence** entails developing and combining our strengths to maximum effect, by working seamlessly across warfighting domains, theaters, the spectrum of conflict, other instruments of U.S. national power, and our unmatched network of Alliances and partnerships. Integrated deterrence is enabled by combat-credible forces and backstopped by a safe, secure, and effective nuclear deterrent.
- **Campaigning** will strengthen deterrence and enable us to gain advantages against the full range of competitors' coercive actions. The United States will operate forces, synchronize broader Department efforts, and align Department activities with other instruments of national power, to undermine acute forms of competitor coercion, complicate competitors' military preparations, and develop our own warfighting capabilities together with Allies and partners.

- **Building enduring advantages** for the future Joint Force involves undertaking reforms to accelerate force development, attaining the technology we need more quickly, and investing in the extraordinary people of the Department who remain our most valuable resource.

The Department will develop, design, and manage 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.

"The Department of Defense needs resources matched to strategy, strategy matched to policy, and policy matched to the will of the American people."

*The Honorable Lloyd J. Austin III, Secretary of Defense
Message to the Force, March 4, 2021*

The Navy submarine USS Nevada arrives at Naval Base Guam, January 15, 2022. The port visit demonstrates cooperation between the U.S. and its allies in the Indo-Pacific region.

The FY 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, inter-agency coordination, and array of private-sector and academic enterprises – that spur innovation and support the systems our military depends and relies on. This involves an innovative approach towards transforming the Joint Force through swift modernization and rapid adjustments to meet new strategic demands; establishing more resilient and agile support systems for the Department in the face of any and all threats; and cultivating the talents of our exceptional team by recruiting and retaining a workforce that possesses the skills, character, and diversity that our Nation needs in order to tackle today’s national security challenges.

The Department’s *Strategic Management Plan (SMP) for Fiscal Years 2022 – 2026* articulates the Secretary of Defense’s (SecDef) strategic priorities, consistent with the NDS, with an emphasis on priorities focused on building enduring advantages. The SMP, aligned to the NDS, meets statutory requirements pursuant 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, following the year a new President’s term commences.

In addition to releasing 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 links strategic goals and objectives from the SMP to performance goals, measures, targets, and milestones 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: SMP strategic goals, objectives and associated performance metrics’ implementation are monitored through an executive analytics dashboard in Advana, the Department’s authoritative enterprise data platform. The strategic objectives and performance goals presented herein are the result of a collaborative effort that involved numerous working group sessions with subject matter expert representatives from all Principal Staff Assistants (PSAs) in the Office of the Secretary of Defense (OSD), with oversight provided at the principal level through quarterly progress reviews in the Defense Business Council (DBC), a senior governance body that serves as the principal supporting tier of governance for vetting defense management and performance improvement issues and to support the implementation of the National Defense Strategy. These quarterly progress reviews have been presided by the Deputy Secretary of Defense (DepSecDef) since the onset of this collaborative process, when a special DBC session presided by the DepSecDef and attended by the Under Secretaries of Defense (USDs) and Military Departments (MILDEPs) was held to review the SMP strategic framework.

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

The President’s Management Agenda (PMA) sets forth the Administration’s top priorities for improving how the Federal Government operates. Through the PMA, cross-agency teams work



President Joe Biden, Secretary of Defense Lloyd J. Austin III, and Army Gen. Mark A. Milley, Chairman of the Joint Chiefs of Staff, render honors during the Memorial Day ceremony at Arlington National Cemetery, Arlington, Virginia, May 31, 2021.

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 PMAs for the Biden-Harris Administration will focus on advancing the following three core 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 to Build Back Better

As co-lead for core priority one (1), the DepSecDef leverages the Deputy's Workforce Council (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. In support of priority one (1), the Department co-leads the CAP goal of "Make Every Federal Job a Good Job," and offers its expertise to two additional CAP goals. The Department will contribute to additional CAP goal initiatives, as appropriate, as it continues to implement the Biden-Harris Administration's PMA and defines the remaining priorities.

In partnership with the Office of Management and Budget (OMB) and other federal departments and agencies, DoD contributes to CAP goals. Goal status and progress information is accessible via the OMB website (www.performance.gov).

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 *Future Years Defense Program (FYDP)*, a document which projects the forces, resources, and programs the Department will need to support mission achievement. Additionally, the Department has specific Agency Priority Goals (APGs), which are expected to be accomplished within two-years. These goals are

different than other performance goals under a strategic objective, because they are intended to highlight target 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 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 DoD-level APGs for FY 2022 – 2023, their respective lead, and associated strategic objective are listed in **Table 1**. Progress against these goals is updated quarterly and accessible via dedicated OMB (www.performance.gov) and DoD (<https://dam.defense.gov/Performance/>) websites.

STRATEGIC OBJECTIVE	AGENCY PRIORITY GOAL LEAD	AGENCY PRIORITY GOAL (FY22-23)
SO 2.1: Shape a 21st century defense industrial base	Under Secretary of Defense for Acquisition and Sustainment (USD(A&S))	Ensure Supply Chain Resilience
SO 2.3: Fortify and protect DoD installations through adaptation, mitigation, and resilience	Under Secretary of Defense for Acquisition and Sustainment (USD(A&S))	Reduce Climate Impacts to DoD Installations
SO 3.1: Grow our talent to shape an appropriately skilled, resilient and ready future workforce	Under Secretary of Defense for Personnel and Readiness (USD(P&R))	Improve Recruitment and Retention of the Civilian Workforce

Table 1. DoD Level Agency Priority Goals

Two F-16 Fighting Falcons participate in exercise aerial combat operations during Red Flag-Nellis 2202 at Nellis Air Force Base, Nevada, March 9, 2022.

Overview of the Department of Defense

MISSION STATEMENT

To provide the military forces needed to deter war and protect the Nation's security

The DoD's 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 and its allies.

The DoD is responsible for organizing, training, equipping, and employing the Nation's Armed Forces in support of the President's National Security Strategy. The SecDef's NDS establishes the priorities and strategic objectives to ensure an increasingly effective force that is ready, strong, resilient, and fully prepared to carry out assigned missions.

SCOPE, RESOURCES, AND FUNCTIONS

The Department is one 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 780,000 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 14,400 aircraft and over 290 Battle Force ships.

The scope of DoD's mission ranges from humanitarian assistance to nuclear deterrence and everything in between. From special operations and counter-terrorism to space operations; from urban combat to counter-mine warfare; from global positioning, navigation, and timing; 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 medical system with 65 major hospitals and over 800 clinics; an overseas dependent school system; a grocery chain; and four intelligence agencies. Most of DoD's separate components, 28 out of 43, 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, Pentagon administration, contract management, finance and accounting, commissaries, non-combat medical support, and many others.

Secretary of Defense Lloyd J. Austin III meets with Thai Prime Minister and Minister of Defense Prayut Chan-o-cha at the Pentagon, May 12, 2022.

ORGANIZATIONAL STRUCTURE

The 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 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** below provides an overview of the organizational structure of the DoD.

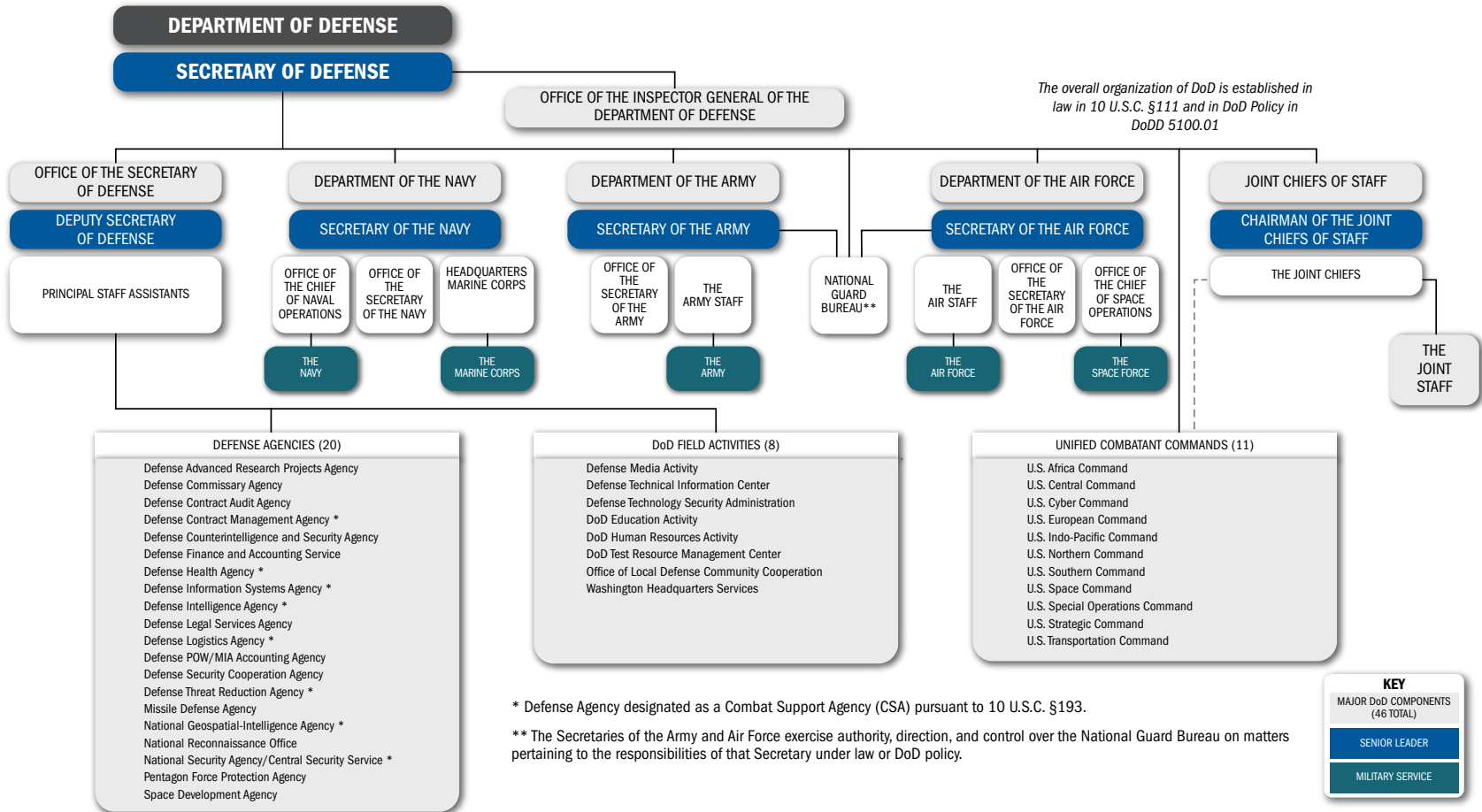


Figure 1. Department of Defense Organizational Structure

Office of the Secretary of Defense

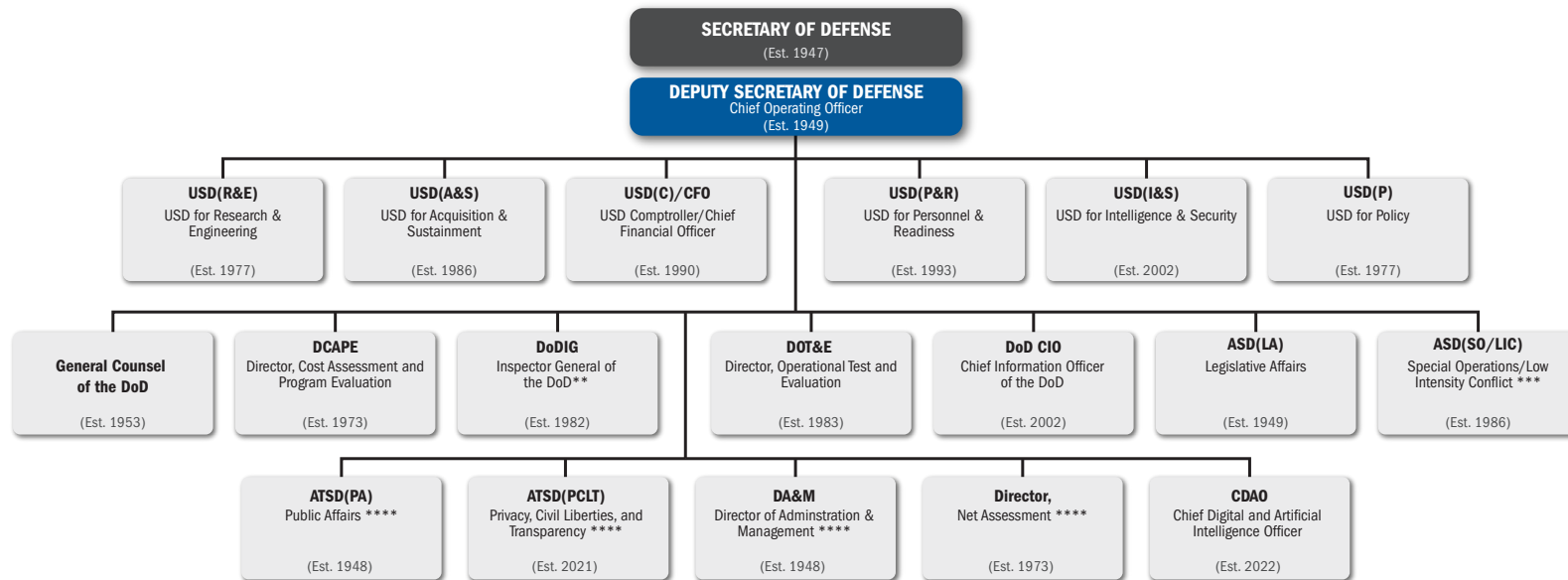
The OSD's function is to assist the SecDef in carrying out his duties and responsibilities as prescribed by law. The OSD is composed of:

- DepSecDef;
- USDs and Deputy USDs;
- General Counsel of the DoD;
- Director of Cost Assessment and Program Evaluation (DCAPE);
- Inspector General of the DoD (DoD IG);
- Director of 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 of Administration and Management (DA&M);
- Director of Net Assessment; and
- Other such offices and officials that may be established by law or the SecDef.

The OSD 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 structure of the OSD PSAs and the DAFAs they oversee.



* Dates reflect establishment of positions with roles that were essentially the same as they are today (even though the positions may not have previously been Presidential appointments with Senate confirmation).

** Although the DoDIG is statutorily part of OSD and for most purposes is under the general supervision of the SecDef, the Office of the DoDIG 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.

**** Unlike the other positions shown, the indicated positions are Senior Executive Service positions, rather than Presidential appointments with Senate confirmation.

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 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 (CSAs). Each of the 20 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, DoD Field Activities, and those agencies required by law.

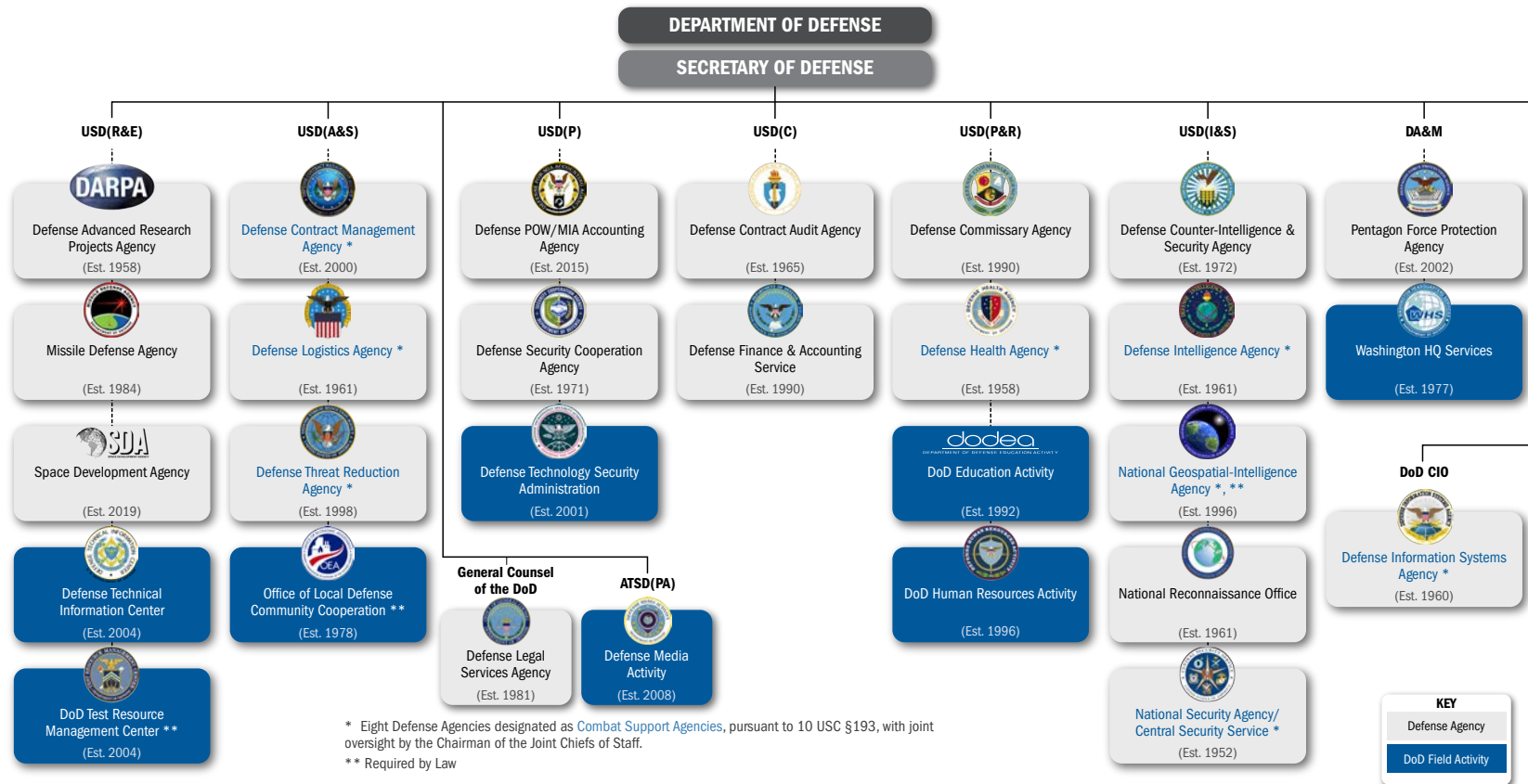


Figure 3. Defense Agencies and DoD Field Activities

DoD Governance

The DoD governance is codified in DoD Directive, 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.

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 **Secretary’s 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 MILDEPs, 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 **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.

The **Deputy’s Workforce Council (DWC)** 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.

Figure 4 (next page) provides an overview of the governance structure within the DoD that supports the senior leader decision support framework.



Secretary of Defense Lloyd J. Austin III speaks with members of the Defense Policy Board during a briefing at the Pentagon, December 16, 2021.

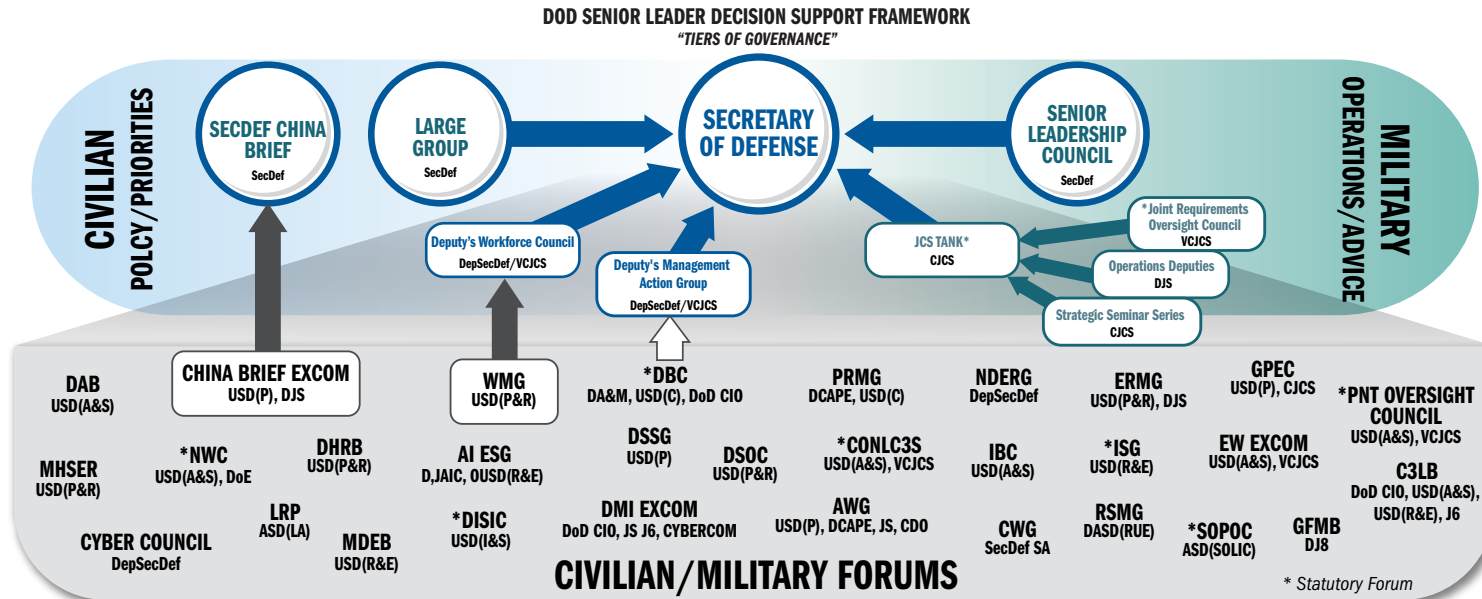


Figure 4. DoD Senior Leader Decision Support Framework.
The acronyms within Figure 4 are defined in Appendix C: Acronyms and Abbreviations.

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). Title 31, U.S.C., section 1124(a), as added 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;
- Oversees the preparation and implementation of DoD’s SMP, APP, and APR;
- Supports the SecDef, DepSecDef, DBC, OSD 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 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.

THE DEPARTMENT'S MANAGEMENT FRAMEWORK

To achieve the objectives outlined in this SMP the DepSecDef and DA&M 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 DA&M with effective levers to identify, oversee, and report on a series of tangible, measurable activities ensuring diligence in the management of resources assigned to those priorities.

The DBC provides a monthly forum for DoD principals to monitor progress in the implementation of their functional priorities vis-à-vis SMP priorities. In addition to conducting periodic data-driven reviews of SMP strategic priorities' metrics, the DBC also serves as the governance structure that establishes and evaluates select functional metrics, known as "business health metrics". These performance measures provide a comprehensive view of the "health" of enterprise management operations within the DoD.

The implementation of each strategic objective in the SMP is in the purview of one or more of the OSD PSAs who are responsible for the execution and performance of their assigned responsibilities. The PSAs, in their role to provide advice, assistance, and support to the SecDef in managing the Department and in carrying out such duties as may be prescribed by the SecDef and/or the law, are responsible for the policies, approaches, and applications of resources necessary to pursue and achieve each objective.

In the May 5, 2021 memorandum, "Creating Data Advantage," the DepSecDef outlined a plan to transform the Department into a data-driven organization and designated Advana as the Department's primary, authoritative, and enterprise-wide data analytics and visualization 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 analyze and provide quality data to DoD leadership. The continuous absorption of data in Advana and the ongoing implementation of transformative initiatives to improve data accessibility and quality are increasingly enabling the Department to build a common basis for sharing information and optimizing enterprise functions, such as information technology portfolio management, financial management improvements, and loss of buying power.

The PIO and the CDAO have established a partnership to integrate data-driven progress reviews of SMP strategic priority metrics and business health metrics into a comprehensive executive analytics dashboard to support NDS implementation, in coordination with the USD(P). This application will be used to support data-driven progress reviews, including DBC quarterly progress reviews of APG and SMP implementation, and the annual Office of Management and Budget (OMB)-DoD strategic review.

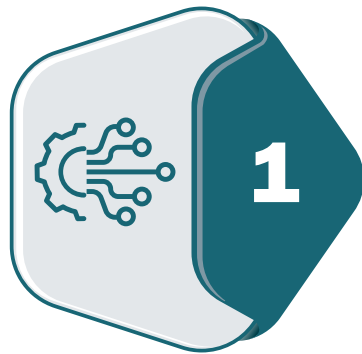


Secretary of Defense Lloyd J. Austin III speaks to the Defense Business Board, with Deputy Secretary of Defense Kathleen H. Hicks, the Pentagon, Washington, D.C., May 12, 2022.

STRATEGIC GOALS AND OBJECTIVES

The SMP presents the long-term objectives the DoD plans to accomplish and how it will contribute to advancing and safeguarding vital U.S. national interests. The SMP supports the NDS and the SecDef's priorities 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 strategic goals and objectives, coupled with the performance goals and measures outlined in *Appendix A - FY 2023 Annual Performance Plan*, describes how the Department intends to achieve its goals and priorities and succeed through teamwork with our allies and partners.



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



Strategic Goal 2
Strengthen
Resilience and
Adaptability of Our
Defense Ecosystem



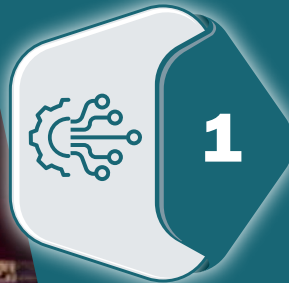
Strategic Goal 3
Taking Care of
Our People and
Cultivating the
Workforce We Need



Strategic Goal 4
Address Institutional
Management
Priorities



A cadet uses a Ludwig Tube to measure the pressures, temperatures, and flow field of various basic geometric and hypersonic research vehicles at Mach 6 in The United States Air Force Academy's Department of Aeronautics, Thursday, January 31, 2019.



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 1: **Making the Right Technology Investments and Transforming the Future Force**

Building enduring advantages across the Department's enterprise requires continued investment in innovation and new technologies – the United States' technological edge has been key to our military advantage. It also requires optimizing the Department's Joint Force with our allies and partners through transforming and modernizing its development, structure, and business management practices. Redirecting resources towards high-priority platforms will help to build a Joint Force that is more lethal, resilient, agile, and responsive over time. These investments will allow the Department to focus on the horizon, ensuring that the urgent and competing demands of the present are balanced by preparations to innovate the Joint Force at a speed and scale that matches a dynamic threat landscape.

The DoD and its armed forces must work as part of a whole-government effort to address threats to the homeland, core interests, allies, and partners of our nation which includes teamwork at every level: state, local, tribal, and Federal. To build unity within the DoD, we will continue to foster security ties among our Allies and partners and find new ways to link defense industrial bases, secure supply chains, and co-produce technologies to boost collective military advantages. These efforts will ensure the Department can sustain and strengthen deterrence and investments that build enduring advantages.

Strategic Objective 1.1: Build a strong foundation for future science and technology by investing in the Department's workforce, laboratory, and testing infrastructure

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

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



An Air Force Tech. Sgt. of the 321st Contingency Response Squadron security team, patrols with a Ghost Robotics Vision 60 prototype at a simulated austere base during the Advanced Battle Management System exercise on Nellis Air Force Base, Nevada.

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 1.2: Invest in the Department's critical technology areas to build an enduring advantage for the U.S. Military

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

The OUSD(R&E) will lead the development and implementation of the Department's science and technology strategy that will identify critical technology areas to invest in to ensure the United States can deter threats and maintain its competitive advantage.

Strategic Objective 1.3: Drive competitive advantage through capability delivery

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, 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 that leverages data as a strategic asset to maximize capability delivery and availability to the Warfighter.



Sailors and Boeing team members prepare to move a Boeing unmanned MQ-25 aircraft into the hangar bay aboard the aircraft carrier USS George H.W. Bush (CVN 77).

Strategic Objective 1.4: 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, 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 1.5: Optimize to improve capabilities and drive efficiencies

Strategic Objective Lead: Chief Information Officer of 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 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.



A Special Purpose Marine Air Ground Task Force Planner with 2nd Marine Logistics Group, builds a robot at the II Marine Expeditionary Force Innovation Campus, on Camp Lejeune, North Carolina, March 3, 2022.

A B-2 Spirit bomber, deployed from Whiteman Air Force Base, Missouri, is staged on the flightline at Joint Base Pearl Harbor-Hickam, Hawaii, Jan. 30, 2019.



The USS Cole participates in a replenishment with the USNS Supply and the USS Harry S. Truman in the Mediterranean Sea, May 17, 2022.



Strengthen Resilience and Adaptability of Our Defense Ecosystem

STRATEGIC OBJECTIVES

2.1 - Shape a 21st century defense industrial base

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 2: **Strengthen Resilience and Adaptability of** **Our Defense Ecosystem**

The Department aims to adapt and fortify the defense ecosystem by prioritizing joint efforts with a wide range of domestic and international partners and by fostering supply chain resilience, including making use of the Defense Production Act Title III, the Industrial Base Analysis Sustainment Programs, and maximizing “Made in America” manufacturing as appropriate. 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.

Facing transboundary threats such as climate change and pandemics, the Department must also maintain the ability to rapidly respond. Combating climate change is a vital component of enduring advantages and the Department is committed to



Representatives from the U.S. Army Corps of Engineers, Air Force, the state of South Dakota, and industry partners gathered, May 25, 2022, to conduct an official groundbreaking ceremony for the start of the B-21 “Raider” Bomber bed down at Ellsworth Air Force Base.

strengthening resilience in installations around the country and abroad; investing in more fuel-efficient platforms to alleviate the logistics burden of the Joint Force; and pacing the commercial market’s move towards electrification when applicable.

Strategic Objective 2.1: Shape a 21st century defense industrial base

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

A resilient defense industrial base (DIB) is a critical element of U.S. power, which preserves and extends U.S. military dominance. 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.



Senior leaders from the 1st Special Operations Wing tour a Lockheed Martin factory in Crestview, Florida, October 24, 2016. The manufacturers are modifying four MC-130J Commando II aircraft to become AC-130J Ghost rider gunships.

Strategic Objective 2.2: Deliver sustainable logistics to support DoD

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. 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 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.



Amphibious transport dock USS Portland (LPD 27), front, and Israeli corvette INS Hanit, conduct a passing exercise in the Gulf of Aqaba, November 15, 2021.

Strategic Objective 2.3: Fortify and protect DoD installations through adaptation, mitigation, and resilience

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

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. 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. 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.

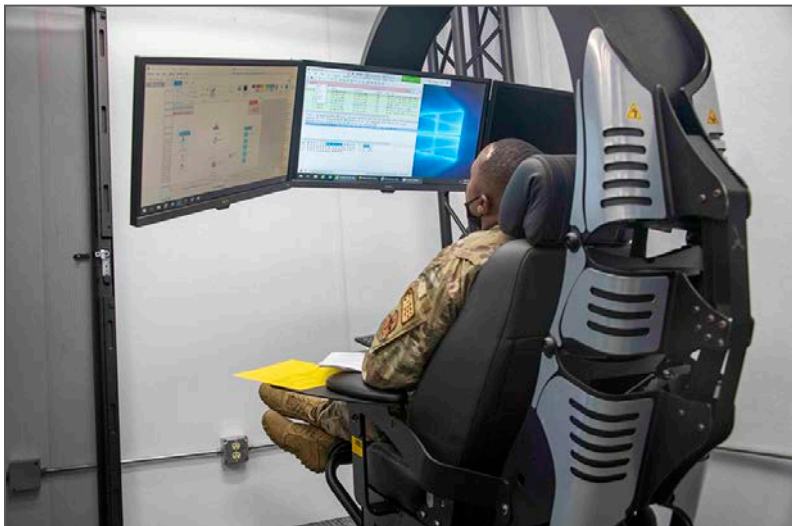


The Director of Technology and Partnerships for the Marine Corps Installation Next program observes solar panels at Marine Corps Air Station Miramar on July 15, 2020.

Strategic Objective 2.4: Enhance cybersecurity

Strategic Objective Lead: Chief Information Officer of 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. 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.



A U.S. Air Force Master Sgt. looks at network traffic during the 97th CS Mission Defense Team's first cyber defense exercise at Altus Air Force Base, Oklahoma, September 30, 2021.

Strategic Objective 2.5: Work in partnership with our Nation, our allies, and our partners

Strategic Objective Lead: Office of the Under Secretary of Defense for Research and 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 United States.



The NATO supreme allied commander Europe and commander of U.S. European Command, the chairman of NATO's Military Committee, and French Air and Space General, supreme allied commander transformation, brief the press following a NATO Military Committee meeting.

Strategic Objective 2.6: Increase the resiliency of C3 capabilities

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

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 FY23 objectives focus on ensuring resilient, accurate position, navigation, and timing (PNT) information and the ability to operate effectively in the electromagnetic spectrum.



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

A sailor assigned to the USS Kearsarge (LHD 3), greets his daughter on the pier during Kearsarge's homecoming.



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

Taking care of our people and cultivating the workforce we need aligns with SecDef Austin’s emphasis on growing the Department’s talent, building resiliency and readiness, and ensuring accountable leadership. 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 diverse solutions 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 crime, supporting victims,



Sailors from China and the Philippines recite the Oath of Allegiance aboard USS Mustin (DDG 89) during a United States Citizenship and Immigration Services (USCIS) naturalization ceremony.

and holding offenders appropriately accountable. In particular, we must strive to counter any and all negative behavior – such as sexual assault/harassment and extremism – that erodes 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 for the Total Force and military families the Quadruple Aim: improved readiness, better health, better care, and lower cost.

Strategic Objective 3.1: Grow our talent to shape an appropriately skilled, resilient, and future ready workforce

Strategic Objective Lead: Office of the Under Secretary of Defense for Personnel and 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 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 3.2: Build a safe and supportive environment for the Total Workforce

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

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; (2) combat problematic behaviors such as sexual assault, harassment, discrimination, and extremism; and (3) ensure appropriate accountability of leaders to meet our high expectations.

DoD must promote a culture that represents our core military values and advances military readiness, through comprehensive actions that support diversity, equity, inclusion, and accessibility (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.

U.S. Marines with Drill Instructor School, Recruit Training Regiment, participate in a motivational run at Balboa Park, San Diego.



Strategic Objective 3.3: Address the needs of families

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

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 (MWR), 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 3.4: Mitigate COVID-19

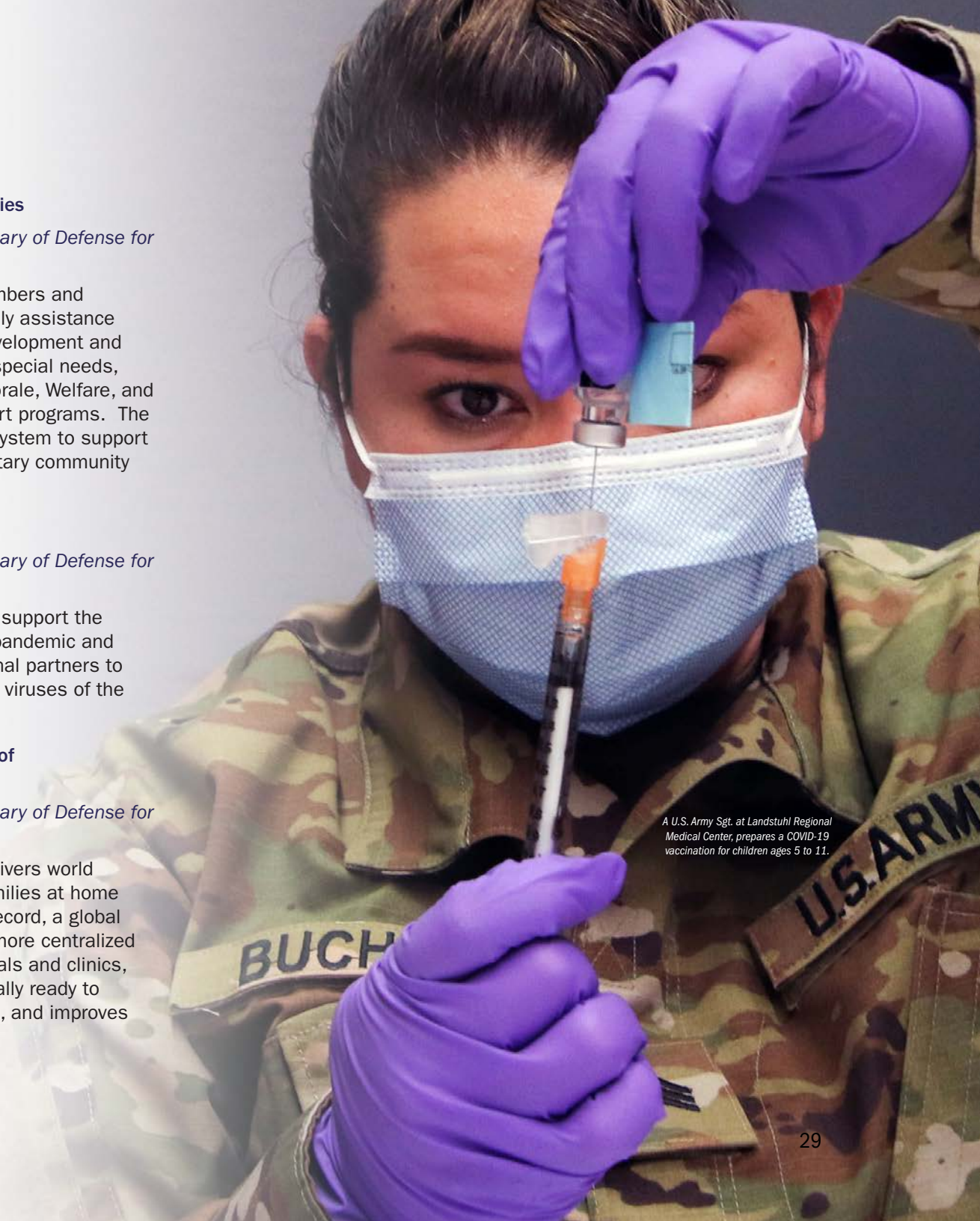
Strategic Objective Lead: Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R))

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 3.5: Increase the effectiveness of defense healthcare

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

The integrated Military Health System (MHS) delivers world class, innovative health for the Total Force and families at home and abroad. Enabled by a new electronic health record, 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.



A U.S. Army Sgt. at Landstuhl Regional Medical Center, prepares a COVID-19 vaccination for children ages 5 to 11.



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 Department's adoption of data, analytics, and artificial intelligence
- 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



Strategic Goal 4: **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, secure and rationalize defense business systems, accelerating the deployment of artificial intelligence, machine learning and autonomous operations in an effort to enable increased operational effectiveness.

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, adherence to Generally Accepted Accounting Principles (GAAP), a proficient analytical workforce, and improved transparency that enables faster insights for mission support.

Strategic Objective 4.1: Deliver excellent, equitable, and secure DoD services and customer experiences

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

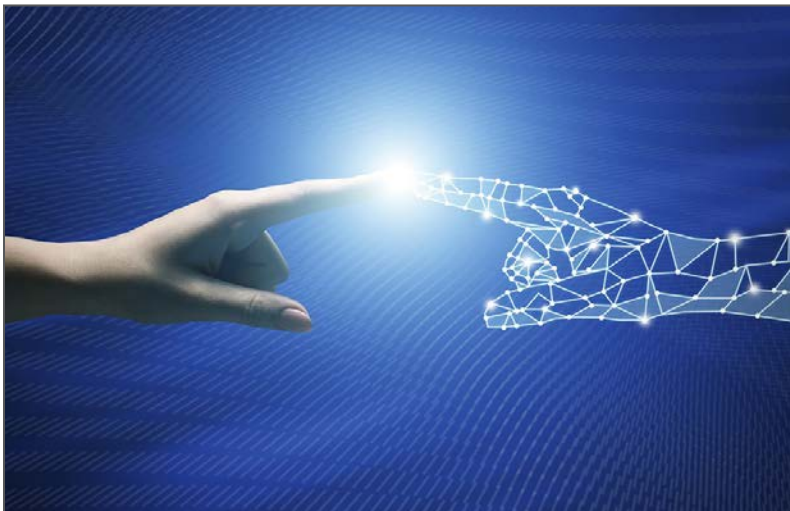
Analyze and monitor personnel data and systems to identify vulnerabilities, decrease fraudulent activity, and improve our cybersecurity capabilities. Enhance our personnel data analytics capabilities to improve our outreach and recruitment efforts, more quickly respond to climate survey data, and focus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



Strategic Objective 4.2: Establish the Chief Digital and Artificial Intelligence Office to accelerate the Department’s adoption of data, analytics, and artificial intelligence

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

The 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 artificial intelligence (AI). This strategic objective codifies the Department’s intent to establish a Principal Staff Assistant for this task, consolidate relevant functions, and establish appropriate chartering directives.



Artificial intelligence is one of the key areas of technology development the Defense Department hopes to further through cooperation with South Korea.

Strategic Objective 4.3: Optimize budget to execution

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

Working with Congress, improve the steps to budget and execute funds by reducing outdated regulations and policies, ensuring data



Two U.S. Air Force F-35 Lightning II aircraft assigned to the 48th Fighter Wing, Royal Air Force Lakenheath, England, arrive at Siauliai Air Base, Lithuania, February 27, 2022, in support of NATO’s collective defense.

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 – DoD needs to be able to use every dollar budgeted in the best way possible to accomplish the national security mission.

Strategic Objective 4.4: 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. Advana is an essential lens to accomplish that.



Strategic Objective 4.5: 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 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.



The Blue Angels Navy Flight Demonstration Team flies over Nimitz-class aircraft carrier USS Carl Vinson (CVN 70) as it arrives at its homeport of San Diego, February 14, 2022.

Strategic Objective 4.6: Optimize a secure systems environment

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

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.



A Warfare Tactics Instructor at the Center for Surface Combat Systems (CSCS) Detachment San Diego pilots the U.S. Navy's virtual combat curriculum with Sailors aboard USS Paul Hamilton (DDG 60) inside the newly launched portable simulator, the On Demand Trainer.

Appendix A

Annual Performance Plan

FY 2023

The Department of Defense *FY 2023 Annual Performance Plan (APP)* presents the level of performance to achieve in FY 2022. The APP builds on the Strategic Management Plan for FY 2022 – 2026 by defining specific performance goals and measures along with targets and/or milestones to ensure successful implementation of the SMP.

The Department's APP for FY 2023 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 (Revised August 2021), Preparation, Submission, and Execution of the Budget.

Back dropped by the rotating earth, a U.S. Army NASA astronaut pauses for an "Army Strong" photo opportunity during extravehicular activity (EVA) #64 at the International Space Station's Alpha Magnetic Spectrometer worksite January 25, 2020.

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A Letter from the DoD Performance Improvement Officer

It is a privilege to serve the Department of Defense and join the Deputy Secretary of Defense in presenting the *Strategic Management Plan for Fiscal Years 2022 – 2026*. This plan also encompasses an *Annual Performance Plan* and *Annual Performance Report*, which the Department publishes each year. The APP defines specific performance goals and measures to ensure successful implementation of the SMP, while the APR consolidates prior year performance results across all DoD components and communicates progress against the overall plan. The Strategic Management Plan supports the Secretary of Defense’s priorities of *Defending the Nation*, *Taking Care of our People*, and *Succeeding through Teamwork*.

[GPRAMA](#) requires leadership to identify, oversee, and report on tangible and measurable activities to ensure the Department operates more effectively and efficiently. The Strategic Management Plan focuses on four strategic goals:

1. *Making the Right Technology Investments and Transforming the Future Force*
2. *Strengthen Resilience and Adaptability of Our Defense Ecosystem*
3. *Taking Care of Our People and Cultivating the Workforce We Need*
4. *Address Institutional Management Priorities*

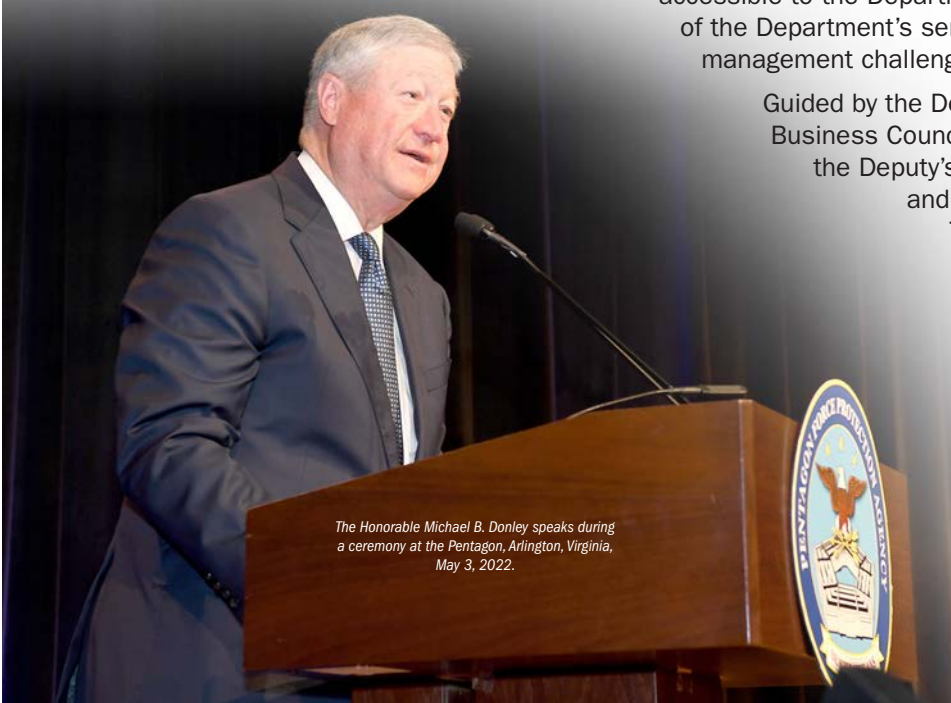
Cascading these strategic goals and their associated objectives, performance goals, and measures throughout the Department is critical to ensuring individual accountability and organizational success. The strategic goals and objectives articulated in this plan will guide informed decision-making and resource allocation, and improve outcomes in managing the department.

To achieve the goals outlined in this plan, we are working to integrate our management of SMP objectives into the existing Planning, Programming, Budgeting and Execution process, leveraging the Department’s “Advana” suite of data management tools to ensure reliable and authoritative data is readily processed, and widely accessible to the Department’s leaders and managers. This integration, combined with the dedication of the Department’s senior leadership to teaming and collaboration, will enable stronger focus on key management challenges and the solutions necessary to implement the *National Defense Strategy*.

Guided by the Deputy Secretary of Defense as DoD’s Chief Operating Officer, the Defense Business Council will oversee implementation of the SMP and periodically report progress to the Deputy’s Management Action Group. The DBC will involve all participants in shaping and reporting to the Deputy Secretary of Defense on plans, activities, and progress. Through these and other governance venues, DoD’s leadership will ensure resources provided by Congress and the American people are managed effectively and efficiently.



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



The Honorable Michael B. Donley speaks during a ceremony at the Pentagon, Arlington, Virginia, May 3, 2022.


Performance Management

The Department is a performance-based organization committed to using performance data and results to drive decision-making and accountability for achieving outcomes. The DA&M, as the PIO, is responsible for performance planning, measurement, and analysis, as well as ensuring that business transformation and performance improvements (reforms) are designed to improve efficiency and effectiveness.

The Department monitors, reviews, and reports progress on the SMP strategic goals, objectives, and associated performance goals and measures. Progress tracking of identified performance goals and metrics will be structured quarterly, following specific targets identified in the APP for FY 2023. These reviews take place during Principal-level Defense Business Council (DBC) sessions, supporting Department-wide consideration of opportunities and roadblocks to ensure successful realization of strategic goals. To support DBC quarterly reviews of the SMP, the Department relies on Advana's authoritative enterprise data repository and executive analytics capabilities. These efforts enable the Department's senior leaders to monitor progress in the realization of performance goals and provide timely information in support of programmatic and budgeting decisions at the Secretary of Defense (SecDef) and Deputy Secretary of Defense (DepSecDef) levels.

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 (SL) performance plans, empowering leaders to focus on achieving measurable outcomes in alignment with the National Defense Strategy (NDS) and the assignment of budgetary resources.

In addition to the APP performance goals and measures, the Department employs hundreds of other performance measures to help assess progress in key areas such as performance improvement initiatives, acquisition performance, military readiness, audit remediation, and business process improvement. Together, these analytics help Department Senior Leaders manage the entire breadth and scope of the Department's worldwide responsibilities and guide DoD Components in the effective and efficient use of resources. Performance-based data contributes to support multiple decision-making and accountability efforts such as SecDef and DepSecDef Management decisions, budget justification exhibits, and a wide range of reports to the Congress to facilitate proper legislative oversight.



The Coast Guard Academy graduated 252 new officers along with nine international students during the 141st Commencement Exercises May 18, 2022..

Performance Data Verification and Validation

The Department recognizes the importance of collecting complete, accurate, and reliable performance data to help determine progress toward achieving program and Department goals and priorities. Performance data is considered reliable if transactions and other data supporting reported performance measures is properly recorded, processed, and summarized to prepare performance information in accordance with criteria stated by management.

To ensure the quality of the performance data provided for performance management and assessment, the PIO requires written attestation from goal owners verifying (1) all performance information is complete, accurate, and reliable, and (2) verification and validation procedures were performed on the data, the procedures were documented, and supporting documentation is available upon request. 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.



Strategic Management Framework

The strategic management framework as defined in the *FY 2022- 2026 Strategic Management Plan* is presented below. Each strategic goal (SG) is tied to one or more strategic objectives (SO), which are tied to a Performance Goal (PG) or Agency Priority Goal (APG).



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
- 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 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

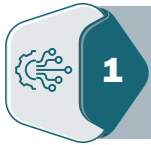
- 3.1: Grow our talent to shape an appropriately skilled, resilient, and ready future workforce
- 3.2: Build a safe and supportive environment for the Total Workforce
- 3.3: Address the needs of families
- 3.4: Mitigate COVID-19
- 3.5: Increase the effectiveness of defense healthcare



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
- 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



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. **LEADER: OUSD(R&E)**

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

Ensuring we can conduct the research and development (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.

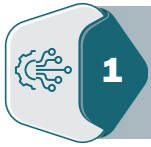
PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 1.1.1.1: Development and publication of engineering standards and provide training on those standards	Develop updates to policy and guidebooks	Review current (for relevancy) and initiate new high level engagement activities	Review current (for relevancy) and initiate new high level engagement activities
PM 1.1.1.2: Ensure a robust infrastructure for DoD labs and ranges	Review of Service FY24 budgets	Recalibrate/Update Infrastructure Investment Roadmaps	Recalibrate/Update Infrastructure Investment Roadmaps
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	Review current (for relevancy) and initiate new high level engagement activities	Review current (for relevancy) and initiate new high level engagement activities
PM 1.1.1.4: Cultivate a robust science and technology workforce (example Vannevar Bush Faculty Fellowship, Historically Black Colleges and Universities (HBCU)/Minority Institutions (MI) outreach))	Establish a DoD Manufacturing and Defense Industrial Base Education and Workforce Development working group	n/a	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 roadmaps	Completed in Sec 217 FY21 Report to Congress	Include in Sec 217 FY22 Report to Congress	Include in Sec 217 FY23 Report to Congress
PM 1.1.1.6: Development and dissemination of technology protection guidance and best practices and provide training	Provide Secure Cyber Resilient Engineering (SCRE) training materials to Defense Acquisition University (DAU)	Publish updated policy addressing science and technology protection	n/a

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

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

The OUSD(R&E) will lead the Department in identifying critical technology areas and updating them as needed based on stated priorities in the 2022 NDS. OUSD(R&E) will enable joint experiments and prototyping to help solve the Department's most pressing operational problems.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 1.2.1.1: Identify critical technology areas relevant to the NDS and the Department's joint warfighting gaps. Provide strategic guidance to ensure capability development	Publish DoD Technology Strategy	Report to Congress on Science and Technology Strategy per Sect 211 of the 2021 National Defense Authorization Act (NDAA)	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.	Valiant Shield 22 and Project Convergence 22	Northern Edge 23
PM 1.2.1.3: Develop critical technology area roadmaps and disseminate across Department each year	Update all roadmaps and disseminate across Department 60 days after FY23 President's Budget (PB) release	Update all roadmaps and disseminate across Department 60 days after FY24 PB release	Update all roadmaps and disseminate across Department 60 days after FY25 PB release



Strategic Goal 1

Making the Right Technology Investments and Transforming the Future Force

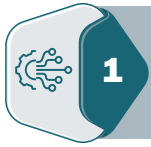
STRATEGIC OBJECTIVE 1.3 - DRIVE COMPETITIVE ADVANTAGE THROUGH CAPABILITY DELIVERY. LEADER: OUSD(A&S)

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

Fundamental business processes in requirements (Joint Capabilities Integration and Development System), resourcing (Planning, Programming, Budgeting, and Execution), 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.

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; drive continued implementation of the Adaptive Acquisition Framework (AAF), and ensure key R&D or nontraditional capabilities are, when ready, adopted by Services in a timely and effective transition to fielding and sustainment.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 1.3.1.1: Execute Competitive Advantage Pathfinders (CAP) to identify opportunities to accelerate capability deliver and inform process reform	Complete initial tranche of three 120-day CAP sprints in priority mission areas: Long- Range Fires; Counter- Command, Control, Communications, Computers, Cyber, Intelligence, Surveillance, Reconnaissance, and Targeting (C-C5ISR); and Joint All-Domain Command and Control (JADC2)	Select mission areas for second and third CAP tranches, and execute 120-day sprints accordingly	Assess outcomes of first three CAP tranches to determine requirement for future pathfinders; as appropriate, repeat process of selecting mission areas and executing CAP sprints
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	Develop visualization tool for CAP in Advana	Roll out CAPs lessons learned to broader acquisition workforce
PM 1.3.1.3: Governing Directive: Complete rewrite of DoD Directive (DoDD) 7045.20, Capability Portfolio Management	Complete rewrite of DoDD 7045.20	n/a	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 12 Integrated Acquisition Portfolio Reviews Conduct bi-annual Defense Acquisition Boards/In- Progress Reviews for acquisition category (ACAT) 1D programs	Conduct 12 Integrated Acquisition Portfolio Reviews Conduct bi-annual Defense Acquisition Boards/ In-Progress Reviews for ACAT 1D programs	Conduct 12 Integrated Acquisition Portfolio Reviews Conduct bi-annual Defense Acquisition Boards/ In-Progress Reviews for ACAT 1D programs
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	Where appropriate for the capability being acquired, increase number of programs using the Middle Tier of Acquisition (MTA) and software acquisition pathways	Where appropriate for the capability being acquired, increase number of programs using the Middle Tier of Acquisition (MTA) and software acquisition pathways
PM 1.3.1.6: Mission Engineering: Complete development and analysis of Indo-Pacific Command (INDOPACOM) mission threads	Complete development and analysis of 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



Strategic Goal 1

Making the Right Technology Investments and Transforming the Future Force

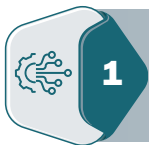
STRATEGIC OBJECTIVE 1.4 - MODERNIZE AND SUSTAIN THE NUCLEAR DETERRENT AND PROTECT AGAINST CHEMICAL AND BIOLOGICAL THREATS. LEADER: OUSD(A&S)

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

As nuclear deterrence remains the Department's highest priority mission, OUSD(A&S) will continue providing acquisition oversight of nuclear delivery system modernization programs as the Defense Acquisition Executive and Milestone Decision Authority. Effective oversight will ensure the Services execute affordable, effective, and on-time modernization programs to field safe, secure, reliable, affordable, and effective nuclear deterrent system replacements. This includes the nuclear command, control, and communication (NC3) system, which OUSD(A&S) will also continue to oversee.

Building on the outcomes of the Nuclear Posture Review (NPR), the Department, in cooperation with the Department of Energy, will develop and document a new strategy and plan for the U.S. nuclear weapons stockpile and its supporting infrastructure. This plan will maximize attainment of military requirements, create a flexible and balanced stockpile, and result in a nuclear weapons production infrastructure capable of responding to emerging threats in a timely manner. Successful completion of DoD's Biodefense Posture Review (BPR) will likewise be critical to achieving the vision for the national biodefense enterprise. Co-led by OUSD(A&S) and OUSD(P), the first-of-its-kind effort will integrate and unify the Department's biodefense efforts; optimize biodefense capabilities and capacity; modernize operations; and synchronize biodefense planning within DoD, across the U.S. Government, and with allies and partners.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 1.4.1.1: In partnership with the National Nuclear Security Administration, 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	FY21 plan, not informed by new constraints	Publish an FY23 Requirements and Planning Document that addresses constraints and documents strategic decisions associated with the 2030s	Publish an FY24 Requirements and Planning Document that addresses constraints and documents strategic decisions associated with the 2040s
PM 1.4.1.2: Develop and execute an integrated risk and opportunity management framework for the nuclear deterrent	n/a	Develop a data-driven, risk-based framework that depicts the integrated timelines, risks, and opportunities across major DoD nuclear deterrent sustainment and recapitalization programs, and an assessment of those risks and opportunities	Identify opportunities that can help accomplish future weapons systems modernizations programs remain on schedule, within funding, and at the optimal scope for the systems to ensure the overall nuclear deterrent meets U.S. deterrence goals
PM 1.4.1.3: Conduct annual Nuclear Integrated Acquisition Portfolio Reviews (IAPRs)	Held inaugural Nuclear IAPR in April 2021; held NC3 IAPR in Feb 2022; Delivery system IAPR planned for Q3 FY22	Adapt Nuclear IAPR format to published IAPR guidance	Hold NC3 and Nuclear Delivery System IAPRs
PM 1.4.1.4: Support nuclear test and evaluation facility and resource annual review	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	Support annual USD(R&E)/TRMC-led review and final briefing to USD(A&S) and USD(R&E) in Q4 FY22 to support PBR24 issue cycle	Support annual USD(R&E)/TRMC-led review and final briefing to USD(A&S) and USD(R&E) in Q4 FY23 to support PBR25 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	Establish Analysis Working Group (AWG) as subordinate group to Nuclear Weapons Council (NWC) and hold meetings as needed; provide recommendations as needed to USD(A&S) and USD(R&E)	Hold AWG meetings as needed; provide recommendations as needed to USD(A&S) and USD(R&E)
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	Conduct governance framework assessment and prioritization review for investment balance	Conduct portfolio review to assess first investments informed by new governance structure and prioritization methodology under NDS



Strategic Goal 1

Making the Right Technology Investments and Transforming the Future Force

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
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	Assess investments to align with the NBS	Conduct portfolio review to assess first investments informed by new governance structure and prioritization methodology under NBS
PM 1.4.1.8: Complete the BPR and publish the results	Deliver BPR findings and report. USD(A&S) supported Biodefense Integrated Acquisition Portfolio Review	Assess investments against biodefense priorities to optimize capabilities for NDS objectives	Assess biodefense governance and integration outcomes
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)	Update DoDD 5160.05E to reflect governance changes Establish mechanism to use CJCS Risk Assessment to inform Chemical and Biological Defense (CBD) decision- making on acceptance of residual risk Initiate new DoD Instruction (DoDI) capturing new governance framework completed.	Assess the outcomes from shifts in the governance framework and investment portfolios
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	Complete destruction of 100% of the chemical agent declared in the U.S. chemical weapons stockpile Begin closure of the Colorado main destruction facility	Complete destruction of chemical surety materials and secondary waste. End treaty verification Begin the close-out of the Chemical Stockpile Emergency Preparedness Program Begin closure of Kentucky destruction facilities and continue closure of the remaining Colorado destruction facilities

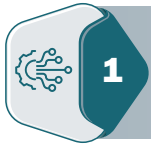
STRATEGIC OBJECTIVE 1.5 - OPTIMIZE TO IMPROVE CAPABILITIES AND DRIVE EFFICIENCIES. LEADER: DOD CIO

PERFORMANCE GOAL 1.5.1 - MODERNIZE AND CONSOLIDATE DOD NETWORKS AND SERVICES

The current DAFA's environment consists of independently designed and managed network architecture in a resource constrained environment that operates without a Department-wide strategic vision affecting substantial inefficiencies in cost, manpower, and overhead, while impacting warfighting ability to defend and operate from a principal, integrated Command and Control (C2) platform.

DoD-wide IT reform activities have been established to consolidate and streamline capability delivery to support an evolving mission environment. IT reform initiatives align with the goals of the 2018 NDS and the Digital Modernization Strategy. Reform efforts are in progress, targeting an optimized and converged IT infrastructure, driving efficiencies across the Department, providing opportunities for reductions in acquisition overhead, increasing combined purchasing power, and improving the effective utilization of shared expertise across the DoD environment.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 1.5.1.1: IT Network & Service Optimization - Complete Fourth Estate DoDNET Assessment, Migration Plans, and Phase I migration	4 DAFAs begin migration to the single service provider (SSP)	3 DAFAs begin migration to the SSP	2 DAFAs begin migration to the SSP
PM 1.5.1.2: IT Network & Service Optimization - Transition 13 DAFA organizations to a Global Service Center	13	n/a	n/a
PM 1.5.1.3: Cloud & Data Center Optimization - Migrate DAFA applications/systems to optimal hosting environments (affects 14 DAFAs, 922 apps/systems, and 61 data centers)	795 of 922 (87%)	922 of 922 (100%)	n/a



Strategic Goal 1

Making the Right Technology Investments and Transforming the Future Force

PERFORMANCE GOAL 1.5.2 - PROMOTE INTEGRATED DOD SOFTWARE MODERNIZATION PRACTICES

Maintaining mission effectiveness and our military advantage is critically dependent on our ability to accelerate the speed and security of our custom-developed systems. DevSecOps is a practice that aims at unifying software development (Dev), security (Sec), and operations (Ops). Adopting modern software practices requires a new set of skills, methodologies, and DevSecOps software development. All DoD Components will make the investments necessary to ensure that 95% of new custom software development efforts and 30% of all systems utilizing custom software development use a DevSecOps approach by FY 2028.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 1.5.2.1: Percent of new custom software development systems use DevSecOps	5%	10%	20%
PM 1.5.2.2: Percent of all custom software development systems use DevSecOps	5%	10%	20%

PERFORMANCE GOAL 1.5.3 - ESTABLISH A DOD ENTERPRISE CLOUD ENVIRONMENT

Today's warfighters require a cloud environment capable of greatly accelerating speed to capability, providing assured cybersecurity, and rapidly adapting to changing mission needs. In FY 2024 and across the Future Years Defense Program (FYDP), all DoD components shall resource cloud adoption to achieve a 50% year-over-year growth in cloud-related investments. Cloud-related investments include any investment identified as a cloud computing investment in accordance with FY 2022 Information Technology/Cyberspace Activities (IT/CA) Budget Guidance, which addresses infrastructure-as-a-service (IaaS), platform-as-a-service (PaaS), and software-as-a-service (SaaS). Budget resources to perform cloud smart system rationalization, as defined in DoD and Federal digital modernization strategies, in order to increase cloud services (e.g. IaaS, PaaS, and SaaS), with the goal to offset legacy systems with more modern capabilities.

PERFORMANCE MEASUREMENT	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 1.5.3.1: Percent Year-Over-Year growth of cloud investments	23% (all of FY22)	23%	50%



Strategic Goal 2 Strengthen Resilience and Adaptability of Our Defense Ecosystem

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

AGENCY PRIORITY GOAL 2.1.1: ENSURE SUPPLY CHAIN RESILIENCE

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 defense industrial base 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 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 2.1.1.1: Complete an evaluation of analytical tools used to improve enterprise-level supply chain visibility	n/a	Q4 complete	n/a
PM 2.1.1.2: Compile guidebook to identify supply chain risk and strategic implications	n/a	Q4 complete	n/a
PM 2.1.1.3: Develop and publish a strategy on supply chain resilience that can be used across DoD	n/a	Q4 complete	
PM 2.1.1.4: Complete evaluation of data sources to build metrics for five priority supply chains	n/a	n/a	Q2 complete
PM 2.1.1.5: Identify meaningful supply chain resilience metrics. Test metrics to determine if the metric provides useful insight to senior leaders	n/a	n/a	Q4 complete

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

The Department sources a significant amount of components and sub-components, including raw and finished materials from China, a country that eschews rules-based economic competition and proactively undermines national security with anticompetitive strategies. To reverse the erosion of domestic industrial strength, OUSD(A&S) will lead the Department's efforts to build resilient supply through domestic capabilities and international cooperation. Doing so will ensure uninterrupted supply in critical sectors, invest in the American industrial workforce, and deepen defense industrial cooperation with allies and partners. Metrics to measure the performance and health across the DoD's Organic Industrial Base (OIB) and the commercial Defense Industrial Base (DIB) are under construction.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 2.1.2.1: To measure the health and performance of the OIB, develop and track five 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	n/a	Trend analysis complete	n/a
PM 2.1.2.2: Within the DIB, five Tier 3 metrics are under development that measure the health and capacity of five critical supply chain areas identified to improve resilience: kinetic capabilities, energy storage and batteries, microelectronics, castings and forgings, and strategic and critical materials	n/a	Five Tier 3 metrics available	n/a



Strategic Goal 2 Strengthen Resilience and Adaptability of Our Defense Ecosystem

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

PERFORMANCE GOAL 2.2.1 - MILITARY OPERATIONS EMPOWERED THROUGH LOGISTICS

By leveraging scarce resources and optimizing talent within the enterprise, OUSD(A&S) will deliver the vision of “Military Operations Empowered through Logistics.” Continuous focus will be placed on four core mission areas: providing effective logistics capability for DoD mission operations; delivering cost effective materiel readiness to meet DoD’s warfighting requirements; providing the DoD enterprise with policy, processes, and guidance that foster effective product support planning and execution; and transform global logistics to deliver readiness and lethality.

The outcomes of these mission areas include responsive end-to-end processes and an effective enterprise, meeting mission needs, minimizing life-cycle costs, and delivering mission-driven logistics innovations. The associated goal metrics and structure for implementation are in development with lines of effort (LOEs) and estimated completion dates LOEs vary in length between 12 to 36 months, and each has evidence-based measures identified.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
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 LOE metrics and implementation structure	Beginning in August 2022, report goal achievement progress on quarterly basis	Continue reporting goal achievement progress on quarterly basis through completion of LOEs

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

PERFORMANCE GOAL 2.3.1 - ENSURE INSTALLATION ENERGY RESILIENCE

OUSD(A&S) will implement tools to improve decision-making, adapt our business processes, and make specific investments in resilience. We will strengthen the Defense 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. OUSD(A&S) will oversee the use of Black Start Exercises by the MILDEPs to better inform risks to critical missions and ensure that all installations complete installation energy plans (IEPs) to comprehensively identify and prioritize solutions to all-hazard risks.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 2.3.1.1: Complete IEPs in the continental U.S./Alaska/Hawaii	37%	45%	55%
PM 2.3.1.2: Begin planning and design for energy resilient micro-grids at mission assurance priority installations	5%	10%	20%
PM 2.3.1.3: Conduct five Black Start Exercises per Service per year (15 total)	15	15	15

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

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.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 2.3.2.1: Conduct climate assessments at mission assurance priority list (MAPL) installations	Complete assessment of approximately 5% of MAPL installations	50% of MAPL Assessed	100% of MAPL Assessed
PM 2.3.2.2: Complete Per- and polyfluoroalkyl substances (PFAS) preliminary assessments/site inspections at 700 DoD installations and National Guard facilities	65%	95%	100%



Strategic Goal 2 Strengthen Resilience and Adaptability of Our Defense Ecosystem

AGENCY PRIORITY GOAL 2.3.3: REDUCE CLIMATE IMPACTS TO DOD INSTALLATIONS

The Department will improve and expand assessments of the effects of extreme weather events and exposure to future events induced by 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 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 2.3.3.1: % major installations in DoD Climate Assessment Tool (DCAT)	n/a	204 total	n/a
PM 2.3.3.2: % complete at mission assurance priority installations	n/a	n/a	43 total/50%
PM 2.3.3.3: % policy and technical guidance updates published	n/a	n/a	12 policies and 4 technical guidance documents updated
PM 2.3.3.4: % major installations with plans	n/a	n/a	204 total

STRATEGIC OBJECTIVE 2.4 - ENHANCE CYBERSECURITY. LEADER: DOD CIO

PERFORMANCE GOAL 2.4.1 - DRIVE THE IMPLEMENTATION OF ZERO TRUST

Shift to a Zero-Trust Architecture. Secure, defend, and add resiliency to DoD information, systems, networks, and critical infrastructure against malicious cyber activity using Zero Trust.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 2.4.1.1: Establish the Zero Trust Portfolio Management Office (PfMO)	55%	95% (100% staffing requirements met by end of FY 23, PfMO mostly entirely operational)	100% (PfMO fully operational)

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

The DoD Cyber Workforce Framework establishes the DoD's authoritative lexicon for cyber positions within DoD. It is based on the actual work performed rather than position title, occupational series, or designator. Classification of position, in accordance with the lexicon, is the first step to identifying recruitment and upskilling requirements.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 2.4.2.1: Complete the DoD-wide classification of cyber positions in accordance with the DoD Cyber Workforce Framework	Personnel Systems - CIV Positions = 100%	Personnel Systems - CIV Positions = 100%	Personnel Systems - CIV Positions = 100%
	Manpower System - CIV Positions = 80%	Manpower System -CIV Positions = 100%	Manpower System -CIV Positions = 100%
	Personnel Systems - MIL Positions = 40%	Personnel Systems - MIL Positions = 80%	Personnel Systems - MIL Positions = 100%
	Manpower System - MIL Positions = 50%	Manpower System -MIL Positions = 90%	Manpower System - MIL Positions = 100%



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. *LEADER: OUSD(R&E)*

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

Building a collaborative culture with a diverse set of private sector, academic, and international partners will make the Department smarter and faster at bringing commercially available technologies to the field. We will work with businesses of all kinds, including small businesses and firms that may not have previously considered working with the Federal Government. We will also partner with public sector institutions and work to increase partnerships with Historically Black Colleges and Universities (HBCUs) and other Minority Serving Institutions (MSIs).

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 2.5.1.1: Maximize the capabilities of federally funded research and development centers (FFRDCs) and university affiliated research centers (UARCs) to address issues at the national level	Joint FFRDC/UARC special projects (Leap-Ahead hypersonic concepts)	n/a	n/a
PM 2.5.1.2: Leverage industry to maintain the Department's technological advantage	Incorporate commercial tech into at least one military exercise	Average of 50 proposals submitted per Defense Innovation Unit (DIU) solicitation	Transition 60% of DIU projects to the warfighter
PM 2.5.1.3: Expand international outreach to strengthen our network of allies and partners	Conduct high level engagement activities or exploratory discussions	Establish OUSD(R&E) in-house International agreement negotiation capability	Establish DoD-wide Community of Practice for International Engagement
PM 2.5.1.4: Partner with public sector institutions to increase partnerships with HBCUs and other MSIs	Strengthen partnerships with HBCUs/MSIs through the FY22 Multidisciplinary University Research Initiatives (MURI) topic solicitation. Services are requested to propose two topics for partnering with HBCUs/MSIs	Establish a Center of Excellence (COE) focusing on energy research aligned with USD(R&E) technical priority areas. Establishment of COEs increases the research and educational capability of HBCUs/MSIs to further participate in defense research	Build relationships with HBCU/MSI researchers through open funding competitions (e.g., Defense Established Programs to Stimulate Competitive Research (DEPSCoR), MURI, Defense University Research Instrumentation Program (DURIP)) to expand research capacity, particularly in areas with low participation



Strategic Goal 2 Strengthen Resilience and Adaptability of Our Defense Ecosystem

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

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

The provisioning of positioning, navigation, and timing (PNT) information has been a significant force multiplier for the Joint Force and key allies for many years. The Global Positioning System (GPS) has been the principal means for providing PNT. In order to maintain the advantages derived from GPS-based PNT, DoD is modernizing GPS for resiliency, deploying additional precise timing capabilities, and developing alternatives and complements that maintain PNT superiority.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 2.6.1.1: Fielding of Military GPS user equipment on lead platforms	Will be finalized at an Upcoming Summer 2022 PNT Oversight Council meeting	Will be finalized at an Upcoming Summer 2022 PNT Oversight Council meeting	Will be finalized at an Upcoming Summer 2022 PNT Oversight Council meeting
PM 2.6.1.2: Installation of Defense Regional Clocks (DRC)	Install/calibrate the remaining sites to complete initial operational capability (IOC) (93%)	Operational configuration changes will be made to ensure the final site is installed and operational to complete IOC	n/a

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

Advances in satellite communications (SATCOM), applied IT, and the changing character of modern warfare require a smarter, synchronized approach to fielding both enterprise and tactical communications. Modernized DoD networks will better support cloud, JADC2, and AI.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 2.6.2.1: Program for the fielding of satellite and ground architectures to enable narrowband SATCOM operational gap	Will be finalized at an upcoming deputies Command, Control, and Communications Leadership Board (C3LB) meeting	Will be finalized at an upcoming deputies C3LB meeting	Will be finalized at an upcoming deputies C3LB meeting

PERFORMANCE GOAL 2.6.3 - ENABLE SPECTRUM SHARING

Spectrum sharing offers a new model for greater freedom of actions within the electromagnetic spectrum – mitigating interference through agreement. Increased spectrum sharing will enable the DoD to meet the growing demands for spectrum access both internally and from industry.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
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	Draft and submit to the Secretary of Commerce 3.1-3.45 GHz Feasibility Assessment Report that includes Secretary Defense 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



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 READY FUTURE WORKFORCE. LEADER: OUSD(P&R)

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

DoD must ensure a resilient and highly-skilled civilian workforce capable of advancing the Department's strategy for readiness and competitive advantage to deter conflict in any domain. DoD's civilian workforce is vital to implementing strategies and priorities to ensure the Department succeeds in achieving national security objectives. 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 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 3.1.1.1: DoD Direct Hire Authority (DHA) Hire Rate	100%	100%	100%
PM 3.1.1.2: DoD Use of Hiring Assessments	TBD	TBD	TBD
PM 3.1.1.3: DoD Hiring Manager Satisfaction Scores	75%	80%	Increase
PM 3.1.1.4: DoD Average Time-to-Hire (T2H)	67 days	65 days	65 days
PM 3.1.1.5: OMB-GSA Mission Support Satisfaction Results - Human Capital	Increase	Increase	Increase

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

The recruiting environment is becoming increasingly difficult for recruiters. The improving economy, limited pool of eligible youth, and a clear disconnect in the perceptions of a large part of our society regarding what it means to serve in the military pose significant challenges. The Services must consistently provide sufficient resources (recruiters, incentives, and marketing) to ensure they are able to sustain the All-Volunteer Force. The major priority is to ensure that all the All-Volunteer Force is manned with sufficient end strength as authorized by the annual NDAA to sustain the Force.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 3.1.2.1: Military End Strength	+/- 3% of end strength authorized by NDAA	+/- 3% of end strength authorized by NDAA	+/- 3% of end strength authorized by NDAA



Strategic Goal 3

Taking Care of Our People and Cultivating the Workforce We Need

PERFORMANCE GOAL 3.1.3 - SHAPE TRAINING AND EDUCATION FOR EMERGING SKILLSETS

DoD must know how well it is training and educating the Force to meet the national strategy, to include training to fight against peer and near-peer threats. It can do so by successfully implementing the Joint Operational Training Infrastructure (JOTI) strategy, designed to restore our training capabilities for multi-domain operations against a peer adversary in a contested environment. Implementing the JOTI will drive this paradigm shift in training. The DoD training infrastructure cannot support the current capabilities of our weapons systems and platforms. Additionally, DoD must fight in new domains, including cyber and space.

DoD's military education must also deliver senior members of the Joint Force who demonstrate advanced cognitive and communications skills and employ critical, creative, and systematic thought. Implementation of Outcomes-Based Military Education (OBME) will ensure senior members of the Joint Force can demonstrate expertise in the theory, principles, concepts, history, nature, and conduct of the spectrum of war, conflict, military competition, and the utility of the military instrument of national power.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 3.1.3.1: Governance of the DoD training and education enterprise	One ASD or above-level governance forum	Two ASD or above-level governance forum	Two ASD or above-level governance forum
PM 3.1.3.2: Tracking implementation of Joint Operational Training Infrastructure (JOTI) strategy goals and initiatives	Identify shortfalls in electronic warfare (EW) 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	Progress toward policy coordinated with USD(A&S) to oversee implementation of training capabilities for major defense acquisition programs 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 Op Forces and Non-Cyber Op Forces
PM 3.1.3.3: Tracking implementation of OBME	Establish and codify policy, assigned responsibility and procedures for organizing, managing, and implementing military education programs	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

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

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

DoD will determine the representation of female, racial/ethnic minority, and Individuals with Disabilities (IWD) / Individuals with Targeted Disabilities (IWTD) personnel in DoD, assess how representation has changed since the previous quarter, track whether recruiting and accessing populations represent the comparative U.S. population, and identify whether DoD ensuring equitable career progression opportunities for all employees by eliminating promotion and retention barriers. Doing so will allow DoD to identify demographic gaps across the Total Force and evaluate trends in representation over time.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 3.2.1.1: Demographic Representation: DoD Workforce	For IWD: 12% For IWTD: 2% Otherwise, DoD does not set representation	For IWD: 12% For IWTD: 2% Otherwise, DoD does not set representation	For IWD: 12% For IWTD: 2% Otherwise, DoD does not set representation
PM 3.2.1.2: Demographic Representation: Accessions	Accession of underrepresented groups in DoD increased from previous year	Accession of underrepresented groups in DoD increased from previous year	Accession of underrepresented groups in DoD increased from previous year
PM 3.2.1.3: Demographic Representation: Promotion/Retention	Increasing promotion/retention of members of underrepresented populations from the previous year	Increasing promotion/retention of members of underrepresented populations from the previous year	Increasing promotion/retention of members of underrepresented populations from the previous year



Strategic Goal 3

Taking Care of Our People and Cultivating the Workforce We Need

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

DoD will promote military readiness by decreasing the prevalence of sexual assault and other readiness-detracting behavior through integrated prevention efforts; increased reporting to connect those impacted with quality care; and holding offenders appropriately accountable. Sexual assault is counter to military core values and impedes military readiness. The Department will not tolerate actions that detract from the military readiness necessary to meet these security challenges, including extremist activity, and will take action to counter such behaviors. It will work to reduce risk factors and increase protective factors that contribute to destructive behaviors, and track enterprise-wide trends in climate factors to enhance prevention and take corrective action.

DoD is also working to address self-harm and enhance the provision of care for all Service members through new and existing collaborative efforts that inform policy and programs aimed at improving lethal means safety. This includes surveying military members and adult dependents on use and storage of firearms, developing policy and intervention approaches, addressing knowledge/skill gaps, and tracking the effectiveness of the Department's lethal means safety efforts.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
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	Sustained reduction in the presence of sexually harassing and extremist behaviors	Sustained reduction in the presence of sexually harassing and extremist behaviors
PM 3.2.2.2: Increase lethal means safety safe storage behavior	Sustained increase in lethal means safety behavior	Sustained increase in lethal means safety behavior	Sustained increase in lethal means safety behavior

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

PERFORMANCE GOAL 3.3.1 - CHILDCARE

DoD will track and decrease the number of children who have not received an offer for the type of requested childcare from any DoD program at the installation by the date care needed. This addresses how the Military Services are meeting the childcare needs of military families and the readiness issues posed by insufficient childcare. Furthermore, the Department will work to maximize the usage of full-time childcare spaces against the capacity to offer full time care; this ensures the Military Services are leveraging existing childcare capacity.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
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	Decrease unmet childcare need by 5% from FY22 target	Decrease unmet childcare need by 4.5% from FY23 target
PM 3.3.1.2: Utilization rate of installation of 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	80% Utilization Rate	87% Utilization Rate

PERFORMANCE GOAL 3.3.2 - IMPROVE CREDENTIALING OPPORTUNITIES FOR FAMILY MEMBERS

DoD will track which States are meeting the interstate compacts to accommodate military spouses through their licensing laws to get spouses to work as soon as possible, allowing spouses with licensing requirements to move between states and anticipate being able to quickly seek employment. A related factor is States' progress in creating reciprocity for each profession; the number of states achieving this level of support shows how nationally the states are eliminating relicensing requirements for military spouses.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
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 (DSLLO) strategic plan for FY 2022))	37 states (based upon DSLLO strategic plan for FY 2022)	41 states (based upon DSLLO strategic plan for FY 2022)
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 4 or more compacts	20 states approve 6 or more compacts	20 states approve 9 or more compacts



Strategic Goal 3

Taking Care of Our People and Cultivating the Workforce We Need

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

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

DoD will continue to maximize its policy efforts to fully vaccinate the Total Force against COVID-19, in accordance with applicable laws and government-wide regulations. Working with congressional, military, and civilian stakeholders, DoD will lead continued efforts to achieve a fully-vaccinated workforce to best ensure the readiness of the Total Force.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 3.4.1.1: Active Duty (AD) personnel vaccinated	AD - 100%	AD - 100%	AD - 100%
PM 3.4.1.2: All personnel types - absolute number and rate of vaccination	90%	90%	90%

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

The urgent demands of the pandemic forced the Military Health System (MHS) to build new capabilities, implement new customer-care techniques, and launch massive new research efforts. As a result, new and rapidly developed health care procedures have kept warfighters on post, ships at sea, and military medical professionals on the front lines in the fight against the coronavirus. COVID-19 has already irrevocably changed how we deliver care and will continue to do so. DoD will focus on ensuring critical lessons learned from the pandemic are identified and implemented in order to most effectively support future readiness and pandemic response.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 3.4.2.1: Percent of lessons learned with implementation plan including required policy change (if necessary)	0%	25%	50%
PM 3.4.2.2: Percent of lessons learned with required policy issued, including measures of effectiveness	0%	25%	50%

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

PERFORMANCE GOAL 3.5.1 - IMPLEMENT HEALTHCARE TRANSFORMATION EFFORTS

The NDAA for FY 2017, 2019, and 2020 contained language to drive a wide range of structural and management reforms within the MHS. These adjustments have been catalysts for the transformation of the MHS into a more integrated system of readiness and health. As we develop new ways of doing business, our commitment is to build an improved system of military health. This system will continuously evolve to ensure success in our missions to ensure troops are fit to fight; medical professionals are ready to support them in training and on the battlefield; and our patients receive the highest quality care possible.

The MHS is focused on three key areas of organizational reform: 1) consolidated management of the direct care and purchased care systems; 2) a reinvigorated approach to readiness within the direct care system; and 3) optimizing the size and composition of the military medical force, including the recruitment, education, training, and sustainment of skills to deliver on our readiness mission.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 3.5.1.1: Percent of transformation milestones achieved on time for initial operational capability (IOC) and full operational capability (FOC)	65%	80%	100%
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%	73%	73%



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

PERFORMANCE GOAL 3.5.2 - IMPROVE ELECTRONIC HEALTH RECORDS

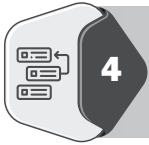
The Department is deploying MHS GENESIS – DoD’s electronic health record. GENESIS will support system-wide information integration providing the foundation for improved readiness tracking, better care coordination, improved safety, elimination of waste and better health outcomes.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 3.5.2.1: Percent of Military Treatment Facilities with MHS GENESIS	50%	80%	100%
PM 3.5.2.2: (Interoperability) number of civilian facilities that automatically give data to MHS GENESIS	5%	15%	25%

PERFORMANCE GOAL 3.5.3 - IMPROVE MENTAL HEALTH SERVICES

The Department is continuously working to explore and address the many factors, perceptions, and behaviors of Service members seeking, receiving, and following through with mental health care. DoD must identify ways to reduce stigma through positive regard for those who seek mental health assistance, just as we view someone seeking treatment for any other medical issue. In addition, the Department must also ensure that it in turn supports those seeking mental health services through timely follow-ups following treatment.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 3.5.3.1: Self-Reported Mental Health (Health Care Survey of DoD Beneficiaries (HCSDB))	91%	91%	91%
PM 3.5.3.2: Health Care Effectiveness Data and Information Set (HEDIS) (7 day follow up after hospitalization)	64.5%	64.5%	64.5%



Strategic Goal 4

Address Institutional Management Priorities

STRATEGIC OBJECTIVE 4.1 - DELIVER EXCELLENT, EQUITABLE, AND SECURE DOD SERVICES AND CUSTOMER EXPERIENCES.

LEADER: OUSD(P&R)

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

DoD will provide trends and analysis to determine the success of reducing the number of suspected fraudulent accounts; in particular, it will track cases of password resets, account locks, and fraudulent account activity registered with the Defense Manpower Data Center (DMDC) Customer Contact Center (CCC) and the Department of Veterans Affairs (VA) Fraud Prevention Group. The Department will also measure the success of the privacy security program and provide trends and analysis to determine vulnerabilities and risk mitigation; and increase the deployment of cyber monitoring tools to increase the monitoring capability of cybersecurity and therefore increase the maturity of cyber tools.

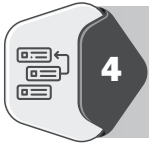
PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 4.1.1.1: Number of fraud cases reported to the DMDC CCC	2650	2517	2391
PM 4.1.1.2: Number of security breaches	0	0	0
PM4.1.1.3: Cybersecurity monitoring tools	95.5%	95.5%	95.5%

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

A DoD priority is providing analytic evidence on recruitment advertising campaign effectiveness as well as areas for advertising market expansion. In particular, it will determine the proportion of influencers (adults 25 years or older who report they have influence over youth ages 12–21; moms, dads, grandparents, and others) who report recalling seeing DoD ads in market. Doing so will indicate how well the joint influencer campaign is performing in reaching adult influencers of youth to support military recruiting. Another priority is determining how well the Defense Organizational Climate Survey platform performs in providing quick unit climate survey results to unit commanders, in order to enable them to proactively address climate challenges and ensure unit readiness.

DoD will also provide trends and analyses to determine the efficiency and effectiveness of processed data sets, as well as monitor the availability of survey/focus group results to ensure said results support data-driven decision-making for DoD program and policy evaluation and allow DoD to effectively focus their limited resources on important personnel and quality of life issues for the military community.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 4.1.2.1: Ad recall	30%	30%	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	24	24
PM 4.1.2.4: Availability of survey/focus group results	95%	95%	95%



Strategic Goal 4 Address Institutional Management Priorities

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

PERFORMANCE GOAL 4.2.1 - CHARTERING DIRECTIVE FOR CDAO

The DepSecDef directed DA&M and CDAO to establish a chartering directive for the CDAO. This would codify the roles, responsibilities, missions, and functions of CDAO. It would further strengthen the CDAO's ability to exert leadership in the data, analytics, and AI enterprise throughout the Department.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 4.2.1.1: Chartering Directive and governance structure for CDAO	Governance structure established	n/a	n/a

STRATEGIC OBJECTIVE 4.3 - OPTIMIZE BUDGET TO EXECUTION. LEADER: OUSD(C)/CFO

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

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, 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 exists is provided through Advana, the Department's single authoritative enterprise data analytics platform for mission and business decision advantage.

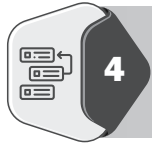
PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 4.3.1.1: % implementation of emergency funding tracking complete	50%	100%	100%

STRATEGIC OBJECTIVE 4.4 - FOSTER A HIGH INTEGRITY FUNDS CONTROL ENVIRONMENT. LEADER: OUSD(C)/CFO

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

Our budget professionals do an incredible job securing an annual budget that supports our national defense objectives. However, the steps and technology used to perform the planning, programming, budgeting, and execution (PPBE) process remain inefficient. Simplifying and automating much of the traditional PPBE operations will reduce ongoing workforce strain while ensuring risk mitigation, controls, transparency, and oversight. 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 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 4.4.1.1: Spend plan variance	+/-3%	+/-3%	+/-3%
PM 4.4.1.2: % reporting entities on boarded to Advana spend plan tool	0%	100%	n/a



Strategic Goal 4 Address Institutional Management Priorities

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

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

The Department will focus audit remediation efforts on those that are most vital to the warfighter. The DoD will emphasize resolution of audit findings that will improve the quality and timeliness of financial data available to decision makers. These efforts will help to ensure visibility over the counts, locations and conditions of critical assets. This information in turn will support military leaders in making programming, investment and budgeting decisions.

The Department will aggressively complete data integrity and standardization imperatives as well as pursue system standardization and consolidation initiatives. To reduce the complexity of the DoD information systems environment, the Department will continue to execute against plans to retire more than 70 DoD-owned systems identified as relevant to financial reporting by FY 2027. This will be largely accomplished through migration to enterprise resource planning (ERP) systems.

PERFORMANCE MEASURES	FY 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 4.5.1.1: Number of favorable (unmodified or qualified) financial statement audit opinions	n/a	12	13
PM 4.5.1.2: Number of component material weaknesses (MWs) downgraded	7	TBD	TBD

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

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

The findings of completed DoD audits to date are clear and consistent. The Department has been struggling to become auditable due to the amount 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 2022 TARGET	FY 2023 TARGET	FY 2024 TARGET
PM 4.6.1.1: Number of legacy systems shut down	10	10 (Total of 20)	TBD

Appendix B

Annual Performance Report

FY 2021

The *FY 2021 Annual Performance Report (APR)* highlights some of the Department's FY 2021 achievements that directly contributed to the realization of core priorities outlined by Secretary of Defense Lloyd J. Austin III, in his March 4, 2021 *Message to the Force*:



Defend the Nation



Take Care of Our People



Succeed Through Teamwork

The Department's FY 2021 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 (Revised August 2021), Preparation, Submission, and Execution of the Budget.

A SpaceX Falcon 9 rocket carrying NASA astronauts is seen in this false color infrared exposure as it launched from Launch Complex 39A on NASA's SpaceX Demo-2 mission to the International Space Station, May 30, 2020, at NASA's Kennedy Space Center in Florida.

Overview of FY 2021 Accomplishments

Throughout FY 2021, the Principal Staff Assistants (PSAs), Defense Agencies and DoD Field Activities (DAFAs), and Military Departments (MILDEPs) made diligent strides towards aligning with the three core priorities as outlined by the SecDef.

Notable accomplishments and updates are summarized below, and additional detail on the initiatives by the PSAs, DAFAs, and MILDEPs can be found in the respective section for each of the core priorities.

PRINCIPAL STAFF ASSISTANTS AND DEFENSE AGENCIES AND DOD FIELD ACTIVITIES

DoD and OSD components and leaders worked together to meet or exceed many of the Annual Performance Plan goals and prepared to align future performance to the focus areas as set forth by the SecDef's message and define new capabilities as needed to address a changing and dynamic threat landscape. Through integrated deterrence, campaigning, and actions that build enduring advantages, the Department will advance these goals and establish a robust and resilient Joint Force required to execute our strategy. The measures set forth in the APP allow us to take advantage of our Nation's innovative workforce, unwavering commitment to democratic values, and unrivaled alliances and partnerships.

MILITARY DEPARTMENTS

Department of the Army

America's Army remains prepared to actively campaign globally and fight and win the Nation's wars as an integral member of the Joint Force and under the leadership of Christine Wormuth and Gabe Camarillo, appointed as the 25th Secretary of the Army in May 2021 and the 35th Under Secretary of the Army in February 2022, respectively. As demonstrated repeatedly over the past year, the Army also remains the Nation's principal response force to protect our country and provide support to civil authorities in the face of unexpected crises, such as the COVID-19 pandemic, natural disasters, evacuation and reception of our Afghan partners, and cyberattacks. Our priorities are aligned with the Interim National Security Strategic Guidance: investing in people; sustaining readiness and resiliency; divesting of legacy systems to reinvest in cutting-edge technologies and capabilities; mitigating the impact of climate change; and strengthening our alliances and partnerships.

An outlaw troop commander assigned to the 4th Squadron, 2d Cavalry Regiment, leads a convoy in a tactical road march from the Niinisalo Training Area in Finland, May 8, 2022.





Midshipmen engineering students at the U.S. Naval Academy, are designing an energy microgrid as part of their CAPSTONE curriculum requirement in order to graduate from U.S. Naval Academy.

Department of the Navy

In August 2021, Carlos Del Toro was sworn in as the 78th Secretary of the Navy and immediately issued a Message to the Fleet aligned to the SecDef's *Message to the Force*, which focused on four immediate pressing challenges: China, Culture, Climate, and COVID-19.

The Navy and Marine Corps team took decisive action to press forward and meet these challenges head-on. We worked with allies and partners to deter China's aggression, protect our national security, and preserve the peace through joint exercises and training. We focused on our culture, by celebrating what unites us through our unique diversity of races, religions, and ethnicities – our combined desire to be the most talented, most combat ready, most committed force possible.

We know that climate change impacts our mission, whether we are ashore or at sea. We began the process to develop solutions that mitigate climate damage while ensuring our operational success and competitive edge. Our Sailors and Marines took the impacts of COVID-19 seriously, by getting vaccinated to protect themselves, their shipmates, and family during the pandemic, to continue meeting our mission.

Secretary Del Toro followed up his initial message by releasing strategic guidance in October confirming the DON's commitment to our enduring priorities of maintaining maritime dominance in defense of our Nation, empowering our people, and strengthening strategic partnerships. This strategic guidance is aligned to Secretary Austin's vision of integrated deterrence, with an agile and ready force. The Commandant of the Marine Corps' Force Design 2030 to modernize the expeditionary posture of the Marine Corps, and the Chief of Naval Operations' (CNO) Navigation Plan, to expand the Department of the Navy's (DON) fleet capabilities for distributed operations both support achievement of the Secretary's strategic objectives.

“Access to contested waters requires more robust capabilities and capacity. This demands new thinking about how we invest our defense dollars.”

*The Honorable Carlos Del Toro
Secretary of the Navy*

Department of the Air Force

FY 2021 marked a year of tremendous change and new beginnings for the Department of the Air Force (DAF), starting with new senior leadership including Frank Kendall, who was sworn in as the 26th Secretary of the Department of the Air Force (SecAF), as well as Gina Ortiz Jones as the 27th Under Secretary of the Department of the Air Force (USecAF) in late July 2021. Secretary Kendall took control of a department already in transition, as with the founding of the United States Space Force on December 19, 2019, he is now responsible for organizing, training, and equipping two Military Services. Secretary Kendall immediately set the tone for his highly collaborative and team-oriented leadership style in his initial *One Team, One Fight* message to the Airmen and Guardians. In the message, Secretary Kendall clearly aligned DAF's strategic intent with SecDef Austin's priorities outlined in his *Message to the Force*.

The United States Air Force (USAF) and United States Space Force (USSF) contributed significantly to each of SecDef Austin's three strategic priorities throughout FY 2021, with Secretary Kendall's strategic intent objectives providing more detailed direction to the services to implement the priorities. **Table 1** below outlines how the SecAF's strategic intent aligns to SecDef Austin's strategic priorities and objectives.



The Honorable Frank Kendall, Secretary of the Air Force, shakes hands with Chief of Staff of the Air Force, General Charles Quinton (CQ) Brown, Jr., (top) before his first staff meeting with Gina Ortiz Jones, Under Secretary of the Air Force, Chief of Staff of the Air Force Brown, and Chief of Space Operations General John W. "Jay" Raymond (bottom).

SECDEF STRATEGIC PRIORITY	SECAF STRATEGIC INTENT	SECDEF STRATEGIC OBJECTIVES	SECAF STRATEGIC INTENT OBJECTIVES
Defend the Nation	Strategically Compete with China and Russia	Prioritize China as the Pacing Challenge	Deter conventional and strategic conflict with China & Russia and win, if necessary
		Address Advanced and Persistent Threats	Protect the health of the Total Force
		Defeat COVID-19	Adapt to climate change
		Tackle the Climate Crisis	Modernize the DAF through innovation and diversity
		Innovate and Modernize the DoD	Provide organic DAF technical excellence needed for strategic competition
Take Care of Our People	Take Care of the Total Force	Ensure Accountable Leadership	Enable an environment of respect and dignity
		Build Resilience and Readiness	Build a culture of resilience and readiness
Succeed Through Teamwork	Work as "One Team" with the DAF and with OSD, MILDEPs, U.S. Government Agencies, and Allies and Partners	Work in Partnership with Our Nation	Contribute to overall national security
		Join Forces with our Allies and Partners	Deepen relationships with trusted and capable allies and partners

Table 1: SecAF Strategic Intent Aligned to SecDef Priorities and Strategic Objectives

FY 2021 Achievements Aligned to Core Priorities



Office of the Under Secretary of Defense for Acquisition and Sustainment

Reform the Department's Business Practices for Greater Performance and Affordability

In order to enable contracting at the speed of relevance, OUSD(A&S) intends to reduce Procurement Administrative Lead Time (PALT) on major program acquisitions. Furthermore, OUSD(A&S) maximizes efficiency within each contracting “lane” for buys ranging from major program acquisitions to micro-purchases. Since the start of the pandemic, the Department, on behalf of and in coordination with the U.S. Department of Health and Human Services, has invested approximately \$3.4 billion in the domestic



Under Secretary of Defense for Acquisition and Sustainment Dr. William A. LaPlante during a press brief at the Pentagon, May 6, 2022.

health and medical supply and device industrial bases. Led by our Defense Assisted Acquisition (DA2) Cell, these funds were awarded across nearly 70 contract actions, resulting in capacity increases and advancements across a myriad of industries, including personal protective equipment (PPE), screening and diagnostics, pharmaceuticals, and injection technology.

In addition, DA2 has continued to coordinate HHS's requests for procurement of health and medical resources. Since May 2021, DoD has procured over \$16 billion in COVID-19-related resources on behalf of HHS, including therapeutics and test kits. In support of the United States' global vaccine mission, DA2 is also working in coordination with the USAID to facilitate the procurement of one billion COVID-19 vaccine doses for donation to over 90 low and middle-income countries. To date, DoD has executed contracting actions to procure 700 million doses in support of this mission.

Rebuild Military Readiness as We Build a More Lethal Joint Force

OUSD(A&S) ensures safe and resilient DoD installations by mitigating environmental threats to past, current, and future installations. The effects of a changing climate are a national security issue with potential impacts to the Department's built and natural infrastructure, as well as missions and operational plans. We incorporate climate resilience as a cross-cutting consideration

“Building on the Department's landmark Climate Adaptation Plan, Acquisition and Sustainment — and particularly our Energy, Installations and Environment team, remains at the forefront of meeting the Nation's warfighting needs under increasingly extreme environmental conditions.”

*The Honorable Dr. William A. LaPlante
Under Secretary of Defense for Acquisition and Sustainment*



An HH-60W Jolly Green II sits under bright lights used to create heat in the McKinley Climatic Lab at Eglin Air Force Base.

for our planning and decision-making processes, and not as a separate program or specific set of actions. Specifically, the Department considers resilience in the installation planning and basing processes. This includes consideration of environmental vulnerabilities in installation master planning, management of natural resources, design and construction standards, utility systems and service, and emergency management operations.

On October 7, the White House released Climate Adaptation Plans (CAPs) from each federal agency, as required by Executive Order 14008, “Tackling the Climate Crisis at Home and Abroad.” *The DoD CAP*, developed primarily by the Office of the Assistant Secretary of Defense for Sustainment (OASD(S)) Environment and Energy Resilience team, articulates a bold vision to drive transformative change across the entire Department as well as align adaptation and resilience efforts with warfighting missions.

The plan lays out a strategic framework around five major lines of effort, each with its own outcome to meet the mission of defending the Nation under all conditions. As an integrated roadmap, the

CAP drives incorporation of climate considerations into the Department’s operations, planning, and business and decision-making processes. This includes training and equipping our forces, infrastructure resilience, and ensuring supply chains adapt to the realities of a changing environment.

Chief Information Officer of the DoD

DoD365 - The DoD CIO, in concert with the United States Cyber Command (USCYBERCOM) and Defense Information Systems Agency (DISA), aggressively responded to an almost tenfold increase in remote work demands introduced as a result of the COVID-19 pandemic with the deployment of an interim collaboration capability known as the Commercial Virtual Remote (CVR) environment. The deployment of CVR, completed within a month and included the migration of 1.3 million users, represented an unparalleled, accelerated timeframe where the typical software migration timeframe was reduced from years to one month.

The DoD CIO led an unprecedented effort with USCYBERCOM, DISA, Joint Staff J6, and the Military Departments to deliver a secure Impact Level (IL) 5 cloud-based office suite productivity and collaboration for over 2.8 million users across the Defense enterprise in less than nine months.

The creation of DoD365 at this accelerated pace was supported by extensive analysis of complex networking issues, security boundaries, cybersecurity needs, and interoperability demands to ensure the Department operated as a joint force. Delivery of capability at this level and pace required a myriad of multi-disciplinary teams and leaders at varying levels to work in constant collaboration to refine requirements, develop technical approaches, test and validate solutions, and agilely execute deployment. Success was dependent on strategic partnerships not only within the Department but with Federal Government agencies and industry partners. The result is the federated, multi-tenant implementation of DoD365 IL 5 cloud, which provides seamless office suite productivity and collaboration solutions for all DoD Components.

Software Modernization

The DoD CIO, in partnership with the USD(A&S) and USD(R&E), has published a series of strategies, memorandum, and guidebooks which are modernizing the development of software within the DoD. The premier document, the *Software Modernization Strategy*, was signed in February 2022 by the Deputy Secretary of Defense. It establishes three key goals – to accelerate the DoD enterprise cloud environment, to establish a DoD-wide software factory ecosystem, and to transform processes to enable resilience and speed. The Software Modernization Senior Steering Group (SW Mod SSG), chartered under the Digital Modernization Infrastructure Executive Committee, is established and empowered to achieve these goals. Through the working groups under the SW Mod SSG, implementation is already underway. The OCONUS Cloud Strategy was approved by the DoD CIO in April 2021, with additional technical design guidance in progress and planned for release in 2022. Two updates to the inaugural DevSecOps (development, security, and operations) Reference Designs were released in 2021



The Honorable John Sherman, DoD CIO, speaks at Armed Forces Communications and Electronics Association (AFCEA) International Space Force IT Day 2022 about extending enterprise capabilities to the tactical edge.

“The Department of Defense has made significant progress in the areas of information technology, cybersecurity, and command, control and communications with initiatives that increase the Department’s cloud adoption, modernize software development, implement a Zero Trust approach to cybersecurity, and advance spectrum sharing with industry. Additionally, we remain committed to maintaining DoD’s digital workforce and are developing the DoD Chief Information Officer Cyber Workforce Strategic Action Plan to ensure that we recruit and retain a workforce that reflects the best talent the nation has to offer.”

*The Honorable John Sherman
Chief Information Officer of the DoD*

and are publicly available for consumption. Additionally, the Open-Source Software (OSS) memorandum was signed in January 2022, which advocates for and provides guidance for OSS usage within the Department, ensuring that OSS is utilized to the maximum extent possible.

Under Software Modernization, the DoD CIO is reducing existing stovepipes between software development and cybersecurity. Continuous Authorization to Operate (cATO) is an essential evolution to the DoD’s Risk Management Framework, aiming to increase cybersecurity by integrating risk management into the software development pipeline. The cATO memo was signed by the DoD Senior Information Security Officer (SISO) in February 2022, formally recognizing the cATO definition and mandating the minimum standard for achieving a cATO, which includes continuous monitoring, a secure DevSecOps pipeline, and an active cyber defense.

In 2022, the DoD CIO aims to build upon all the existing work done in 2021. A software modernization implementation plan will be released in the summer of 2022, providing a detailed roadmap for supporting initiatives such as Joint All Domain Command and Control (JADC2) and AI and Data Acceleration (ADA). Through the partnership of DoD CIO, USD(A&S), and USD(R&E), the SW Mod SSG is charting a path for technology and process transformation to enable delivery of resilient software capabilities at the speed of relevance.

Software Modernization Press Release Link:

<https://www.defense.gov/News/Releases/Release/Article/2924187/DoD-software-modernization-strategy-approved/>

Software Modernization Documentation Link:

<https://DoDcio.defense.gov/Library/>

Cloud and Data Center Optimization

The Department operates an enormous, complex enterprise network. DoD must transform on a significant scale to facilitate the modernization of DoD application/systems, reduce the cyber-attack surface, and prepare to adopt new IT capabilities in the future.

Prior to the establishment of the Fourth Estate Cloud and Data Center Optimization IT reform initiative in 2018, DoD's data centers were largely developed around individual needs without DoD enterprise interoperability, standardization, efficiency, or ability to migrate to newer technologies.

Cloud and Data Center Optimization accelerates the overarching DoD Data Center Optimization Initiative (DCOI) to optimize data centers for efficiency and improved capability. DAFA applications/systems from 13 organizations were migrated to more optimal hosting environments and vulnerable legacy data centers were optimized or closed to facilitate the transition to a secure cloud enabled future. Due to the strong collaboration amongst the DoD CIO, DAFAs, and industry partners, over 900 systems were decommissioned or migrated to cloud environments and 61 legacy data centers were closed.

The *2019 DoD Digital Modernization Strategy* provided the foundation for DoD data center optimization objectives and was reinforced by the IT Reform Strategy. These guiding strategies set an overall vision for the future DoD computing environment to deliver a standardized, agile, and ubiquitous set of computing capabilities available to all authorized users as part of a services-based Information Enterprise. In alignment with strategy, the DoD CIO approved the Data Center Reference Architecture in 2020 to guide the implementation of agile, highly capable, standardized data centers in alignment with the Digital Modernization Strategy for a robust, agile, and resilient enterprise.

Through strong partnership with the DAFAs and DoD Components, Cloud and Data Center Optimization is enabling the DoD CIO to achieve the Digital Modernization vision for a more agile, resilient defense posture.



U.S. Space Force Specialist from the 65th Cyberspace Squadron, completes training on a computer at Vandenberg Space Force Base, California, April 21, 2022.

Office of the Under Secretary of Defense for Intelligence and Security

Provide Advantages to Support the Department's Integrated Deterrence Efforts by Operationalizing Intelligence Support towards Strategic Competitions and Adopting Innovated Solutions

The OUSD(I&S) strives to posture the Defense Intelligence and Security Enterprises to provide actionable information and data on the nation's strategic competitors and prioritized threats. Understanding threats' warfighting plans and intentions to include timing, strategy, capabilities, policies, research, and engineering, personnel and resources, intelligence and security posture and vulnerabilities will enable the DoD to develop integrated deterrence strategies for the U.S. and its allies.

In support of this effort, OUSD(I&S), in collaboration with the Joint Staff J8 (Force Structure, Resource and Assessment),



While visiting the Defense Intelligence Agency, the Honorable Ronald S. Moultrie, Under Secretary of Defense for Intelligence and Security, meets with the Ukrainian Ambassador to the United States, Oksana Markarova.

performed reviews of CSAs (e.g. National Geospatial-Intelligence Agency (NGA), National Security Agency (NSA), and Defense Intelligence Agency (DIA)) to evaluate where these agencies can improve intelligence support to the warfighter. This performance goal is executed through the Combat Support Agency Review Team (CSART) process; mandated by Title 10, Section 193; led by Joint Staff J8; and conducted every two years for each CSA. The CJCS-produced CSART report is disseminated throughout DoD and to four Congressional Committees (i.e., Senate Appropriations Committee, Senate Armed Services Committee, House Appropriations Committee, and the House Armed Services Committee). OUSD(I&S), as the SecDef's PSA, directs the intelligence CSAs to provide a plan of action and milestones every six months for OUSD(I&S) subject matter expert review and validation, until all CSART recommendations are satisfactorily closed.

OUSD(I&S) initiated a Department-wide effort, in coordination with Congress, and the Office of the Director of National Intelligence, to support the Department's ability to develop and implement a DoD-wide approach to managing the issue of unidentified objects in our controlled airspace. This initiative led to the development of an approach that resulted in the establishment of the AOIMSG at the OSD level within OUSD(I&S) to meet DepSecDef's intent to replace the previously chartered Unidentified Aerial Phenomena Task Force (UAPTFT). OUSD(I&S) led a Department-wide effort, to include interagency partners from the Office of the Director of National Intelligence (ONI), Department of Homeland Security (DHS), Department of Justice (DOJ), and Department of Transportation (DOT), to perform a comprehensive mission analysis and identify an organizational design, including the associated processes and procedures, to meet the requirements established by the DepSecDef and Congress. As a result of our engagement, focus, and deliberate planning, we will request Congressional support with this effort and stand-up the newly chartered AOIMSG that is underway. This is a significant step forward to establish the focus and assigned responsibility to ensure the DoD is taking all appropriate action to understand these potential threats and protect our people and our systems.

Office of the Under Secretary of Defense for Personnel and Readiness

The Department advanced SecDef Austin's first core priority to *Defend the Nation* by monitoring and assessing the readiness of 116 key force elements, identifying operational shortfalls, and focusing efforts towards sustainable readiness. We then moved beyond operational readiness, catalyzing a DoD-wide effort to pursue the strategic readiness concept, to assess and report readiness more comprehensively to enable greater alignment with national defense and military strategies. The Department also successfully transitioned the U.S. Marine Corps into the DoD-wide Defense Readiness Reporting System-Strategic (DRRS-S).

The Department also made significant headway in ensuring our people are prepared to operate in the challenging future operating environment. Implementing outcomes-based military education enables Service members to better assess and respond to



The Honorable Gilbert R. Cisneros Jr., Under Secretary of Defense for Personnel and Readiness, meets with new naval recruit graduates at Naval Station Great Lakes.

“The Defense Department’s greatest strength is its people. Whether it is promoting a culture of dignity and respect, enhancing access to mental health care, supporting military families, or creating equal opportunity for all the men and women who serve, we are working across the Department to ensure we maximize our ability to recruit and retain top talent and preserve readiness.”

*The Honorable Gilbert R. Cisneros Jr.
Under Secretary of Defense for Personnel and Readiness*

threats. Executing the Joint Operational Training Infrastructure strategy supports their training with a common synthetic training environment with systems and models that accurately represent multi-domain effects, especially in cyber and electronic warfare. The future environment also demands interoperability and joint operations, and the Department expanded oversight of joint training imperatives, adding joint context to service tactical training at 36 Service training venues, and supporting over 100 Combatant Commands joint exercises.

Office of the Under Secretary of Defense for Research and Engineering

FY 2021 marked a year of new beginnings for the OUSD(R&E), as the Honorable Heidi Shyu was sworn in as USD(R&E) on July 25, 2021. In this role, she serves as the Chief Technology Officer for the DoD, mandated with ensuring the technological superiority of the U.S. military, and is responsible for the research, development, and prototyping activities across the DoD enterprise. She also

“I aim to ensure the DoD collaborates more closely with the commercial and defense industries, and the DoD ecosystem of universities, government labs, federally funded research and development centers, and university affiliated research centers.”

*The Honorable Heidi Shyu
Under Secretary of Defense for Research and Engineering*

oversees the activities of the Defense Advanced Research Projects Agency (DARPA), the Missile Defense Agency (MDA), the Defense Innovation Unit (DIU), the Space Development Agency (SDA), the DoD Laboratory and Engineering Center enterprise, and the Under Secretariat staff focused on developing advanced technology and capabilities for the U.S. military.



The Honorable Heidi Shyu, Under Secretary of Defense for Research and Engineering, speaks to defense writers via Zoom at the Pentagon in Arlington, Virginia, January 13, 2022.

Advanced Capabilities

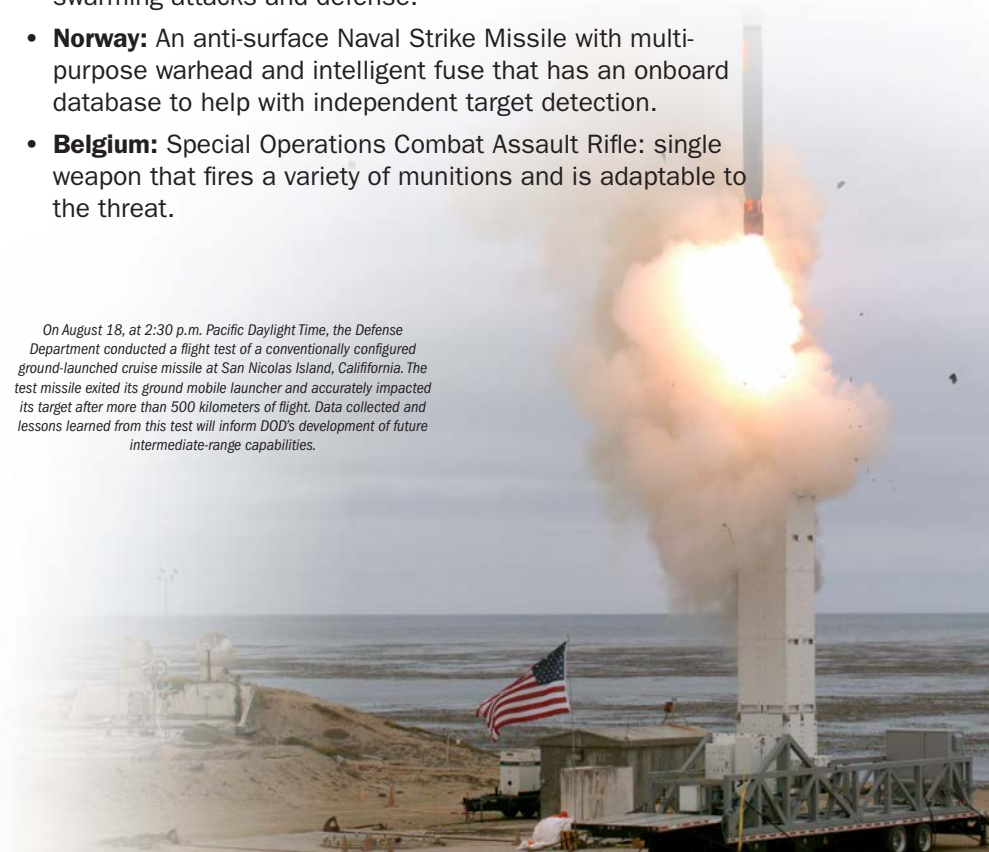
Joint Capability Technology Demonstration (JCTD): A family of programs that takes promising technology from applied research to create prototypes and experiment to deliver new capabilities.

- **Low-cost Cruise Missile:** Created a low-cost cruise missile that uses collaborative autonomous weapons systems to overwhelm enemy defenses.
- **More Situational Awareness-Industrial Control System (MOSAICS):** A toolkit that helps industrial control systems better defend against cyberattacks.

Foreign Comparative Testing (FCT): Finds, assesses, and fields world-class technologies from our international allies and partners.

- **South Korea:** 2.75-inch guided rocket with advanced imaging sensor and autonomous engagement capability for low-cost, swarming attacks and defense.
- **Norway:** An anti-surface Naval Strike Missile with multi-purpose warhead and intelligent fuse that has an onboard database to help with independent target detection.
- **Belgium:** Special Operations Combat Assault Rifle: single weapon that fires a variety of munitions and is adaptable to the threat.

On August 18, at 2:30 p.m. Pacific Daylight Time, the Defense Department conducted a flight test of a conventionally configured ground-launched cruise missile at San Nicolas Island, California. The test missile exited its ground mobile launcher and accurately impacted its target after more than 500 kilometers of flight. Data collected and lessons learned from this test will inform DOD's development of future intermediate-range capabilities.



Department of the Army

Project Convergence is the Army-led effort to enhance Joint Force experimentation and improve Joint Force capabilities focusing on the necessary speed, range, and decision dominance to achieve overmatch and inform the Joint Warfighting Concept (JWC) and Joint All Domain Command and Control (JADC2). Project Convergence serves as a vehicle for collaboration with the U.S. Air Force, Navy, Marine Corps, and Space Force to innovate and modernize the DoD with particular emphasis on identifying promising technologies and get them into the hands of Joint Force Warfighters faster.

“I am committed to continually transforming our forces to be able to compete, deter, and if necessary, fight and win across the multi-domain battlefield.”

*The Honorable Christine Wormuth
Secretary of the Army*

The future fight will be characterized by greater speed, growing autonomy, and increasingly dispersed footprints – in degraded or denied environments. Army Futures Command initiated Project Convergence to integrate our modernization efforts and inform Senior Leader decisions across the continuum of capability development. Integration as early as possible across DOTMLPF-P, an acronym for Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities – Policy, is essential because who we are and how we fight are instrumental to developing what we fight with. A three-star level Joint Board of Directors with U.S. Air Force, U.S. Navy, U.S. Marine Corps, and U.S. Space Force participation ensures joint integration of experimentation objectives, capabilities, and analysis. The board's efforts strengthen overall progress on multi-year joint modernization goals and improve awareness of and responsiveness to evolving technologies, concepts, and operational demands.

In 2021, Project Convergence experimented with over 100 joint and ground combat technologies framed by seven operational scenarios in the Indo-Pacific. Focused on China as the pacing challenge, operational problems were aligned to the four functional concepts supporting the JWC. Command and control experimentation highlighted that our ability to aggregate service-specific kill chains to generate joint kill webs will ultimately depend on data standards, message formats, and common interfaces. Experimentation validated that digitization will drive fundamental change in our integration of joint offensive and defensive fires.

We learned contested logistics requires the extension of sensor-to-shooter-to-sustainer; employing data, automated decision making, and autonomous resupply capability at echelon. And finally, AI-enabled threat recognition, weapon-target pairing, and situational awareness are essential to win tomorrow's close fight – and critical to establish and maintain information advantage at scale.

In 2022, Project Convergence will join the Joint Forces with our allies and partners to advance integration of artificial intelligence, robotics, and autonomy. We will demonstrate decisive ground maneuver as a combined force and incorporate non-kinetic capabilities to increase the scale and complexity of offensive and defensive fires integration. All of our operational scenarios will stress the role of sustainment to close the gap between the tactical edge and enterprise enablers.

*Robotic Combat Vehicle developed by
Project Convergence.*



Department of the Navy

Expand Forward Presence

The DON expanded global posture through advancements in platforms, capabilities, and capacity to maximize resources and ensure Naval supremacy on the water, in the air, and below the surface.



Chief of Naval Operations Admiral Mike Gilday meets with Sailors during a ship visit aboard the San Antonio-class amphibious transport dock ship USS Portland (LPD 27) on September 26 in San Diego, California.

We leveraged results from machine learning models to improve nuclear-powered submarine Combat Readiness planning and execution, including informing the redistribution of weapons and improving availability and load out of weapons, given current inventory, to increase warfighting readiness.

Additionally, the Navy implemented the Chief of Naval Operations' (CNO) Navigation Plan strategic objectives to ensure current and future Navy platforms can deliver the appropriate volume and tempo of fires, including kinetic, longer-range, higher-speed weapons such as hypersonic missiles, in addition to non-kinetic effects. Implementation of the Navigation Plan also accelerated

development of innovative technologies such as long-range fires and unmanned systems.

“The Department must be ready to meet and keep pace with our competitors...and, if necessary, to win the next war...not the last one.”

*The Honorable Carlos Del Toro
Secretary of the Navy*

Enhance Warfighting Readiness

The DON had many accomplishments toward enhanced warfighting readiness throughout the past fiscal year. We reduced time offline for maintenance and repairs, and invested in sustainment of critical readiness infrastructure.

The Department sustained 558 mission ready F/A-18 E/F Super Hornets during COVID-19 through execution of process reforms to improve organic depot capacity and repair velocity. This resulted in substantially reduced turnaround time for F/A-18E/F events from over 100 days to 60 days or less.



A MANTAS T-38 unmanned surface vessel operates in the Arabian Sea, December 4, 2021. Ongoing evaluations of new unmanned systems in U.S. 5th Fleet drives discovery, innovation, and integration into fleet operations.

The Navy also increased our maintenance on-time completion by more than 20 percent, reducing overall days of maintenance delay from over 7,000 days to fewer than 1,200 days. This led to steady increases in the number of ships completing all maintenance requirements during their scheduled availabilities. The percentage of surface ships meeting lifecycle health requirements also increased. Finally, public shipyard maintenance delays were reduced by over 755 days and implemented predictive scheduling tools to better forecast shipyard availability lengths.

Innovate and Modernize

In the past fiscal year, the Department prioritized innovation and made investments in key emerging technologies and capabilities to modernize, enhance and sustain amphibious battlefield maneuverability, dominance at sea, and information superiority.

Some examples of innovative accomplishments include our development of data-informed dashboard landing pages for senior leaders to utilize live data in aviation and surface performance management and improvement forums to accelerate data-driven decisions, as well as our establishment of a Principal Cyber Advisor's Office to provide oversight, policy, budget support, and coordination of all cyber related matters across the Department.

The DON prioritized information and cybersecurity to increase lethality, improve readiness, and sustain resilience through remediating cyber vulnerabilities (encryption, cryptography, zero-trust endpoint devices). The DON built cyber-resiliency for weapon systems and critical infrastructure, grew a highly-trained and competent cyber workforce. Finally, the DON focused on improving facility-related control systems through completing an inventory of systems, and implementation of plans, processes, and tools to identify, track, respond to and mitigate cyber-related vulnerabilities.

Modernization efforts also included accelerated development and fielding of spectrum-dependent systems that are more agile, efficient, and resilient to meet mission requirements and accommodate increasing sharing initiatives such as 5G and beyond.

Modernize Business Systems to Enhance Performance and Affordability

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

We accelerated the modernization and transformation of IT capabilities across the enterprise by aggressively identifying and assessing redundant systems and applications to ensure that decisions made to sunset or rationalize unneeded, obsolete, unproductive, insecure, and un-auditable IT systems and applications are realized. We completed a Naval IT infrastructure portfolio review to identify and classify legacy networks and focus on reducing redundant IT capabilities, and re-aligned resource sponsorship to support deployment of enterprise capabilities while minimizing resource obligations for stove-piped or redundant systems.

Additional efforts to enhance performance and affordability include the DON's audit roadmap—the first and most articulate in the DoD—which is a model for aligning audit remediation priorities, resources, policies, requirements, and change management for a cohesive and effective effort. Finally, Jupiter was established as the DON's enterprise data and analytics platform and we have built dozens of analytic use cases in Jupiter to support analyses of readiness, COVID-19 impacts, IT infrastructure, financial investments, acquisition platform testing and performance management.



The aircraft carrier USS Gerald R. Ford (CVN 78) departed Naval Station Norfolk to transit to Newport News Shipyard in support of her Planned Incremental Availability (PIA), a six-month period of modernization, maintenance, and repairs, August 20, 2021.

Department of the Air Force

The DAF conducted multiple dynamic force employment (DFE) events to deter adversaries and reassure allies through demonstrations of capability and resolve in the U.S. Indo-Pacific Command (INDOPACOM), Central Command (CENTCOM), European Command (EUCOM), and Southern Command (SOUTHCOM). We transitioned to a new Air Force Force Generation model, AFFORGEN, to present sustainable options for joint operations while building high-end readiness for the future. The DAF provided persistent, multi-domain support to joint operations from our air and space systems and improved our ability to identify and, when necessary, respond to threats directed at the United States and its partners in and through space, including rapid prototyping authorization for our first Deep Space Advanced Radar Capability (DARC) site. DARC is a crucial first step in building out a global system to ensure the ability to detect, track, identify and characterize objects in geosynchronous orbit to protect and defend our most valued space assets against adversarial action. Additionally, we demonstrated the operational utility of autonomous collaborative platforms—a key capability for future conflicts—

“Strategic deterrence and conventional deterrence, and if necessary, our ability to achieve victory against our most capable potential rivals is the ‘One Fight’ that we must win.”

*The Honorable Frank Kendall
Secretary of the Air Force, ‘One Team, One Fight’*

through a series of flight tests integrating communication, datalinks, and tactical sensors in an experimentation vehicle. We advanced the Air Force’s ability to conduct long-range strikes through major tests and acquisition milestones associated with a range of nuclear and conventional capabilities, including the B-21, Long Range Standoff program, Intercontinental Ballistic Missile Fuze Modernization (ICBM Fuze Mod), AGM-183A Air-launched Rapid Response Weapon (ARRW), and Joint Air-to-Surface Standoff Missile.

U.S. Air Force F-22 Raptors from the 199th Fighter Squadron fly alongside a USAF KC-135 Stratotanker from the 909th Air Refueling Squadron during 5th generation fighter training near Mt. Fuji, Japan.



**STRATEGIC PRIORITY TWO
TAKE CARE OF OUR
PEOPLE**

***Office of the Under Secretary of Defense for
Acquisition and Sustainment***

Rebuild Military Readiness as We Build a More Lethal Joint Force

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

The Department also recognizes that we must make installations a safe place for our Service members and their families. As such, the Department takes a broad, systemic approach considering threats to both built and natural infrastructure. Not only must the



Homes at Bennett Shores East, an on-base military housing community at Naval Station Mayport, Florida, March 18, 2019.

Department ensure facilities themselves are resilient, but must also ensure that the surrounding land, water, and airspace can support mission-essential activities. The Department is committed to enhancing the quality of life for military personnel and their families by ensuring access to safe, high quality, affordable family and unaccompanied housing where they want to live. The housing conditions where Service members and their families live impact quality of life, their ability to do their jobs, and the Department's ability to recruit and retain the force. Ensuring a positive housing experience is critical to support personnel and mission readiness. Under the overall direction of the Assistant Secretary of Defense for Sustainment, as the Chief Housing Officer, DoD issued a revised Military Housing Privatization Initiative (MHPI) Tenant Bill of Rights that went into effect on August 1, a significant step to ensuring MHPI housing projects provide our military members and their families with safe, quality, and well-maintained housing where they want and choose to live. The revised BOR includes all 18 rights set out in Section 2890 of Title 10, United States Code, expanding the version submitted to Congress in February 2020.

As a result of collaboration with the private-sector MHPI companies, with few exceptions, all 18 rights are fully available at all installations with privatized housing. This represents a foundational step in DoD's ongoing effort to improve the MHPI program and enhance the quality of life for military members and their families.

***Office of the Under Secretary of Defense for
Intelligence and Security***

Build a Skilled and Diverse Defense Intelligence and Security Workforce

The skills, requirements, and demands of serving in the Defense Intelligence and Security Enterprises are among the most stringent in the Department with almost all work and communications occurring within Secure Compartmented Information Facility (SCIF) environments. Identifying, recruiting, training, and retaining a



The Honorable Ronald S. Moultrie, Under Secretary of Defense for Intelligence and Security, at the 2022 Geospatial Intelligence (GEOINT) Symposium.

workforce capable of supporting the Department's intelligence and security requirements are a top priority for OUSD(I&S).

The Defense Intelligence Enterprise's (DIE) most sought after skills and background in many instances exactly match those sought by industry resulting hiring and retention scenarios where the Department is disadvantaged or less than competitive. In FY 2021, OUSD(I&S) completed a National Security Agency (NSA) Talent Evaluation and Assessment (TEA) evaluation. This seven-week long working group represented all defense intelligence and security agencies and will expand the NSA TEA pilot to other agencies across both intelligence and security enterprises. As a result of the working group, all agencies determined the FY2021 and forward annual performance bonus/award split, and reached consensus on the "big- picture" features of an enterprise-wide new performance management and award process. In addition, OUSD(I&S) guided NSA in the process of obtaining the approval for implementing its Interactive Operator/Capabilities Development Specialists/Exploitation Analyst Incentive Program (ICEIP) cyber pay authorities. In partnership with NSA, this led to the development of a new science, technology, engineering, and mathematics (STEM)

and cyber targeted local market supplement (TLMS) pay schedule. This is based on a rigorous market pricing on DIE targeted skills set on STEM jobs and relative competitive positioning with other existing TLMS pay schedules.

Additionally, OUSD(I&S) is formalizing and enhancing the Defense Intelligence and Security certification and credentialing programs, and intelligence and security training, through the development of two policy documents: 1) DoD Instruction (DoDI) 3305.17, DoD Intelligence and Security Certification and Credentialing Programs will measure, mature, and manage the intelligence and security workforce; 2) DoDI 3305.XX, DoD Intelligence and Security Training will ensure all DoD personnel performing intelligence and security missions, functions, and activities are appropriately trained to ensure workforce readiness and mission capability. In concert with the policy enhancement, OUSD(I&S) developed first Annual Report on Professional Certification within the Defense Intelligence and Security Civilian and Military Workforce for USD(I&S) evaluation.

Office of the Under Secretary of Defense for Personnel and Readiness

Recruitment and Retention of the Workforce

OUSD(P&R) continues to find innovative ways to attract, access, and retain a new generation of military members while addressing the challenges of a tight labor market and the COVID-19 pandemic. Our recruitment strategies have adapted to account for youths' information consumption trends/preferences, and increasingly utilize non-traditional advertising venues such as social media and e-gaming.

The Department has prioritized military spouses and families, recognizing the crucial role they play in recruiting and retaining our Total Force. OUSD(P&R) leadership is dedicated to increasing quality and affordable child care options through a review of Child Development Centers, to include identifying both infrastructure and staffing requirements, as well as public-private partnerships to increase the availability of child care. In order to attract child

care staffing, wages have been effectively increased, and the Department has launched the “Come Grow with Us” initiative to promote child care job opportunities. The Department also increased childcare cost reimbursement to \$1,500 per month to eligible military families to allow for greater childcare flexibility and options as the Nation continues navigate the uncertain pandemic childcare landscape.

OUSD(P&R) is also spearheading a holistic approach to improving credentialing for military spouses by closely collaborating with both state governments and the private sector to eliminate barriers and facilitate licensure transferability and opportunity. The Defense-State Liaison Office and Spouse Education and Career Opportunities Program continue to work with states to streamline licensing procedures, and coordinate with states to expand interstate licensing compacts, with a focus on nursing and teaching, the two most prevalent professions for military spouses.

Enhancing Diversity, Equity, Inclusion and Accessibility (DEIA) across our Department maximizes our ability to recruit and retain top talent, and DoD strives to ensure DEIA underpins every aspect of our approach to talent management. To facilitate, inform, and advance agency progress on issues relating to DEIA, we established the DoD Equity Team (DET) in April 2021. The DET addressed a broad range of issues, including the need for increased diversity within the talent pipeline; challenges pertaining to DEIA data collection, analysis, and management; and integration of diversity and inclusion curriculum into leadership development training.

We reinvigorated the Department’s senior level safety forum, the Defense Safety Oversight Council, to provide governance on DoD-wide efforts to reduce mishaps manage safety risks, including by developing standardized safety data elements and business processes for safety data. Ensuring the safety of our Service members is both a resilience and readiness issue that require commitment at every level of leadership.

The Department has successfully accomplished a number specific strategies and initiatives dedicated to effectively recruiting, retaining, developing, and supporting the civilian workforce. The

Department has enhanced workplace flexibilities and work-life programs, and expanded employee assistance; promoted external and interagency rotational opportunities, and various talent management programs that offer career broadening and enhancing assignments; renewed its focus on building and sustaining a diverse cadre of highly capable, high-performing, and results-oriented civilian leaders capable of driving transformation and continuous improvement across the enterprise; and improved



The Honorable Gilbert R. Cisneros Jr., Under Secretary of Defense for Personnel and Readiness, meets with United States Military Entrance Processing Command Leadership at the Chicago Military Entrance Processing Station.

recruiting and hiring processes to meet national security mission needs, including to reduce time-to-hire (T2H) and increase the use of direct hiring authorities (DHA) and other flexibilities.


Since FY2020, the Department has consolidated the number of DHAs to make their usage less confusing for hiring managers and human resources professionals. This consolidation, along with increased education on their usage and pay flexibilities has resulted in improved hiring and retention of valuable employees. We have decreased T2H from an average of 94 days to 80 days in the past year, and continues to measure quarterly Component DHA usage and T2H using the DoD Advana system, allowing leadership to have visibility and identify real-time solutions to organizational needs.

Office of the Under Secretary of Defense for Research and Engineering

Science, Technology, Engineering & Mathematics (STEM)

Minerva: Innovating social science basic research to inform policy

A defense social science basic research grants program that aims to improve DoD understanding of the fundamental social and cultural forces that shape U.S. strategic interests around the world. Total program funds come from OSD as well as participating Military Service (Air Force Office of Scientific Research and Office of Naval Research) funding lines.

A woman in a military flight suit is sitting on the nose of an aircraft, looking down at a young girl in a green flight suit who is also looking at the aircraft. Another young girl in a pink hoodie and glasses is standing next to her, looking at the aircraft. The background is a bright, overcast sky.

More than 2,000 students and teachers from South Carolina participate in science, technology, engineering and mathematics events during McEntire STEM Day, hosted by the South Carolina National Guard at McEntire Joint National Guard Base, April 5, 2019. STEM Day provides an up-close opportunity to work with Swamp Fox Airmen to perform hands-on learning and view the inner workings of aircraft and advanced-technology systems while being enlightened to STEM educational opportunities.

Minerva research project by Mia Bloom (Georgia State):

Documenting the Virtual Caliphate. Research demonstrated how women and children were radicalized by ISIS online.

Minerva research project by Brandon Prins and Ursula Daxecker:

Maritime Piracy and Pirate Organization Book, “Pirate Lands,” demonstrates that Maritime piracy-like civil war, terrorism, and organized crime is a problem of weak states.

Historically Black Colleges and Universities (HBCUs) and Minority Serving Institutions (MIs):

The DoD provides funding to HBCUs and MIs via grants, cooperative agreements, and student and faculty fellowships for basic and applied research.

64 Participating HBCUs and MIs in 23 States and Puerto Rico. Since 2016, the DoD has awarded 343 research grants to HBCUs and MIs totaling over \$187 million. The DoD has also established a pilot program with the University of Maryland-College Park Applied Research Laboratory for Intelligence and Security to partner with three regional HBCUs to support research in 5G, Cyber, and Artificial Intelligence, and established 11 Centers of Excellence for critical defense technology areas in HBCUs/MIs.

Science, Mathematics, and Research for Transformation (SMART) program:

This Scholarship-for-Service program provides full tuition scholarships with money for books, health insurance, and more, plus jobs in defense laboratories upon graduation. In FY 2021 – 416 new scholars joined the SMART Program; 72 from HBCUs/MIs working on degrees or in DoD labs.

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 the American soldier and civilian talent needed to achieve Army readiness and remain the most

“Character and culture matter - I will...ensure we have a healthy command climate which fosters Army values at every installation, securing the well-being of our people. I will focus on making sure the Army can recruit, develop, train, and retain the diverse talent it needs to remain the world’s premier land force.”

*The Honorable Christine Wormuth
Secretary of the Army*

lethal and capable land force in the world. The Army published the Military Implementation Plan (MIP) and Civilian Implementation Plan (CIP) to operationalize the Army People Strategy and better position the Army to grow its talent by competing for and acquiring diverse talent, investing in training and education to increase skills and capabilities, enhancing force readiness by employing the full range of soldier and civilian capabilities, and retaining their experience for the future force.



General Joseph Martin, 37th Vice Chief of Staff of the U.S. Army, awards a soldier of the 1st Battalion, 9th Field Artillery Regiment, a challenge coin during a listening session at the battalion headquarters on March 10, 2021.

For the first time in Army history, a People Strategy is directing the prioritization of resourcing, policies, programs, and processes affecting the Army people enterprise. The Army is pursuing four lines of effort (acquire, develop, employ, and retain talent) supported by four critical enablers (21st century talent management, quality of life, Army culture, and resources/authorities) to achieve a strategic outcome of cohesive soldier and civilian teams. In 2021, the Army started or continued 92% of Army People Strategy milestones in marketing, recruiting, and onboarding (growing talent); training, credentialing, and assessment (investing in training and education); and leader development, selection, retention, and people analytics (enhance force readiness). To build safe environments for our soldiers and civilians, the Army People Strategy also provides direction for implementation and integration of the Army's diversity, equity, and inclusion efforts. These efforts will help ensure the Army of today and tomorrow affords every individual the opportunity to maximize their talent and contribute fully to mission accomplishment.

Department of the Navy

The DON reviewed and reformed our operating procedures and promotion practices to reward leadership, warfighting skills, initiative, applied problem solving, and innovative strategic thinking

“As Secretary Austin has repeatedly stated, we must build teamwork and always care for those that defend our nation. We must continue to build a Navy – Marine Corps Team where everyone is treated with dignity and respect. We must recruit from the widest possible talent pool. Diversity of experience, thought, and background makes for a more combat effective team.”

*The Honorable Carlos Del Toro
Secretary of the Navy*



Attendees pose for a group photo during the Commander Naval Air Forces Diversity, Equity, and Inclusion Summit in Coronado, California, November 1, 2021. The theme of the summit was “Empowering future naval leaders with a diversity, equity, and inclusion mindset.”

at every level. We took action to ensure enduring excellence in all aspects of the quality of life for our military families, established a Diversity Equity and Inclusion function guided by a strategy, accompanying implementation plan, and governance structure, and we have designed an approach to sustain a distributed workforce that meets mission requirements as well as optimizes its real estate portfolio and facilities investments.

The DON built the strongest possible warfighting force by recruiting, retaining, and promoting the best America has to offer. We cultivated talent and unique insights of individuals from diverse personal, cultural, and professional backgrounds and continuously identified opportunities for all Sailors, Marines, and Civilians to develop warfighting and leadership skills, while emphasizing diversity, equity, and inclusion in every aspect of our force.

To achieve those goals, we accelerated implementation of the DON Human Capital Strategy to better access and curate best in class talent through stand up and execution of a task force that worked with Navy and Marine Corps leaders. As part of the strategy, the DON tested the use of two automated, artificial intelligence recruiting tools at more than 15 recruiting events to deliver a

“We are constantly assessing to make sure that we have the right people in the right job at the right time to be able to deliver warfighting capability.”

*The Honorable Meredith Berger
Under Secretary of the Navy (Acting)*

business case with recommendations for the implementation of a DON-wide tool to support the DON’s civilian human resource function.

Additional efforts to take care of our people included the launching performance improvement plans for the MyNavyHR effort with a live data landing page for leadership to improve the number of Sailors at sea and match the best talent to task, as well as our improved near miss and hazard reporting through increased leveraging of data analytics and deployment of a new system to report and manage these risks.

Department of the Air Force

The DAF conducted multiple disparity reviews, to include a review examining the unique barriers to service at the intersection of race, ethnicity, and gender. We supplemented the cross-functional working group examining root causes of disparities in the military justice system with other groups addressing disparities in adjudication of complaints, career field diversity, developmental education selection, promotions, and representation in senior leadership ranks. We re-established department-level working groups of volunteers from various demographic groups to identify and propose actions reducing barriers to service and expanded Diversity, Equity and Inclusion offices at the Major and Field Command levels with the addition of Chief Diversity Inclusion Officers. We also implemented action plans to increase demographic representation of women and other under-represented groups serving as pilots as well as in the Space Force. The DAF revised policies on grooming and hairstyle standards that



The Honorable Gina Ortiz Jones, Under Secretary of the Air Force, speaks at the Congressional Equality Caucus virtual event commemorating the ten year anniversary of the repeal of Don't Ask, Don't Tell, September 20, 2021.

were negatively impacting the health and well-being of Airmen and Guardians and expanded support to military families by implementing deferments for post-pregnancy deployments and separation decisions. The DAF also reduced the amount of time to certify Family Child Care providers, ensured the portability of provider certifications, and implemented guidance to expand service during irregular duty hours.

“All of our team members deserve to be treated with respect and dignity and to serve in an environment in which they can grow and thrive. We must all do everything we can to help our fellow teammates be successful—our Nation’s defense requires it.”

*The Honorable Frank Kendall
Secretary of the Air Force, ‘One Team, One Fight’*




A cyber warfare operations officer, watches members of the 175th Cyberspace Operations Group analyze log files and provide cyber threat updates utilizing a Kibana visualization.



Air Force Basic Military Training trainees walk across a completed obstacle of bridge-making during Basic Expeditionary Airman Skills Training, where trainees put every combat skill they've learned into practice.

The DAF continued to advance our talent management system to ensure we're attracting, recruiting, developing, and retaining world-class Airmen and Guardians. Our goals are to maximize individual potential and to be responsive to mission requirements. One notable change was to emphasize performance over testing in our senior noncommissioned officer promotion selection process. Another change was to adopt new developmental categories for officer career fields to increase personnel management agility.

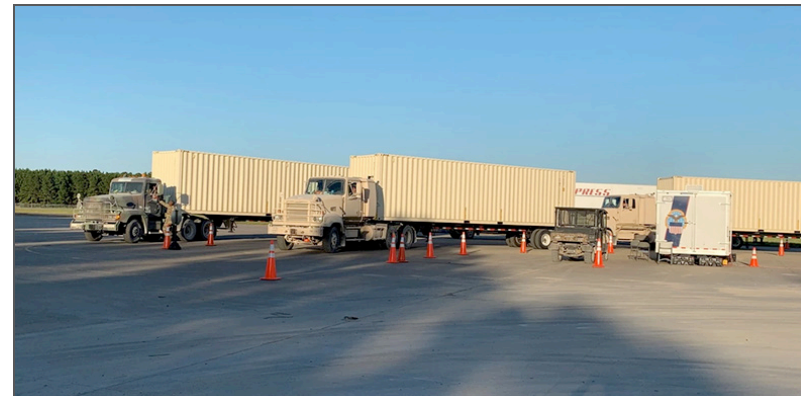


STRATEGIC PRIORITY THREE SUCCEED THROUGH TEAMWORK

Office of the Under Secretary of Defense for Acquisition and Sustainment

Reform the Department's Business Practices for Greater Performance and Affordability

By building a safe, secure, and resilient defense industrial base (commercial and organic) OUSD(A&S) identified and reduced vulnerabilities in the Defense Industrial Base (DIB) and Supply Chain through leveraging global industrial base (allies & partners) to address vulnerabilities. The work conducted by the over 300 members of the DoD-led Interagency Task Force lays the groundwork for important actions, mitigations, and ongoing monitoring that will result in America's ability to continue supporting a secure, robust, resilient, and ready industrial base. In 2021, the Defense Logistics Agency (DLA) helped mitigate the effects of COVID-19 by obtaining and distributing protective and diagnostic



The Defense Logistics Agency Distribution Expeditionary Team makes final checks before a military convoy rolls of Camp Beauregard ahead of Hurricane Ida.

equipment. In addition to writing contracts totaling \$2.78 billion for at-home and point-of-care test kits, these efforts included shipping 138 million test kits to 14,500 locations, delivering vaccines to Service Members overseas and the deployed fleet, and providing 31 million cloth face masks to 1,400 health care centers and 200 foodbanks.

Internationally, DLA dispatched 15 million N95 masks and 1 million rapid test kits, supplied vaccines to the Republic of Korea, provided pharmaceuticals to Paraguay, and enabled future vaccine delivery to 16 other nations.

At home, DLA also countered the effects of natural disasters through support to interagency partners. In response to February's Winter Storm Uri, DLA provided 105,000 gallons of gasoline and diesel fuel to residents in Texas. In August, the Agency delivered 809,000 meals; 572,000 gallons of diesel, gasoline, and propane; 126 generators; and \$500,000 in construction material throughout the Gulf Coast. DLA also assisted the U.S. Forest Service during the year's unprecedented fire season by supplying vehicles, generators, hoses, gaskets, nozzles, pumps, couplings, safety cans, axes, shovels, rakes, and commercial batteries.



A Navy Chief Warrant Officer tends a safety line as a shipping container of humanitarian aid bound for Jérémie, Haiti, is loaded onto a landing craft assigned to the USS Arlington, August 30, 2021.

Defense Production Act Support to Other Federal Departments and Agencies

Within DoD, unique authorities may be leveraged to coordinate efforts among the Services and OSD on DIB issues, such as small business participation or supply chain risk management. Other authorities are unique to OUSD(A&S) to include the Defense Production Act (DPA) Title III and Industrial Base Assessments and Sustainment (IBAS) programs. OUSD(A&S) possess a number of unique authorities that can directly influence policy making and the promotion of defense industrial base (DIB)-related issues.

In response to the ongoing COVID-19 pandemic, DoD provided Defense Production Act (DPA) Title III acquisition guidance and assistance to HHS to aid the planning and execution of recovery funds. In February and March, DPA Title III support to the HHS Office of the Assistant Secretary for Preparedness and Response enabled the development of an acquisition strategy for the execution of \$10 billion in American Rescue Plan Act funds. These investments emphasized industrial base sustainment, commercialization of platform technologies and novel anti-viral treatments, vaccine production, and personal protective equipment manufacture.

Office of the Under Secretary of Defense Comptroller/ Chief Financial Officer

DoD Financial Management Strategy

In FY 2021, OUSD prioritized development of a very different *DoD Financial Management (FM) Strategy* to solve enterprise-wide problems quickly for operational effectiveness and audit acceleration. The first ever “all of FM” strategy to be signed out in FY22 represents the interests of our entire FM community of over 55,000 talented professionals, and was developed in partnership with all the Military Departments, Defense Agencies, and OSD, as a call to action across our entire DoD FM community to unify around five Strategic Goals that support mission success:

1. Cultivate a skilled and inspired workforce
2. Optimize taxpayer dollars for the highest value outcomes
3. Increase the integrity of financial results
4. Simplify and optimize our end-to-end business environment
5. Empower data-driven, fiscally informed decision-making

Effective DoD financial management “connects the balance sheet to the battle space.” Every decision we support generates a financial outcome that either adds value or decreases the warfighter’s ability to achieve mission success. DoD’s ability to make timely, data-informed financial decisions determines how dominant we ultimately will be in the global arena. We value precision balanced with the critical thinking required to solve complex problems and overcome obstacles quickly. Our ability to be agile and pivot to integrate financial and operational data empowers global force decision-making and enables us to be highly productive in supporting the warfighter.

DoD Financial Statement Audit

The DoD completed its standalone and consolidated financial statement audits for FY 2021. We received a qualified audit opinion for the Medical-Eligible Retiree Health Care Fund and unmodified opinions, as well as a qualified audit opinion for the Medicare-Eligible Retiree Health Care Fund, for the following nine components:

- Military Retirement Fund,
- Defense Finance and Accounting Service (DFAS) Working Capital Fund (WCF),
- U.S. Army Corps of Engineers,
- Defense Commissary Agency,
- Defense Contract Audit Agency,
- Defense Health Agency – Contract Resource Management,
- DoD Office of Inspector General,

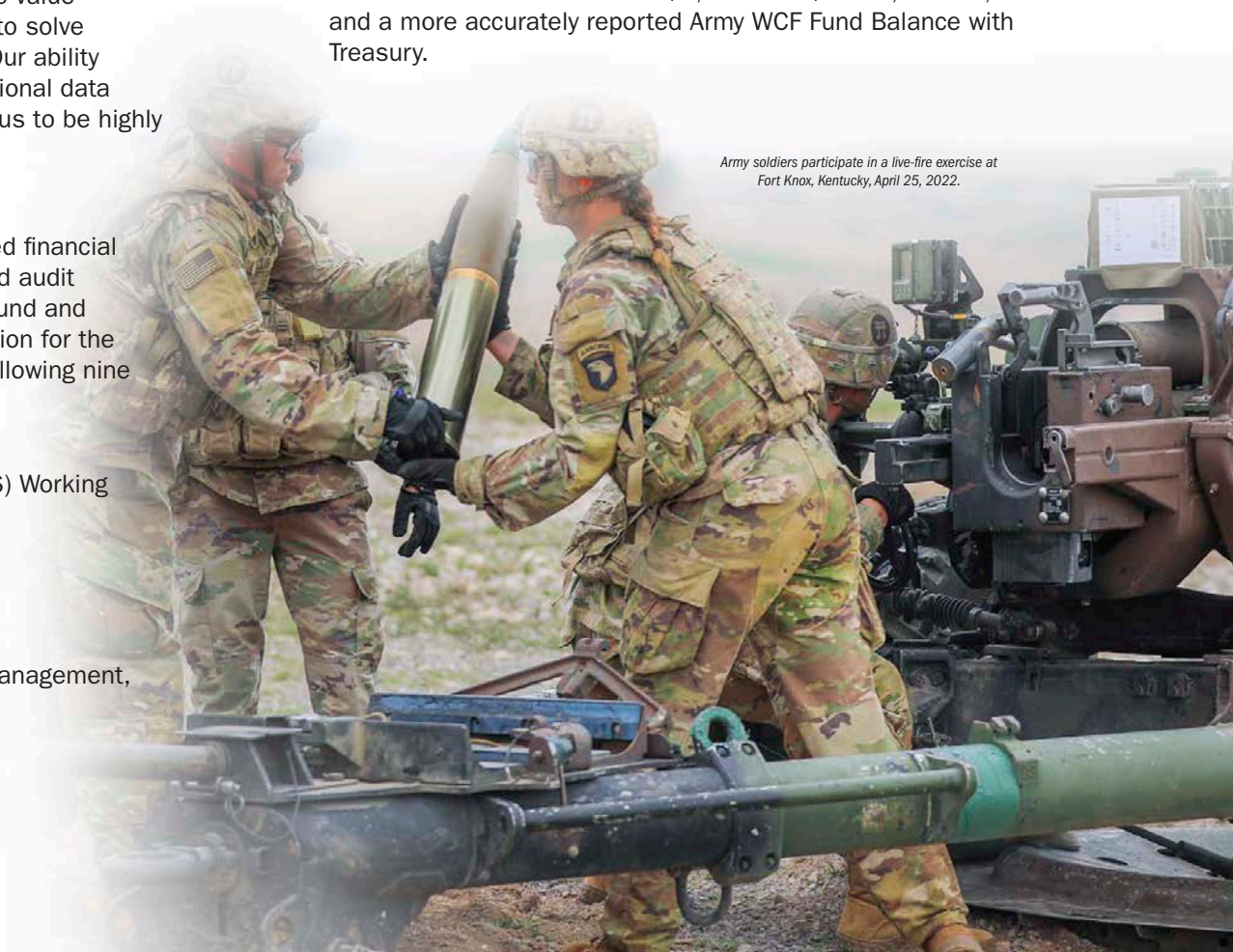
- Defense Information Systems Agency (DISA) WCF, and
- National Reconnaissance Office.

The FY 2021 consolidated audit resulted in 28 material weaknesses (MWs). DoD downgraded its Military Housing Privatization Initiative MW and added one new MW, Financial Statement Compilation, and two returning MWs, Contingent Legal Liabilities and Reconciliation of Net Cost of Operations to Outlays.

Recent examples of audit initiatives include:

- In FY 2021, the **Army WCF** researched and addressed root causes for variances in their cash balances. This resulted in a reduction in variances from \$1,375M to \$198M, or 86%, and a more accurately reported Army WCF Fund Balance with Treasury.

Army soldiers participate in a live-fire exercise at Fort Knox, Kentucky, April 25, 2022.



Be bold in business as in battle. We need everyone in the game to embrace and help execute this strategy, as the risks are real and the benefits to the mission and the workforce are undeniable. Every action matters. Outcomes matter. We must continue our pursuit of excellence and set our sights high.

*Message to the Financial Management Workforce from the Honorable Michael McCord, Under Secretary of Defense (Comptroller)/Chief Financial Officer, and the Honorable Kathleen Miller, Deputy Under Secretary of Defense (Comptroller).
FY 2022-2026 DoD Financial Management Strategy.*

- In FY 2021, the **Department of the Navy** downgraded its Property, Plant, and Equipment: Utilities MW; and identified nearly \$960M of material not properly accounted for through the Navy Material Accountability Campaign. Properly recognizing this property improved the completeness and accuracy of account balances reported on the DON's balance sheet, and allowed the DON to fill open requisitions without additional costs.
- In FY 2021, the **Department of the Air Force** assessed over 122 internal controls for the DAF General Fund (GF). These assessments supported the closure of the Oversight and Monitoring of Internal Control MW one year ahead of schedule. DAF also downgraded the GF Contingent Legal Liabilities and WCF General Property, Plant and Equipment MWs through revised procedures and monitoring controls.
- **DISA partnered with DFAS** to significantly reduce unmatched disbursements (UMDs) for DISA GF. DISA GF finished FY 2021 with a UMD total of \$33M, a reduction of \$52M from July 2021. DISA WCF reduced the FY 2020 UMD balance by \$23.5M, to a balance of \$1.7M for FY 2021.

Advana

The data and analytics platform for senior leader decision support at DoD, experienced tremendous growth throughout FY 2021. Of note, Advana redesigned DoD's executive analytics performance management construct in 2021, which is used to report against metrics and goals set by all PSAs to the DepSecDef on matters of all strategic priorities, which include things like climate response, diversity, equity, and inclusion improvement, as well as business health metrics, which include enduring business-focused metrics to monitor the health of the Department's continuing operations.

Advana also supported the year's highest priority emergencies with near real-time analytics that were critical to our response as a nation, including the COVID-19 response and Afghanistan Non-combatant Evacuation Operation (NEO). Starting in March 2020, Advana worked closely with the DoD Coronavirus Task Force (CVTF) to develop the first interagency, multi-partner common operating picture for combating COVID-19. In FY2021, Advana launched new functionality around health protection condition (HPCON) tracking, travel and installation support, COVID-19 cases, personal protective equipment (PPEs), data to inform school opening decisions on installations, and vaccine dose administrations.

During the recent crisis in Afghanistan, Advana's data capabilities provided reports to senior leaders and enhanced their ability to make rapid, data-informed decisions. Advana implemented a new data architecture to automate data feeds including near real-time flight information, passenger manifests, and base capacity nodal analysis. The team developed applications used by the Joint Staff Surgeon focused on COVID-19 risk reporting for evacuees as well as the Joint Staff's Joint Logistics Operating Center (JLOC). Advana created the second known instance of unattended Robotic Process Automation (RPA) bots in the DoD within 48 hours, used to scrape SharePoint sites for reporting on evacuee status and deliver them automatically to Advana for reporting and sharing to senior leadership.

These examples reinforce Advana's ability to inform the most critical decisions of our time. Overall, FY 2021 was a year of tremendous growth for the Advana team, which continued to ingest the highest priority data sources and rapidly develop applications to support decision-making across nearly all business domain areas.

Office of the Under Secretary of Defense for Intelligence and Security

Transform and Leverage Partnerships

To ensure partnerships across the Department, U.S. Government, and the Global Alliance are operationalized to the fullest extent, 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. Additionally, OUSD(I&S) seeks to ensure that external relationships and partnerships with industry, academia, the private sector, other federal agencies, and allies are horizontally aligned to deliver optimal effect for the Department and nation.

For the Department's counter-insider threat (C-InT) effort, OUSD(I&S) focused on synchronizing prevention, assistance, and response C-InT efforts that will provide Installation Commanders vital information that will influence and shape key personnel decisions and/or prevent other harm tied to insiders. In FY 2021, OUSD(I&S) established pre-COVID-19 C-InT program governance bodies to functional levels in the new operating environment. Additionally, OUSD(I&S) completed two information sharing studies:



Included this photo in a separate file (source image). With the following caption: At the Applied Research Lab for Intelligence and Security (ARLIS) ribbon-cutting, the Honorable Ronald S. Moultrie, Under Secretary of Defense for Intelligence & Security said, "The future of intelligence needs both advanced technology and advanced human understanding... ARLIS combines their academic, research & development, and scientific capabilities to support Department of Defense efforts."

(1) “Effectiveness of Information Sharing Between the Department of Defense Insider Threat Enterprise and Defense Criminal Investigation Organizations”; and (2) “Study to Assess Information Sharing Between Department of Defense Counter Insider Threat Programs and Private Sector Insider Threat Elements.”

Recommendations from the studies will be shared with the C-InT enterprise in an effort to address gaps and improve information sharing.

Finally, OUSD(I&S)’s C-InT program engaged Arizona State University Threatcasting Lab and Army Cyber Institute to create a graphic fictional short story on domestic extremism. This effort seeks to share findings and conclusions of a study on the future of extremism in America. In collaboration with the Threat Cast Lab, OUSD(I&S) seeks to assess how extremism will manifest itself and how its ideologies motivate people towards violence.

Office of the Under Secretary of Defense for Research and Engineering

Hypersonics University Consortium

An inclusive, collaborative ecosystem across Government, industry, and academia that will deliver the innovation and workforce needed to advance hypersonics systems for national defense.

Established in 2021; creating Hypersonics Scholarship program at 102 Universities (4 International); 68 Corporations, 6 National Labs; 500+ Individuals.

Manufacturing Technology Program (ManTech)

Manufacturing Innovation Institutes Network: A group of 1,500 plus companies, universities, and non-profit members since launching in 2012, ManTech has made more than \$1.19 billion in Federal Government manufacturing investments



Manufacturing Innovation Institutes across the U.S. advance research, grow manufacturing capability, and help develop the manufacturing workforce. The newest of these Institutes, BioMADE, will leverage biotechnology to make new detergents, fabrics, crop protection solutions, food additives, and more: www.biomade.org.

Office of the Under Secretary of Defense for Policy

Arctic and Global Resilience

The OUSD(P) climate team led the development of the *Defense Climate Risk Analysis*, in response to the requirement in Executive Order 14008, “Tackling the Climate Crisis at Home and Abroad,” for the SecDef, in coordination with other Federal officials, to develop and submit to the President an analysis of the security implications of climate change. In addition, OUSD(P) began drafting the DoD 2021 “Update on Incorporating the Security Implications of Climate Change.”



A South Carolina Army National Guard CH-47 Chinook helicopter supports the South Carolina Forestry Commission to contain a fire near Table Rock, South Carolina Droughts -- exacerbated by climate change -- cause fire dangers throughout much of the United States.

“The Defense Department doesn’t face a choice between focusing on state actors or significant transnational challenges such as climate change. Both are a threat to our security, and we have to be able to address both,”

*The Honorable Dr. Colin Kahl
Under Secretary of Defense for Policy*

Security Cooperation

The Defense Security Cooperation University (DSCU) drafted DoD Instruction 5132.15, “Implementation of the Security Cooperation Workforce Certification Program,” which was issued in May 2021. The instruction mandates certification for members of the DoD Security Cooperation Workforce in accordance with 10 USC 384 requirements.

DSCU trained 3,216 Security Cooperation (SC) Workforce members at the basic-level certification or higher in FY21. This brings the percent of the workforce that is at least basic-level certified up to 40% (from 17% in FY 2020). This took place despite COVID-19-related disruptions, and well before the deadline for SC Workforce members to complete basic-level certification training.

Department of the Army

The U.S. Northern Command, through its standing joint force land component command, U.S. Army North, has coordinated defense support to the Department of State and Department of Homeland Security and Operation Allies Welcome since August 29, 2021, establishing temporary shelters, or “safe havens,” at eight DoD installations where more than 76,000 Afghan evacuees, a majority of whom worked on behalf of the United States, were received and processed. This effort, which includes the Department of Defense providing the evacuees essential support at secure locations where



A U.S. Army finance officer with Task Force Pickett, holds an Afghan infant while her parents pick out clothes at a clothing drive on Fort Pickett, Virginia, November 6, 2021

they and their families can complete the resettlement process, follows through on America’s commitment to help those who helped us – an effort that would not be possible without the cooperation and teamwork of countless partners from the local, state, and Federal Government, non-government organizations, and the private sector. As of December 31, 2021, more than 68,000 Afghan evacuees have joined new communities across the country and U.S. Army North and the joint military force it oversees completed its support to Operation Allies Welcome at three of the eight installations.

“I am committed to continually transforming our forces to be able to compete, deter, and if necessary, fight and win across the multi-domain battlefield.”

*The Honorable Christine Wormuth
Secretary of the Army*



A U.S. Army officer welcomes an Afghan child to the installation with a U.S. flag during reception operations, August 5, 2021.

Prior to entering the United States, Afghan evacuees successfully completed a rigorous, multi-layered screening and vetting process that included biometric and biographic screenings conducted by intelligence, law enforcement, and counterterrorism professionals from the Departments of Homeland Security, Defense, and State; the Federal Bureau of Investigation; the National Counterterrorism Center; and other Intelligence Community partners. Afghan evacuees also receive critical vaccinations from military and civilian medical professionals – including measles, mumps, and rubella (MMR), varicella, polio, and COVID-19 – as a condition of their humanitarian parole. All Operation Allies Welcome arrivals are tested for COVID-19. The military has also provided temporary housing, culturally appropriate food, and essential services such as medical care while at the military installations, as Afghans receive resettlement assistance from resettlement agencies and community partners.

The Department of State leads the placement effort in close coordination with more than 290 local resettlement affiliates around the country. Through interagency-led and military supported media days, local, regional, and national media outlets reported favorably on the accomplishments, and overall, on the Department of Homeland Security-led operation.

As we look to 2022, the Operation Allies Welcome interagency team will continue to build unity of effort as it resettles the remaining Afghan evacuees as quickly, safely, and successfully as possible. As of early February, U.S. Army North and its partners have already completed their support mission at three other locations after welcoming an additional 16,000 Afghan evacuees to new communities around the United States. This interagency team is making rapid progress toward resettling the remaining evacuees and finishing its work at the final two “safe havens” on military installations.

Department of the Navy

The Department engaged in and promoted strong relationships with our allies and partners, standing alongside a global community of nations in defense of our common values. We operationally integrated our allies and partners into our strategic and warfighting concepts to deter those that challenge us, through multiple joint exercises and trainings around the globe.



Marines hike to the next training location during Exercise Baccarat in Aveyron, Occitane, France, October 16, 2021. Exercise Baccarat is a three-week joint exercise with Marines and the French Foreign Legion that challenges forces with physical and tactical training.

The Navy and Marine Corps teams have synchronized with key allies to implement policies and operations that enhanced operational resources and strengthened cooperative partnerships in common strategically significant areas like the Pacific, Arctic and Space, as well as coordinated development of emerging innovative technologies.

Department of the Air Force

The DAF took part in the largest airlift in recent history, flying 387 sorties that enabled the evacuation of over 6,000 American citizens and a total of more than 124,000 civilians from Afghanistan. We also supported Operations Allies Refuge and Allies Welcome by selecting, building up, and supporting safe havens at Holloman Air Force Base (AFB) and Joint Base (JB) McGuire-Dix-Lakehurst to house over 18,000 Afghan refugees that assisted U.S. forces. We identified sites to house and process unaccompanied children from the U.S./Mexico border, and coordinated with NORTHCOM and the Department of Health and Human Services to construct support facilities and ready unused dorms. We staffed nine COVID-19 vaccination teams at various locations across the nation. We concluded 24 International Armaments Cooperation agreements with 13 international partners, with a total value of \$1.095B



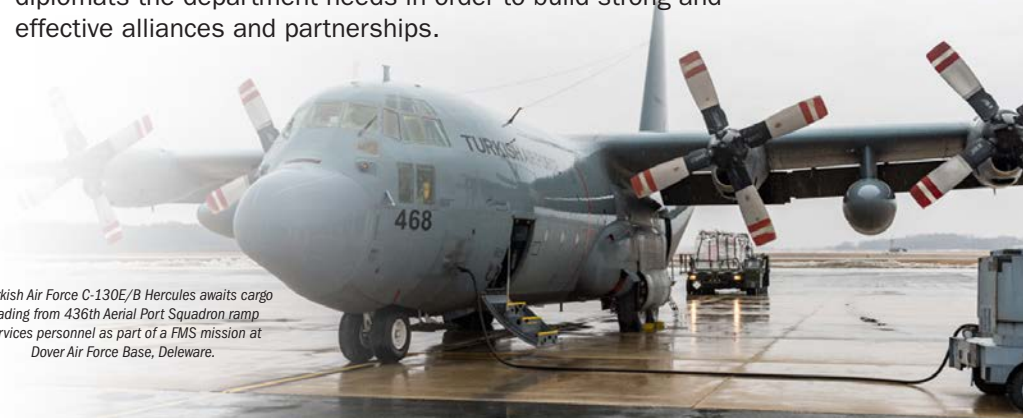
Chief of Space Operations, General John W. “Jay” Raymond speaks with General Bipin Rawat, Chief of Defense Staff of India, during a meeting at the Pentagon on September 30, 2021. Raymond and Rawat discussed space domain operations and partnership between their services.

“I see the Department of the Air Force as ‘One Team’ comprised of two military services, but also the other Military Departments and the Department of Defense organizations that contribute to joint force capabilities. We are also members of an even larger team that includes the other parts of the Federal Government, and our allies and partners around the world.”

*The Honorable Frank Kendall
Secretary of the Air Force, ‘One Team, One Fight’*

including \$422M from partner nations. The DAF completed over 140 senior-level key leader engagements with a focus on the Indo-Pacific Region, including a Chief of Space Operations (CSO)-hosted space summit bringing together 22 space chiefs from every continent except Antarctica. The DAF further hosted a number of industry days and other collaboration forums to speed innovations to the field by matching requirements to the best available technologies and rapid innovations from a larger number of traditional and non-traditional partners.

The USAF Foreign Area Officer (FAO) program organizes and trains select Air Force Officers to be language-enabled, culturally astute and operationally relevant regional experts. In 2021, the DAF established a significant evolution to the program as an internationally focused core career field to develop warrior diplomats the department needs in order to build strong and effective alliances and partnerships.



A Turkish Air Force C-130E/B Hercules awaits cargo loading from 436th Aerial Port Squadron ramp services personnel as part of a FMS mission at Dover Air Force Base, Delaware.

Appendix C – Acronyms and Abbreviations

AAF	Adaptive Acquisition Framework	cATO	Continuous Authorization To Operate
ACAT	Acquisition Category	CBD	Chemical and Biological Defense
AD	Active Duty	C-C5ISR	Counter-Command, Control, Communications, Computers, Cyber, Intelligence, Surveillance, Reconnaissance, and Targeting
ADA	AI and Data Acceleration		
AFB	Air Force Base	CCC	Customer Contact Center
AFFORGEN	Air Force Generation	CCMD	Combatant Commands
AI	Artificial Intelligence	CDAO	Chief Digital and Artificial Intelligence Officer
AI ESG	Artificial Intelligence Executive Steering Group	CDO	Chief Data Officer
AOIMSG	Airborne Object Identification and Management Synchronization Group	CENTCOM	Central Command
		CFO	Chief Financial Officer
APG	Agency Priority Goal	C-InT	Counter-insider threat
APP	Annual Performance Plan	CIP	Civilian Implementation Plan
APR	Annual Performance Report	CIV	Civilian
ARRW	Air-launched Rapid Response Weapon	CJCS	Chairman of the Joint Chiefs of Staff
ASD	Assistant Secretary of Defense	CNO	Chief of Naval Operations
ASD(LA)	Assistant Secretary of Defense for Legislative Affairs	COE	Center of Excellence
ASD(SOL/IC)	Assistant Secretary of Defense for Special Operations/Low-Intensity Conflict	CONLC3S	Council on the Oversight of the National Leadership Command, Control, and Communications System
ATSD(PA)	Assistant to the Secretary of Defense for Public Affairs		
ATSD	Assistants to the Secretary of Defense	CONUS	Continental United States
AWG	Analysis Working Group	COO	Chief Operating Officer
AWG	Asymmetric Warfare Group	COVID-19	Coronavirus Disease 2019
BOR	Bill of Rights	CSA	Combat Support Agency
BPR	Biodefense Posture Review	CSART	Combat Support Agency Review Team
C2	Command and Control	CSO	Chief of Space Operations
C3	Command, Control, and Communications	CVR	Commercial Virtual Remote
C3LB	Command, Control, and Communications Leadership Board	CVTF	Coronavirus Task Force
CAHPS	Consumer Assessment of Healthcare Providers and Systems	CWG	Climate Working Group
CAP	Cross-Agency priority	CYBERCOM	Cyber Command
CAP	Competitive Advantage Pathfinders	DA	Direct Action
CAP	Climate Adaptation Plan	DA&M	Director of Administration and Management
CAPE	Cost Assessment and Program Evaluation	DAU	Defense Acquisition University

DA2	Defense Assisted Acquisition
DAB	Defense Acquisition Board
DAF	Department of the Air Force
DAFA	Defense Agencies and the DoD Field Activities
DARC	Deep Space Advanced Radar Capability
DARPA	Defense Advanced Research Projects Agency
DASD	Deputy Assistant Secretary of Defense
DASD(RUE)	Deputy Assistant Secretary of Defense for Russia, Ukraine, and Eurasia
DBC	Defense Business Council
DCAPE	Director of Cost Assessment and Program Evaluation
DCAT	Defense Climate Assessment Tool
DCOI	Data Center Optimization Initiative
DCRA	Defense Climate Risk Analysis
DEIA	Diversity, Equity, Inclusion, and Accessibility
DEPSCoR	Defense Established Program to Stimulate Competitive Research
DepSecDef	Deputy Secretary of Defense
DET	DoD Equity Team
DevSecOps	Development, Security, and Operations
DFAS	Defense Finance Accounting Service
DFE	Dynamic Force Employment
DHA	Direct Hire Authority
DHRB	Defense Human Resources Board
DHS	Department of Homeland Security
DIA	Defense Intelligence Agency
DIB	Defense Industrial Base
DIE	Defense Intelligence Enterprise
DISA	Defense Information Systems Agency
DISIC	Defense Intelligence and Security Integration Council DIU Defense Innovation Unit
DJ8	Director, Force Structure, Resources and Assessment, J8

D,JAIC	Director, Joint Artificial Intelligence Center
DJS	Director of the Joint Staff
DLA	Defense Logistics Agency
DMAG	Deputy's Management Action Group
DMDC	Defense Manpower Data Center
DMI	Digital Modernization Infrastructure
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
DoDI	Department of Defense Instruction
DoDNET	Department of Defense Network Unclassified Domain System
DoE	Department of Energy
DoJ	Department of Justice
DON	Department of the Navy
DOT	Department of Transportation
DOT&E	Director, Operational Test & Evaluation
DOTMLPF-P	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities - Policy
DPA	Defense Production Act
DRC	Defense Regional Clocks
DRRS-S	Defense Readiness Reporting System-Strategic
DSCU	Defense Security Cooperation University
DSLO	Department of Defense - State Liaison Office
DSOC	Defense Safety Oversight Council
DSSG	Defense Strategy Steering Group
DURIP	Defense University Research Instrumentation Program
DWC	Deputy's Workforce Council
EI&E	Energy, Installations and Environment
EO	Executive Order
ERMG	Executive Readiness Management Group
ERP	Enterprise Resource Planning

ESG	Executive Steering Group
EUCOM	European Command
EW	Electronic Warfare
EW EXCOM	Electronic Warfare Executive Committee
EXCOM	Executive Committee
FAO	Foreign Area Officer
FCT	Foreign Comparative Testing
FM	Financial Management
FOC	Full Operational Capability
FFRDC	Federally Funded Research and Development Centers
FY	Fiscal Year
FYDP	Future Years Defense Program
GAAP	Generally Accepted Accounting Principles
GF	General Fund
GFMB	Global Force Management Board
GPEC	Global Posture Executive Committee
GPRA	Government Performance and Results Act
GPRAMA	Government Performance and Results Act/Modernization Act
GPS	Global Positioning System
HBCU	Historically Black Colleges and Universities
HCSDB	Health Care Survey of DoD Beneficiaries
HEDIS	Healthcare Effectiveness Data and Information Set
HHS	Health and Human Services
HII	Hiring Improvement Initiative
HPCON	Health Protection Conditions
HQ	Headquarters
HR	Human Resources
IaaS	Infrastructure-as-a-service
IAPR	Integrated Acquisition Portfolio Review
IBAS	Industrial Base Assessments and Sustainment
IBC	Industrial Base Council
ICBM	Intercontinental Ballistic Missile Modernization

ICEIP	Interactive Operator/Capabilities Development Specialists/ Exploitation Analyst Incentive Program
IEP	Installation Energy Plans
IG	Inspector General
IL	Impact Level
INDOPACOM	Indo-Pacific Command
IOC	Initial Operational Capability
ISG	Intelligence Support Group
IT	Information Technology
IT/CA	Information Technology/ Cyberspace Activities
IWD	Individuals with Disabilities
IWTD	Individuals with Targeted Disabilities
J6	Command, Control, Communications & Computers/Cyber
J8	Force Structure, Resources, and Assessment
JADC2	Joint All-Domain Command and Control
JAIC	Joint Artificial Intelligence Center
JB	Joint Base
JCS TANK	Joint Chiefs of Staff TANK
JCTD	Joint Capability Technology Demonstration
JLOC	Joint Logistics Operating Center
JOTI	Joint Operational Training Infrastructure
JROC	Joint Requirements Oversight Council
JS	Joint Staff
JWC	Joint Warfighting Concept
LA	Legislative Affairs
LOEs	Lines of Effort
LRP	Legislative Review Panel
ManTech	Manufacturing Technology Program
MAPL	Mission Assurance Priority List
MDA	Missile Defense Agency
MDEB	Missile Defense Executive Board
MDR	Missile Defense Review

MEI	Mandatory Equipment Inspection
MHPI	Military Housing Privatization Initiative
MHS	Military Health System
MHSER	Military Health System Executive Review
MI	Minority Institution
MIA	Missing in Action
MIL	Military
MILDEP	Military Department
MIP	Military Implementation Plan
MMR	Measles, Mumps, and Rubella
MOSAICS	More Situational Awareness for Industrial Control Systems
MTA	Middle Tier of Acquisition
MURI	Multidisciplinary University Research Initiative
MW	Material Weakness
MWR	Morale, Welfare, and Recreation
NATO	North Atlantic Treaty Organization
NBS	National Biodefense Strategy
NC3	Nuclear Command, Control, and Communications
NDAA	National Defense Authorization Act
NDERG	Nuclear Deterrent Enterprise Review Group
NDS	National Defense Strategy
NEO	Non-combatant Evacuation Operation
NGA	National Geospatial-Intelligence Agency
NORTHCOM	Northern Command
NPR	Nuclear Posture Review
NSA	National Security Agency
NWC	Nuclear Weapons Council
OASD(S)	Office of the Assistant Secretary of Defense for Sustainment
OBME	Outcomes-Based Military Education
OCONUS	Outside the Contiguous United States
ODNI	Office of the Director of National Intelligence
OIB	Organic Industrial Base

OMB	Office of Management and Budget
OSD	Office of the Secretary of Defense
OSD PSA	Office of the Secretary of Defense Principal Staff Assistant
OSS	Open-Source Software
OT&E	Operational Test & Evaluation
OUUSD(A&S)	Office of the Under Secretary of Defense for Acquisition and Sustainment
OUUSD(C)	Office of the Under Secretary of Defense Comptroller
OUUSD(I&S)	Office of the Under Secretary of Defense for Intelligence and Security
OUUSD(P&R)	Office of the Under Secretary of Defense for Personnel and Readiness
OUUSD(P)	Office of the Under Secretary of Defense for Policy
OUUSD(R&E)	Office of the Under Secretary of Defense for Research and Engineering
PA	Public Affairs
PaaS	Platform-as-a-service
PALT	Procurement Administrative Lead Time
PB	President's Budget
PBR	President's Budget Request
PCLT	Privacy, Civil Liberties, and Transparency
PFAS	perfluoroalkyl and polyfluoroalkyl substances
PfMO	Portfolio Management Office
PG	Performance Goal
PIO	Performance Improvement Officer
PM	Performance Measures
PMA	President's Management Agenda
PNT	Position, Navigation, and Timing
POTUS	President of the United States
POW	Prisoner of War
PPBE	Planning, Programming, Budgeting, and Execution
PPE	Personal Protective Equipment

PRC	People's Republic of China
PRMG	Program-Resource Management Group
PSA	Principal Staff Assistant
Q	Quarter
R&D	Research and Development
RPA	Robotic Process Automation
RSMG	Russia Strategy Management Group
SA	Senior Advisor
SaaS	Software-as-a-service
SATCOM	Satellite Command
SC	Security Cooperation
SCIF	Secure Compartmented Information Facility
SCRE	Secure Cyber Resilient Engineering
SDA	Space Development Agency
SecAF	Secretary of the Department of the Air Force
SecDef	Secretary of Defense
SES	Senior Executive Service
SISO	Senior Information Security Officer
SG	Strategic Goal
SL	Senior Leader
SLC	Secretary's Leadership Council
SMART	Science, Mathematics, and Research for Transformation
SME	Subject Matter Expert
SMP	Strategic Management Plan
SO	Strategic Objective
SO/LIC	Special Operations/Low-Intensity Conflict
SOPOC	Special Operations Policy and Oversight Council
SOUTHCOM	Southern Command
SSP	Single Service Provider
STEM	Science, Technology, Engineering, and Mathematics
SW Mod SSG	Software Modernization Senior Steering Group
T2H	Time To Hire

TEA	Talent Evaluation and Assessment
TLMS	Targeted Local Market Supplement
TRMC	Test Resource Management Center
UAPTFT	Unidentified Aerial Phenomena Task Force
UARC	University Affiliated Research Center
UMD	Unmatched Disbursement
USAF	United States Air Force
USAID	United States Agency for International Development
USCYBERCOM	United States Cyber Command
USD	Under Secretary of Defense
USD(A&S)	Under Secretary of Defense for Acquisition and Sustainment
USD(C)	Under Secretary of Defense for Comptroller
USD(I&S)	Under Secretary of Defense for Intelligence and Security
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USD(P)	Under Secretary of Defense for Policy
USD(R&E)	Under Secretary of Defense for Research and Engineering
USecAF	Under Secretary of the Department of the Air Force
USSF	United States Space Force
USSOCOM	United States Special Operations Command
VCJCS	Vice Chairmen of the Joint Chiefs of Staff
WCF	Working Capital Fund
WHS	Washington Headquarters Services
WMG	Workforce Management Group

This report was prepared with the energies and talents of many employees across the Department of Defense. To these individuals, the Office of the Performance Improvement Officer offers its sincerest thanks and acknowledgement.



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