

Under Secretary of Defense for
Acquisition, Technology and Logistics

Strategic Goals Implementation Plan

V1.1 (March 2007 Update)



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An aerial photograph of the Pentagon building in Arlington, Virginia, with a semi-transparent dark blue overlay containing white text. The Pentagon's iconic five-sided shape is clearly visible, surrounded by parking lots, roads, and green spaces. In the background, the Washington, D.C. skyline is visible under a hazy sky.

AT&L Goals

- 1. High Performing, Agile, and Ethical Workforce**
- 2. Strategic and Tactical Acquisition Excellence**
- 3. Focused Technology to Meet Warfighting Needs**
- 4. Cost-Effective Joint Logistics Support for the Warfighter**
- 5. Reliable and Cost-Effective Industrial Capabilities Sufficient to Meet Strategic Objectives**
- 6. Improved Governance and Decision Processes**
- 7. Capable, Efficient, and Cost-Effective Installations**



A Message from the Under Secretary of Defense for Acquisition, Technology and Logistics

It is our responsibility to provide our warfighters the best weapon systems and support in the world. I believe that to better balance cost, schedule, performance, and sustainment, we must improve our business processes on an enterprise-wide basis.

To that end, we have created this Implementation Plan—a plan that continues the process of aligning our planned activities to National and Defense objectives. This should help us fully implement performance-based, action-oriented personnel management across the Acquisition, Technology and Logistics (AT&L) Enterprise.

In the next 24 months, we will be challenged to accomplish many things. This Implementation Plan was created to help all of us in AT&L “stay focused,” in the face of competing tasking, to provide maximum benefit to our warfighters and our Nation. In the churn of executing our daily duties, it’s helpful to have a “path ahead” focused on what is most important. I intend this plan to be part of that path ahead.

This plan is a “living document.” It is based on the lessons learned during FY 2006. We’ve built execution reviews, both at the individual and the organizational level, into the process. We will be adapting as necessary, based on how we execute during FY 2007, to make maximum progress toward achieving our goals. I believe this is most important as we collectively begin to implement the National Security Personnel System within AT&L.

As you review this plan, I ask you to not only read and understand your organization’s assigned actions, but **to focus on the whole plan, across all seven AT&L Goals**. You may very well find a way to help out on an action not assigned to your organization—an opportunity that will benefit you and the AT&L Enterprise.

We have accomplished a great deal in the last year, and you can be proud of your accomplishments. I certainly am. We still have a great deal to do, though, if we are to continue providing our warfighters the systems and services they must have, in parallel with improving the way we do business as identified by the 2006 Quadrennial Defense Review. I know we are equal to both tasks.

I would offer two last thoughts. This process isn’t easy, and this document isn’t perfect. I do believe, though, that this plan is an extremely important next step. I solicit your support as we execute it; I look forward to traveling the path ahead with you; and I thank you for all you do to support our customers ... the forces of today and tomorrow!

A stylized, handwritten signature in black ink, appearing to read 'Ken Krieg'.

Ken Krieg
Under Secretary of Defense for
Acquisition, Technology and Logistics

Tri-annual Review of the AT&L Strategic Goals Implementation Plan

The first review of the AT&L Strategic Goals Implementation Plan was held February 23. Senior leaders had accomplished much, knew where their “tough spots” were, and engaged in discussions that surfaced many cross-cutting issues. Highlights of this fruitful meeting follow.

With respect to examples of major accomplishments, we have:

- Updated competencies for the AT&L career fields and have completed program management and logistics.
- Implemented a robust WebCast program to provide timely training on critical acquisition initiatives, such as Concept Decision / Evaluation of Alternatives, Systems Engineering, and Accountability and Management of Military Equipment.
- Developed four Concept Decision pilots and Evaluation of Alternative task forces to help align our acquisition agenda with the Department’s core values, policy objectives, capability needs, and resources.
- Established three Capital Account pilots and are developing the metrics needed to accurately track program execution.
- Shaped the investment portfolio in support of QDR defined needs and moved more than \$1.5B to start focused DoD programs in: Biometrics; Human, Social, Cultural, and Behavioral Modeling; Power and Energy Initiatives; Clandestine Tagging, Tracking, and Locating; Airborne Communication Relay; Networks; Hyperspectral; Computational Research and Engineering Acquisition Tools and Environments (CREATE); GPS Alternatives; Joint Integrated Fire Control; and Manufacturing Technology.
- Initiated a new enterprise-wide Reliance 21 Science and Technology (S&T) planning process.
- Doubled funding for the National Defense Education Program.
- Established a Continuous Process Improvement (CPI) Guidebook, a common DoD-wide certification standard, and a DoD-wide CPI knowledge-sharing Web site.
- Fully funded BRAC through the FYDP, and the DoD Components have developed and submitted (and are now executing) over 90 percent of the BRAC 2005 Business plans.
- Remained on track to eliminate nearly all inadequate housing in CONUS in CY 2007.

The significant challenges we face include:

- Building on initial dialogue with the Services and Defense Agencies and continuing to refine the accuracy of data. This will enable us to right-shape the AT&L workforce and implement smart recruiting strategies.
- Developing both the current and replacement workforce by engaging them in learning through an interactive learning environment. This would incorporate more simulations, action learning techniques, and workflow learning tools.
- Completing ongoing pilots, making adjustments based on lessons learned, and deploying the resulting changes throughout AT&L.
- Fostering expanded funding and use of prototypes to retire technology risks before making acquisition commitments.
- More effectively integrating in-theater distribution and retrograding management with overall supply chain operations.
- Establishing a policy framework for oversight of contractors in forward areas.
- Establishing standards for joint equipping of the joint warfighting force.
- Synchronizing strategic communications to U.S. industry and the global defense market to leverage DoD’s buying power and ability to influence the industrial base toward desirable attributes.

While we have seven goals, they are not stand-alone efforts; rather, they are synergistically connected across the organization. Our cross-cutting efforts include:

- Standardizing workforce competencies for each career field to serve as a basis for recruiting, development, and training.
- Developing training programs for requirements generation and international and rapid acquisition.
- Attracting young people to S&T careers relevant to the Department.
- Standing up a comprehensive, current database of the entire DoD S&T investment to enable fully informed oversight and S&T re-prioritizations that support winning the Global War on Terrorism.
- Developing an effective approach to integrate assessments of technology readiness with systems integration readiness.

In 6 short months, we have accomplished much. We still have much to do, but we’ve begun the journey and know where we’re headed.



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Strategic Guidance

Introduction

In constructing the Fiscal Year 2007 AT&L Implementation Plan, we began with the end in mind ... by consulting the executive-level guidance contained in National and Defense strategy. In particular, the 2006 Quadrennial Defense Review (QDR) guided our efforts as the most recent comprehensive review of Department of Defense current status and future direction.

The 2006 QDR provides the following guidance on reshaping the Defense Enterprise. Since 2001, DoD has moved steadily toward integration and transparency in its senior decision-making cultures and processes. The 2006 QDR acknowledged this progress, but specifically identified the urgent need for transformation of DoD's business practices (especially in organizational structures, processes, and enabling authorities). This transformation will enable these practices to better support the continuous operational change and innovation, born of wartime necessity.

The reforms necessary for DoD's business practices to realize this challenge will take shape within a three-part vision:

- ***The Department must be responsive to its stakeholders***, including the President, the joint warfighter, and the American taxpayer
- ***The Department must provide the information and analysis necessary to make timely and well-reasoned decisions***
- ***The Department must undertake reforms to reduce redundancies and ensure the efficient flow of business processes***

implemented across the three Departmental levels of responsibility: ***Governance, Management, and Work.***

Governance

The ***Governance (senior-leader) level*** must be able to effectively:

- Establish ***Strategic Direction*** based on ***desired outputs*** and the efforts required to achieve them
- Create an organizational culture (***Identity***) that ***fosters innovation and excellence***
- Shape Departmental major investments via ***Capital Acquisition*** and ***Macro Resource Allocation*** to effectively support the Nation's objectives
- Enhance ***Corporate Decision Making*** via agile, well-aligned governance, management, and work processes, supported by the right tools, right processes, and transparent analyses
- Execute effective ***Performance Assessment that ensures strategic alignment*** and ***enables necessary adjustments to strategic direction***
- Determine proper ***Force Employment*** to meet the day-to-day needs of the Joint Force

and these "flow down" into how we in AT&L must conduct our business.

Since 2001, DoD has moved steadily toward integration and transparency in its senior decision-making cultures and processes

Support to the joint warfighter is the primary basis of our effectiveness metrics—and to that end, DoD is integrating capability, analysis, and resource processes that support joint solutions. Initiatives along these lines include:

- **Common databases, analytic methods, and information sources** to support decisions
- **Early collaboration on investment decisions**, between the joint warfighter, acquisition, sustainment, and resource communities
- **Resource “break-out” along “joint capability area” lines**
- **Capital Budgeting for Major Acquisition Programs** to increase accountability within the budget allocation process

Additionally, the use of Joint Capability Portfolios to better align and manage cross-Service warfighting capabilities, with Departmental processes reoriented to work better within the Portfolio construct, is under way in several different warfighting areas.

Finally, the 2006 QDR identified the following items as additional **Governance** initiatives for us to pursue:

- **Improving the governance** of the Department’s Business Transformation effort
- **Implementing a “balanced risk”** (balancing near-term and far-term needs) management and measurement framework
- **Designating a single lead advocate for the future Joint Warfighter**
- Creating **new horizontal organizations** within DoD to better integrate key activities, including **strategic communications and human capital strategy**
- **Migrating towards a shared services model for support functions**

Management/Work

The 2006 QDR provided additional guidance in this area, particularly in terms of transformation of acquisition and logistics processes. In the area of Defense Acquisition, the 2006 QDR identifies the “growing and deep concern in the (DoD) senior leadership and in the Congress” over the inability to determine the true state of major acquisition programs when measured by cost, schedule, and performance. While part of the inability lies in the instabilities inherent in the broader “Big A” system, there are actions that we can take within DoD to improve the situation.

The QDR identifies several potential improvements to the Defense Acquisition system and its associated processes:

- Adopting a **risk-based** vice a **cost-based** source selection process
- Shifting acquisition development and procurement programs to a **time-certain** approach, balancing performance needed, sustainment requirements, time available, and resources available





- Better managing Supply Chain Logistics, by migrating to a capabilities-based logistics approach, including:
 - Linking resources to supply chain logistics activities
 - Assessing commercial supply chain metrics as potential performance targets
 - Improving/accelerating promising ongoing initiatives (e.g., single deployment process owner)
 - Developing realistic and defensible strategic performance targets for focused logistics capabilities

Enterprise Alignment

The FY 2007 AT&L Implementation Plan was created to align AT&L with the Defense Enterprise, by “flowing down” the National and Defense strategic guidance into goals, outcomes, and the time-certain initiatives, metrics, and assigned leadership necessary to ensure their accomplishment.

The Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) Management Principles shown below derive directly from the National and Defense guidance discussed above.

- We must Adopt the Customers’ View of Success—Success in Terms of Outcomes
- We must Manage Performance Against Standards
- We must Build Data to Drive Decisions at the Right Level
- We must Increase Our Agility—Particularly by Shortening Cycle Times and Hedging Against Surprises
- We must Give Best Value to the Taxpayer
- We must Possess Integrity—Building and Operating Within an Environment that Merits Trust and Confidence

These principles, in turn, provide the framework within which the USD(AT&L) Goals were created. They are aimed at achieving and sustaining:

1. A High Performing, Agile, and Ethical Workforce
2. Strategic and Tactical Acquisition Excellence
3. Focused Technology to Meet Warfighting Needs
4. Cost-Effective Joint Logistics Support for the Warfighter
5. Reliable and Cost-Effective Industrial Capabilities Sufficient to Meet Strategic Capabilities
6. Improved Governance and Decision Processes
7. Capable, Efficient and Cost-Effective Installations

These goals, though, must be achieved through coordinated and efficient actions to impact the AT&L/Defense Enterprises in a meaningful way. To that end, the AT&L leadership collaboratively developed the Implementation Plan for FY 2007 as follows:

- A Goal Team was assigned to each goal. Each Goal Team was directed to develop:
 - **Outcomes** for each goal—broad areas of improvement achieved within the overarching goal
 - Statements capturing **the Vision(s) of Success in 24 Months** (action statements, in the first person plural, that simply and effectively convey the enterprise-level improvements achieved in the goal/outcomes areas)
 - For each outcome, the **initiatives** required to achieve the outcome. Each initiative contains:
 - A **statement** of the initiative
 - The time-certain **deadline** (generally stated at the 6-, 12-, 18-, or 24-month point in the plan execution)
 - The **assigned Action Officer** (either by name or by organization)
 - **Metrics** for use in determining progress towards “Initiative complete”
- An AT&L Implementation Plan offsite was conducted in September 2006. This offsite:
 - Identified progress made toward each goal during FY 2006
 - Conducted a review to validate/update each goal for FY 2007
 - Continued planning for FY 2007 goal/outcome/initiative execution
- Post offsite work by each team, followed by cross-team review of the matured goals and their execution plans, produced the Implementation Plan in early October 2006.

The Implementation Plan will provide primary, “AT&L Enterprise-oriented” input into the FY 2007 performance objectives of AT&L leadership cadre personnel, either via the individual’s Senior Executive Service (SES) Performance Plan or National Security Personnel System (NSPS) Performance Plan. During FY 2007, assessment of progress made towards accomplishment of Initiatives, Outcomes, and Goals will take place and form a primary input to the USD(AT&L) “Dashboard” application, as well as individual SES/NSPS Performance Assessments. Additionally, an AT&L Enterprise Performance Review and Analysis will be held every four months—to allow AT&L senior leadership to understand where progress is/is not taking place, with enough lead time to affect the outcome. In August 2007, AT&L Goal Champions will submit an FY 2007 summary of actions completed for their goals, which will then be incorporated into an overall Organizational Assessment.

The FY 2007 AT&L Implementation Plan is a key part of aligning the AT&L Enterprise to use its fixed resources in a way that creates maximum efficiency as well as maximum warfighting benefit. It also allows us to more completely implement performance-based personnel management in support of the goals listed above and described in detail on the following pages.





Goal 1: High Performing, Agile, and Ethical Workforce

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
1.1 Future DoD AT&L Workforce shaped and recapitalized to enable smart workforce decisions. Success: - We have defined and understood our specific skills, competencies, and capacity challenges with real data and developed collaborative strategies for workforce shaping while recognizing the Services lead responsibility for force planning. - We have successfully partnered with industry, academia and government to expand pool of talent that is available and interested in defense work. - We have a broadly understood Human Capital communication strategy that is owned and implemented by the AT&L Senior Leadership team. - We have obtained appropriate authorities and resources, if needed.						
1.1.1	Evolve AT&L Human Capital Strategic Plan. Dir, HCI					✓ Update metrics that support AT&L workforce management. (Nov 06) - Publish version 3.0. (Jul 07) - Publish version 4.0. (Jul 08)
1.1.2	Improve and standardize AT&L workforce competencies. Dir, HCI					- Complete Program Management, Logistics, and Contracting. (Sep 07) - Complete remaining career fields. (Jul 08)
1.1.3	Leverage DoD Human Capital/NSPS talent management initiatives. Dir, Admin					- Develop a robust AT&L recruiting program. (Sep 07) - Reduce hiring time within AT&L by 25% (Sep 07)
1.1.4	Foster awareness of National Defense Education Program Dir, Admin					✓ Include information in outreach and communication materials. (Dec 06)
1.2 Improved outcomes by developing an AT&L performance management construct and culture, and deploying enabling leadership initiatives. Success: We have implemented a disciplined performance management construct that drives accountability through smart execution of NSPS, SES Pay-for-Performance, and other business process changes that will allow us to track performance and hold managers accountable.						
1.2.1	Transform AT&L into a performance management culture. Dir, ARA Dir, Admin Dir, HCI					✓ Establish a formal AT&L Tri-Annual Performance Review process. (Jan 07) (Dir, ARA, Dir, HCI) ✓ Automate an AT&L performance management dashboard. (Mar 07) (Dir, ARA) - Support DoD planning and schedule for the transition to NSPS. (Sep 07) (Dir, Admin) - Fully deploy SES Pay-for-Performance initiatives. (Sep 07) (Dir, Admin) - Implement a robust AT&L SES rotational assignment program. (Sep 07) (Dir, Admin)
1.2.2	Establish AT&L Leadership Center. President, DAU Dir, Admin					✓ IOC (Jan 07)

Key

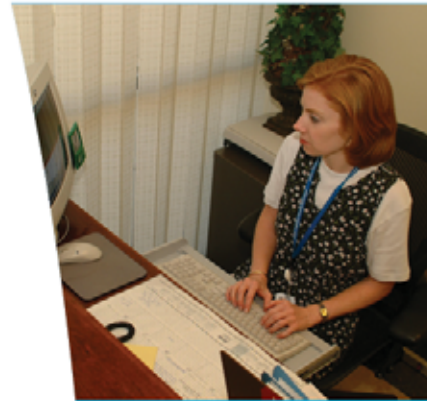
- ✓ = Completed Metric
- = Completed Initiative
- = New Item
- = Modified Item

AT&L Workforce Goals

Goal 1: High Performing, Agile, and Ethical Workforce

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
1.3 Grow and sustain a knowledge-enabled AT&L Workforce to support the DoD Acquisition, Technology, and Logistics mission. Success: We have redesigned our certification and career paths for all appropriate functional tracks to smartly integrate education, training, and workplace experience to produce a more qualified workforce.						
1.3.1	Implement Defense Acquisition Workforce Certification Framework (Core Plus). President, DAU					- Complete implementation for two AT&L functional areas. (Sep 07) - Complete implementation for three more functional areas. (Sep 08)
1.3.2	Develop specific training for AT&L high priority initiatives. President, DAU					- Pilot Requirements training and certification program. (Jul 07) - Develop International career path and training for DoD personnel. (Jul 07) - Transfer Rapid Acquisition training to DAU. (Sep 07)
1.3.3	Collaborate with JFCOM Joint Knowledge Development and Distribution Capability (JKDDC) Joint Management Office to create a knowledge management system. President, DAU					IOC (Sep 07)
1.3.4	Implement AT&L WebCast capability. President, DAU					✓ Fully deploy robust WebCast program to support AT&L priorities and initiatives. (Dec 06)
1.3.5	Expand SARA funding as needed to support acquisition workforce training. Dir, HCI					✓ Seek FY 2008 Legislation extending SARA (Acquisition Workforce Training Fund) beyond FY 2008 to FY 2010. (Jan 07) - Ensure committee language extends SARA funding beyond 2008 to 2010. (May 07)
1.4 Ethics Awareness Training and performance standards fully integrated within the workforce. Success: We have a deployed ethical culture that permeates our organization and is captured in our leadership and performance management construct.						
1.4.1	Incorporate ethics performance standards into Individual Performance Plans. Dir, Admin					✓ Include in FY 2007 Performance Plans. (Dec 06)
1.4.2	Provide rules-based and values-based ethics training. President, DAU					✓ Provide to DoD senior executives (quarterly started). (Sep 06) ✓ Conduct values-based ethics train-the-trainer (2 Day) seminar. (Oct 06)

See AT&L Human Capital Strategic Plan for more detail.





Goal 2: Strategic and Tactical Acquisition Excellence

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
2.1 Acquisition agenda aligned with the Department's core values, policy objectives, joint capability needs, and available resources to attain best value solutions. Success: - We establish and institutionalize a concept decision/time defined acquisition process that brings together the requirements, acquisition, and programming/budgeting communities. This ensures we start affordable programs, at the right time, for the right capability with predictable performance. - We establish an operating tempo that synchronizes AT&L's acquisition decision and oversight processes with the defense enterprise. This ensures the Department is providing consistent and coherent tactical and strategic direction.						
2.1.1	Implement Concept Decision/Time Defined Acquisition Initiative (CD/TD). A&T/SSM					✓ Formalize four CD/TD pilots by identifying team leads, participating organizations, schedules, and coordinated CD/TD business rules. (Sep 07) ✓ Establish quarterly CD/TD Tri-Chair In-Process Reviews. (Sep 07) • Develop DAU Acquisition courses focused on CD/TD. (Sep 07) • Complete the four pilots. (Sep 07) • Document lessons learned and process improvements and recommend changes to acquisition policy, requirements generation, and programming processes. (Sep 07) • Continuously improve CD/TD process. (Sep 08) • Identify more CD/TD pilots. (Sep 08) • Streamlined and Simplified Acquisition Systems with reduced decision making cycle time and earlier initial operational capability. (Sep 08)
2.1.2	Synchronize Decision-Making Processes. A&T/PSA					• Improve decision-making processes for meetings including PSRs, DAESs, OIPTs, and DABs. (Sep 07) • Transition lessons learned to formal requirements generation and acquisition policy (update 3170/5000 series). (Sep 07)
2.2 Risk, outcomes, schedule, and cost balanced when planning and adjusting portfolios, programs, and procurements. Success: - We establish and institutionalize the EOA process. This ensures a proper balance of cost, schedule, performance, risk, and technological maturity is established for identified capability solutions to guide the CD/TD processes. - We establish and institutionalize Small Business Program Initiatives that are crosscutting to the Department. This improves program and procurement alignment with Department policy objectives, joint capability, and balanced portfolios. - We establish and institutionalize an Investment Balance Review (IBR) process to adjust portfolios, programs, and procurements to align with the department's policy objectives, joint capability needs, and available resources. This supports the work of the Joint Capability Portfolio Managers.						
2.2.1	Implement Evaluation of Alternatives (EOA) Process. A&T/SSM					✓ Formalize EOA as part of the four CD/TD pilots and define business rules. (Sep 07) • Complete the EOAs in support of the four pilots, document lessons learned, and recommend changes to the acquisition system based on the EOA lessons learned. (Sep 07) • Identify and develop Modeling and Simulation (M&S) in support for EOA. (Sep 07) • Continuously improve EOA process. (Sep 08) • Measure affordable and predictable outcomes with trade space alternatives and bounded choices. (Sep 08) • Demonstrate open and transparent data with information management exchanges between OSD, Components, and Joint Staff. (Sep 08)
2.2.2	Implement and Refine Small Business Initiatives. A&T SBP					• Identify and implement crosscutting initiatives. (Sep 07) • Quantify results and improve processes on a continuous basis. (Sep 07)

Key

- ✓ = Completed Metric
- = Completed Initiative
- = New Item
- = Modified Item

AT&L Workforce Goals

Goal 2: Strategic and Tactical Acquisition Excellence

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
2.2.3	Initiate an IBR. A&T/ARA					- Conduct IAMD IBR. (Sep 07) - Conduct Conventional Engagement Capability Road Map (CECR) IBR. (Sep 07) - Conduct Ground Transportation IBR. (Sep 08) - Conduct Joint Rapid Distributed Database Development Capability (JRD3C) (database/training portfolio) IBR. (Sep 08) - Update requirements generation and acquisition policy based on lessons learned. (Sep 08)
2.3 Acquisition execution improved across the total life cycle through the use of sound business and technical practices. Success: - We have revitalized DoD Systems Engineering, Software Engineering, and Developmental Test and Evaluation competencies, by establishing these processes as core competencies within DoD. - We have implemented a department-wide Risk Based Source Selection methodology that properly quantifies risk, and ensures a comprehensive risk assessment in preparation for the source selection process. - We have restructured and institutionalized the DAES process to better provide value-added oversight of selected programs. This enables the surfacing of program execution problems as soon as possible, thus allowing early and effective resolution. - We have restructured and institutionalized the DAB process to better provide value-added oversight and coherent strategic direction in an effective, efficient, and timely manner. - We have ensured the appropriate and policy-compliant use of award/incentive fees, better motivating industry to execute contractually compliant programs and services. - We have established funding stability via the use of capital accounts.						
2.3.1	Revitalize Center of Excellence (COE) Functions. A&T					- Identify and apply Best Practice metrics for benchmarking and performance improvement in order to align policy, guidance, and education/training for each of the COEs. (Sep 07) - Responsibility and accountability are organizationally aligned with trust, integrity, and ethics as the cornerstones for performance. (Sep 07)
2.3.2	Establish Risk Based Source Selection. A&T Secondary: PSA, SSE					- Issue policy guidance and develop pilot program implementation schedule. (Sep 07) - Initiate pilot programs and establish risk reduction initiatives/ actions. (Sep 07) - Track pilot program results and document lessons learned and modify policy guidance as necessary. (Sep 08) Establish monitoring system for Risk Based Source Selection adherence. (Sep 08)
2.3.3	Restructure Defense Acquisition Executive Summary (DAES) Process. A&T/PSA Secondary: SSE, ARA					- Revise data format so that it is standardized, accurate, and transparent across the enterprise. (Sep 07) - Document DAES operating procedures. (Sep 07) - Implement Department data access with at least one Service's system. (Sep 07) - Add direct data access for other Department stakeholders. (i.e., Joint Staff) (Sep 07) - Implement Department data access with all Services' system. (Sep 07) - Expand, as appropriate, to programs beyond Full Rate Production. (Sep 08) - Consider how best to review portfolios within the DAES. (Sep 08)





Goal 2: Strategic and Tactical Acquisition Excellence

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
2.3.4	Optimize the current OIPT and DAB process. A&T/PSA Secondary: DDR&E, SSE, IP, DPAP, ARA					- Develop and publish standardized OIPT and DAB processes. (Sep 07) - Develop common formats/components for DAB presentations. (Sep 07) - Identify commonality and best practices between NII and A&T OIPTs; Identify OIPT principals and advisors. (Sep 07) - Streamline documentation requirements for DAB. (Sep 07) - Merge standard DAES formats (three-slides) into OIPT presentations. (Sep 07) - Publish updated Rules of the Road for OIPTs and DABs. (Sep 07) - Explore use of Web-based tool for improved review of documents and program data leading to OIPTs and DABs. (Sep 07) - Review OIPT and DAB guidance documents and update as needed. (Sep 08) - Consider how best to review portfolios within the OIPT/DAB structure. (Sep 08)
2.3.5	Improve Award Fee Usage. A&T/DPAP Secondary: SSA, SSM					✓ Promulgate policy regarding award fee/incentive fee contract architectures. (Sep 07) - Implement policy regarding the establishment of checks and balances associated with Award Fee determinations. (Sep 07) - Establish system to gather data on historical performance of award fees. (Sep 07) - Establish DAU best practices Web site regarding award fee contracts. (Sep 07) - Implement award fee architecture policy and publish DFARS changes as necessary. (Sep 07) - Monitor adherence to policy. (Sep 08)
2.3.6	Initiate Capital Accounts. A&T/ARA Secondary: SSA					✓ Establish pilot programs in the FY 2008 budget. (Sep 07) - Develop agreements with Services on capital account processes. (Sep 07) ✓ Generate PBD to support agreement. (Sep 07) - Successfully complete semi-annual program execution reviews to determine if Capital Accounting was a positive factor in program stability and performance. (Sep 07) - Identify pilots for FY 2009 President's Budget. (Sep 07) - Generate PBD for new pilot programs. (Sep 07) - Assess programs for exiting the Capital Accounts process and institutionalize process with policy guidelines. (Sep 07)

Key

- ✓ = Completed Metric
- = Completed Initiative
- = New Item
- = Modified Item

AT&L Workforce Goals

Goal 2: Strategic and Tactical Acquisition Excellence

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
2.4 Customer demands and warfighter Joint Urgent Operational Needs (JUON) promptly and efficiently fulfilled. Success: - We have refined the Tri-Chair gatekeeper function to ensure the most appropriate acquisition path and processes based on urgency of need, technological maturity, requirements stability, and affordability are consistent with life cycle support initiatives. - We have created a Strategic Sourcing for acquisition policy, allowing effective and economic use of DoD's significant leverage as an "enterprise buyer" of services.						
2.4.1	Establish Tri-Chair Gatekeeper Function. A&T/SSM					- Broaden participation at FO/GO Integration Meeting (i.e., DDR&E, L&MR, JRAC (as needed)) with JS, Components, and Combatant Commands (i.e., USSOCOM). (Sep 07) ✓ Establish ground rules and assumptions for Tri-Chair gatekeeper function. (Sep 07) - Develop processes to facilitate time-defined acquisition, risk-based capability definition, and development for decision-making. (Sep 07) - Quantify, identify, and synchronize initiative improvements. (Sep 07)
2.4.2	Design and implement Acquisition of Services Policy. A&T/DPAP					- Gain concurrence on strategic sourcing architecture by Service Components. (Sep 07) - Identify the portfolios of services to be subject to strategic sourcing architecture. (Sep 07) - Develop implementation plan of strategic sourcing of services architecture. (Sep 07) - Implement and quantify service strategies to include multi-function support cadre. (Sep 07) - Continue implementation and measurement of phased strategic sourcing services. (Sep 08)
2.5 Capability fielded to meet warfighter needs. Success: We have established leading indicators for Acquisition Program Baselines (APBs), ensuring programs delivered to the warfighter provide predictable performance.						
2.5.1	Establish Program Baseline Assurance Process. A&T/PSA					- Improve the decision making process through timely identification of, and correction of, potential APB breaches via process improvements for existing reporting systems. (Sep 07) - Draft, implement, and measure results for APB compliance improvements. (Sep 07) - All MDAPs have improved APB business rules for compliance. (Sep 08)





Goal 3: Focused Technology to Meet Warfighting Needs

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
3.1 Investments deliver innovative, product-ready technology. Success: We have driven the DoD research and engineering investment to reduce risk in programs, and to take advantage of technology opportunities, to affordably and rapidly add military capability and address warfighting gaps.						
3.1.1	Conduct quick look and early technology readiness assessments. DUSD(S&T)					✓ Complete assessments for all MS A and pre-MS B ACAT I and special interest programs. (Ongoing)
3.1.2	Conduct manufacturing readiness level assessments. DUSD(AS&C)					• Complete Manufacturing Readiness Level Assessments for MS A and pre-MS B programs. (Ongoing)
3.1.3	Advocate and guide investments to deliver new steps in military capability. DUSD(S&T)					• Focus on following areas: Biometrics; Human, Social, Cultural and Behavior Modeling; Power and Energy Alternatives and Efficiency; Iridium GPS; Any Sensor, Any Weapon; Mini-SAR. (Dec 07)
3.1.4	Promote and shape investments to lower costs and development time for the enterprise. DUSD(AS&C)					• Focus on following areas: Airborne Communications Relay; AIRSS; Software Intensive Systems; Manufacturing Technology. (Dec 07)
3.1.5	Develop and field innovative solutions to meet GWOT and other military needs. Dir, RRT0					• Use CTTT, QRF, and Force Transformation. (Sep 07)
3.1.6	Take proactive steps to transition technology programs. DUSD(AS&C)					• Proactive steps taken to transition technology programs. (Ongoing)
3.1.7	Define and conduct JCTDs which meet Combatant Command needs. DUSD(AS&C)					✓ Define and conduct JCTDs that meet Combatant Command needs and successfully transition. (Dec 06)
3.1.8	Conduct Defense Support Team (DST) activities to assist ACAT Programs. DUSD(S&T)					• Complete at least three DST activities. (Oct 07)
3.1.9	Review 6.4 (BA 4) programs to provide technology, engineering, and program management oversight on an annual basis. DUSD(S&T)					• Review all 6.4 (BA 4) programs on an annual basis. (Ongoing)
3.2 Joint and Interoperable is the way of doing business. Success: We constantly review investments of taxpayer dollars to ensure that the driving imperative is to deliver value for the DoD enterprise and the Combatant Commander who must synchronize military might.						
3.2.1	Support Joint Analysis Team (JAT) initiatives. DUSD(S&T)					- Complete initial/follow-on phase on Networking, Radars, Heavy Trucks, and Air Drop Delivery Systems. (May 07) - Initiate and complete new JATs on Light Tactical Wheeled Vehicles, Communications Systems, and at least two other high payoff areas. (Aug 07)
3.2.2	Support SPG Task Force. Dir, P&P					- Continue efforts on Energy and Power Alternatives and Efficiency; and Any Sensor, Any Weapon. (Ongoing) - Initiate two new SPG-directed efforts. (Mar 07)

Key

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AT&L Workforce Goals

Goal 3: Focused Technology to Meet Warfighting Needs

Outcome/Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
3.2.3	Develop a road map for delivering advances in radiation hardened components for space and weapon programs. DUSD(S&T)					• Develop a road map for delivering advances in radiation hardened components for space and weapon programs. (May 07)
3.2.4	Identify areas of capability or mission overlap and engage discussions on harmonizing requirements and development programs. DUSD(S&T)					• Identify areas of capability or mission overlap and engage discussions on harmonizing requirements and development programs, such as Navy and Air Force Mode 5 systems. (Ongoing)
3.2.5	Ensure coordination and collaboration across the DoD S&T program. DUSD(S&T)					✓ Implement/apply Reliance 21 process. (Oct 06)
3.3 Vibrant S&T program that delivers results and attracts highly capable people.						
Success:						
• We ensure the future of this nation through an active and aggressive research and engineering portfolio that attracts the best and brightest in America—scientists, engineers, students.						
3.3.1	Drive greater use of prototyping into DoD acquisition programs. DUSD(S&T)					• Increase number of prototypes fielded. Use Joint Light Tactical Vehicle as first effort. (Sep 08)
3.3.2	Define new or disruptive technology initiatives. DUSD(S&T)					• Ensure DIA support in identifying disruptive technology initiatives. (Aug 07)
3.3.3	Attract students at elementary, middle, and high school levels to pursue careers in science and engineering. DUSD(Labs/BR)					✓ Establish a DoD outreach program. (Mar 07)
3.3.4	Support National Defense Education Program. DUSD(Labs/BR)					• Increase funding over FY 2006 levels to expand the scope of the National Defense Education Program. (Aug 07)
3.3.5	Ensure grant and fellowship programs are providing maximum benefit to DoD and the taxpayer. DUSD(Labs/BR)					✓ Conduct review of all grant and fellowship programs. (Mar 07) • Modify grants and fellowships as necessary. (Jan 07 Ongoing)
3.4 S&T processes deliver maximum value for the tax dollar.						
Success:						
• We take personal responsibility for boundary-less coordination of research and engineering investments and ruthlessly refine our processes to eliminate any action that does not support producing technology that provides warfighting advantage.						
3.4.1	Enable greater coordination and collaboration on S&T programs. Dir, P&P					✓ Formalize Reliance 21 (Dec 06) ✓ Send Strategic S&T priorities letter to Services and Agencies (Jan 07) ✓ Develop and evolve a database of S&T Programs. (Jan 07) ✓ Stand up ad hoc focus teams to coordinate additional collaborative S&T teams (Mar 07) • Hold comprehensive S&T reviews (Ongoing)
3.4.2	Ensure active DDR&E leadership in technology strategic planning and full participation in the POM process. DUSD(S&T)					• Execute the new Reliance 21 process. (Aug 07)



Goal 3: Focused Technology to Meet Warfighting Needs

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
3.4.3	Enhance value of the Independent Research and Development (IRAD) process. DUSD(Labs/BR)					• Review IRAD process and propose adjustments. (May 07)
3.4.4	Increase buying power and reduce overhead at DoD Laboratories. DUSD(Labs/BR)					• Review DoD Laboratory processes and operations to look at increasing buying power and reducing overhead. (Dec 07)
3.4.5	Expedite hiring. DUSD(Labs/BR)					✓ Identify and advocate adoption of procedures to expedite hiring. (Feb 07)
3.4.6	Enhance the Military Critical Technologies List (MCTL) process by improving relevance and utility. DUSD(ITS)					✓ Urgently update the MCTL assessments in key areas. (Apr 07)
3.4.7	Reduce timeline for international Project Agreements. DUSD(ITS)					✓ Identify steps to reduce the current 18+ month timeline for international Project Agreements. (Apr 07)
3.4.8	Take steps to drive the pursuit of technical intelligence. Dir, P&P					• Apply technical intelligence to S&T investment decisions. (Sep 07)
3.4.9	Identify and pilot the use of S&T program metrics. Dir, P&P					• Use S&T program metrics to measure success and effectiveness. (Jun 07)
3.4.10	Develop S&T Strategic Plan. Dir, P&P					• Publish an S&T Strategic Plan. (Feb May 07)
3.4.11	Identify and establish metrics for the DoD Enterprise S&T Investment Level. Dir, P&P					• Establish metrics for the DoD Enterprise S&T Investment Level. (Jun 07)

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AT&L Workforce Goals





Goal 4: Cost-Effective Joint Logistics Support for the Warfighter

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
4.1 The integration of Life Cycle Management (LCM) Principles into DoD and Service Acquisition and Sustainment Processes, in terms of incorporation of readiness requirements, outcome-based performance, contract provisions into life cycle standards and fully integrated into acquisition milestone compliance beginning with Milestone A, and legacy (post production) materiel readiness sustainment for: - Reliability and sustainability standards, with road maps and schedules for achieving - Non-exclusive intellectual property rights and complete component and end-item documentation included in acquisition contracts, including COTS products on an EOL basis - Materiel readiness standards to be achieved and maintained by each major weapons system or equipment end-item throughout life cycle - Total Ownership Cost of availability forecasts built into contract cost provisions and sustainment metrics - Diagnostic and predictive monitoring systems and metrics to be incorporated into all high-cost failure critical components of ACAT-I thru IV acquisition programs - Post-production monitoring of equipment performance of ACAT-I thru IV systems to identify major readiness degraders (reliability, cycle time, cost) issues requiring corrective engineering and/or maintenance servicing - Life cycle availability, reliability, cycle time, and cost considerations governing sustainment and acquisition decisions Success: - We have fully incorporated LCM principles into the mainstream of "Big A" acquisition and sustainment processes and decisions.						
4.1.1	Integrate LCM Principles into "Big A" acquisition and sustainment processes/decisions. Various OPRs (See Individual Metrics)					✓ Formation of AT&L "Tiger Team" composed of SES reps from L&MR-MR&MP, Defense Procurement and Acquisition Policy, Defense Systems, Program Analysis and Evaluation, Personnel and Readiness, Service Reps, and DCMA to frame strategy and program to implement policies. (Mar 07) (Dave Pauling) - USD(AT&L) (or DUSD(L&MR)) make presentation to DAWG of proposal to incorporate LCM principles into all future and open contracts and major weapon system/equipment sustainment programs. (Mar 07) (Ken Krieg and Jack Bell) - USD(AT&L) gain DAWG approval of proposal to implement LCM in future and open ACAT-I acquisition and sustainment processes. (Mar 07) (Ken Krieg) - Tiger Team presentation of detailed plan for incorporating LCM policies into DoD contracts governing directives, instructions, etc. (Mar 07) (Dave Pauling) - Tiger Team draft and circulate for coordination new draft directives and instructions governing revisions to DoD Acquisitions and Sustainment processes and discipline to incorporate LCM principles. (Sep 07) (Dave Pauling) - Complete Coordination process and USD(AT&L) move proposals forward for approval by SECDEF/DEPSECDEF. (Sep 07) (Ken Krieg and Dave Pauling) - Complete definition of Life Cycle Management metrics throughout weapon systems life cycle and sustainment value chains. (Sep 07) (Dave Pauling) - Establish oversight mechanisms and programs to continually assess adequacy of above policy and implementation relative to warfighter needs. (Sep 07) (Dave Pauling) - Reassess adequacy/success of above; identify any policy and/or process improvements. (Mar 08) (Dave Pauling) - Officially implement/codify improvements. (Sep 08) (Dave Pauling)

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AT&L Workforce Goals

Goal 4: Cost-Effective Joint Logistics Support for the Warfighter

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
4.2 Integrated supply chain operations that effectively support warfighters and are efficient from source of supply to point of consumption.						
Success: We have provided reliable, time-definite, and cost-effective supply chain support to the warfighter in the field, based on Integrated Supply Chain Management principles.						
4.2.1	Implement an Integrated DoD Supply Chain Operation and streamline the current supply chain functions and activities. Various OPRs (See Individual Metrics)					✓ DUSD(L&MR) work with USD(C) to establish a Material Readiness Board to expedite handling of major material readiness and logistics issues. (Jan 07) (Gary Motsek) • Complete documentation of supply chain processes covering procurement, storage, strategic distribution, Combatant Command distribution, retrograde and maintenance. (Mar 07) (Jim Hall) • Complete analysis of DRMS disposition options for scrap metal and other DMS material. (Dec-06 Apr 07) (Dir, DLA) • Oversee plans for sealift and airlift for retrograde and reset operations. (Jan Apr 07) (Earl Boyanton) • Complete work on DPO DoD Instruction and gain DoD approval. (Feb Apr 07) (Earl Boyanton) • Conduct analysis of other joint contracting opportunities in deployed Combatant Command operations. (Apr 07) (Gary Motsek) • Define major process functions and deliverables for each function "as is" boundaries of responsibilities, and operational and IT interface requirements. (Mar May 07) (Jim Hall) — Recommend changes needed in major supply chain processes, responsibilities, and information flow (Jim Hall) — Boundaries of organizational responsibilities — Interfaces required to ensure seamless transfers of operational responsibility and information. • Complete analysis of Joint LOGCAP contract option and recommend adoption. (Mar Sep 07) (Gary Motsek) • DUSD(L&MR), Director of Logistics J-4 and DPO work with Combatant Commands to accelerate integration of "best management practices" in joint theater logistics concepts into Combatant Command logistical plans to expedite distribution from APODs/SPODs to the "foxhole". (Sep 07) (Gary Motsek) • Work with Military Services to strengthen Service requirements forecasting processes, and priority setting procedures for ordering DLA-managed items. Readiness Based Sparing pilots completed and way ahead is defined. (Mar 08) (Alan Estevez and Dir, DLA) • DUSD(L&MR), DLA Director, and DPO, in coordination with DUSD(BTO), Military Services, and Combatant Commands, define plan for integrating IT from procurement to delivery to provide real-time asset tracking and reliable time-definite delivery. (Mar 08) (Alan Estevez) • DUSD(L&MR), DLA Director, and DPO, in coordination with Military Services and Combatant Commands, define plan for reliable "delivery-to-the-foxhole" schedule predictability. (Mar 08) (Alan Estevez) • DUSD(L&MR) work with Service Logistics Directors, Materiel Command Commanders, and JFCOM to incorporate retrograde management doctrine and plans into early deployment operations. (Mar 08) (Gary Motsek) • Complete work on To Be Road Map. (Mar 08) (Jim Hall)





Goal 4: Cost-Effective Joint Logistics Support for the Warfighter

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
						- Advise Joint Cross Service Group to lead initial BRAC pathfinders for DLR procurement and supply, storage, and distribution decisions. Commodity management principles embedded in DLR procurement implementation plan and Joint Regional Materiel Handling Inventory and Materials Management (JRIMM) principles embedded in supply, storage, and distribution implementation plan. (Nov 08) (Alan Estevez) - Optimal inventory positioning strategy, utilizing Strategic Distribution Platforms (SDP) and Forward Distribution Points (FDP). (Nov 08) (Alan Estevez and Robert Dail) - Advise TRANSCOM on implementation of Alaska RFID program. (Nov 08) (Alan Estevez and Robert Dail)
4.3 Strengthened logistics management skills in DoD staff and within the Services/Agencies. Success: We achieved a stronger DoD logistics management competency, both in capability of DoD personnel and the efficiency of DoD processes in this area, that allows us to realize outcomes 4.1 and 4.2						
4.3.1	Strengthen logistics management skills within DoD. Various OPRs (See Individual Metrics)					✓ Develop a professional development plan for each member of L&MR staff and implement first year's component. (Feb 07) (All ADUSDs) - DUSD(L&MR) meet with JS J-4, Service Logistics Directors, and Materiel Command Commanders to explore opportunities and requirements to expand professional logistics education and training at senior staff and command programs. (Mar 07) (Jack Bell) - Conduct an analysis of Combatant Command and Service requirements for professional logisticians at the O-5 to O-8 levels. (Sep 07) (Gary Motsek) - DUSD(L&MR) explore with NWC, NDU, ICAF, and DAU opportunities to add more logistics modules to programs; DUSD(L&MR) coordinate with USD(P&R) to discuss assessments and make recommendations. (Mar 08) (James Hall)

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AT&L Workforce Goals





Goal 5: Reliable and Cost-Effective Industrial Capabilities Sufficient to Meet Strategic Objectives

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
5.1 Effects of DoD policy and program decisions on the industrial base, and the extent to which industry decisions limit or expand DoD options, understood. Success: We established baseline criteria from which to evaluate and define desirable attributes for the Defense industrial base, and develop methodology to assess industry progress towards desirable attributes.						
5.1.1	Define Desirable Defense Industrial Base Attributes. A&T/IP Secondary: PSA, SSM, DDR&E, I&E, L&MR					- Define desirable attributes for the Defense industrial base. (Sep 07) - Develop methodology to assess industry progress towards desirable attributes. (Sep 07)
5.2 DoD research and development, acquisition, and logistics decisions expand and sustain the industrial base to encourage competition and innovation for essential industrial and technological capabilities. Success: - We have identified and implemented policies to prevent DoD contractors from inappropriately favoring in-house capabilities. - We have engaged with industry for targeted improvement in the DoD industrial base workforce. - We have encouraged participation of non-traditional suppliers, including small business, in DoD procurement. - We have maintained a competitive environment within industry segments supporting DoD acquisition of services.						
5.2.1	Implement Contractor Vertical Integration Policies. A&T/IP Secondary: DPAP, PSA					Identify and implement policies to prevent DoD contractors from inappropriately favoring in-house capabilities. (Sep 07)
5.2.2	Characterize Industrial Workforce. A&T/IP Secondary: DPAP, PSA, SSM, DDR&E					- Define key contractor workforce capabilities (KSAs) necessary for successful DoD programs (specifically, software development and helicopter design/production). (Sep 07) - Assess the extent to which contractor workforce possesses key capabilities. (Sep 07) - Recommend policies and acquisition strategy elements which recognize and mitigate contractor workforce limitations. (Sep 08) - Develop and establish incentives to encourage long-term improvement of contractor workforce as necessary to meet DoD requirements. (Sep 08)
5.2.3	Expand Non-Traditional Supplier participation in DoD Acquisition. A&T/IP Secondary: DPAP, PSA, SSM, DDR&E					- Identify and evaluate barriers to participation by non-traditional suppliers. (Sep 07) - Recommend any regulatory changes necessary to promote expanded participation by non-traditional suppliers. (Sep 07) - Recommend to Congress any legislative changes necessary to promote expanded participation by non-traditional suppliers. (Sep 08)
5.2.4	Characterize Competitive Services Industry. A&T/IP Secondary: DPAP					- Characterize and assess the industry segments supporting DoD acquisition of services. (Sep 07) - Recommend and implement changes in services acquisition processes and policies to enhance competition. (Sep 08)

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AT&L Workforce Goals

Goal 5: Reliable and Cost-Effective Industrial Capabilities Sufficient to Meet Strategic Objectives

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
5.3 Statutory processes and decisions leveraged to enable a capable, competitive, and reliable industrial base. Success: - We have ensured that Defense Priorities Allocations System (DPAS) decisions provide materials to the most important users, first. - We have leveraged the benefits of globalization to increase competition and enhance access to global markets.						
5.3.1	Improve DPAS. A&T/IP Secondary: PSA, DPAP, SSE					- Revise DX ratings list to reflect current program priorities and required industrial responsiveness. (Sep 07) - Recommend/implement improvements to the Special Priorities Assistance process to improve responsiveness. (Sep 07)
5.3.2	Improve Access to Global Markets. A&T/IP					- Develop legislative proposals and recommended regulatory improvements. (Sep 08) - Implement new authorities. (Sep 08)
5.4 Contract finance and profit policies drive desired results. Success: - We have promoted DoD industry industrial/technological capability improvements. - We have improved results of contract profit and award/incentive fee policies.						
5.4.1	Develop Policies that Enhance Technological/Industrial Capability. A&T/IP Secondary: SSM, DDR&E, PSA					- Identify and evaluate financial and economic factors that influence contractor decisions to invest in R&D, capital equipment, and workforce improvements. (Sep 07) - Identify and evaluate factors that influence contractor decisions to rationalize production facilities. (Sep 07) - Recommend and establish changes to DoD policies to incentivize desired investments. (Sep 08) - Recommend changes to DoD policies and develop legislative proposals necessary to encourage appropriate rationalization. (Sep 08)
5.4.2	Modify Award and Incentive Fee Policies to Improve Effectiveness. A&T/DPAP Secondary: IP, SSE, PSA					- Correlate profits (including award and incentive fees) with contractor performance for selected completed contracts. (Sep 07) - Recommend changes to DoD policies and develop legislative proposals necessary to encourage desired contractor performance. (Sep 08)





Goal 6: Improved Governance and Decision Processes

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
6.1 DoD Decision Processes supported by data and using best business practices. Success: - We have established successful Communities of Practice (CoPs) for four areas—Science and Technology (S&T), Acquisition, Logistics, and Installations—that allow timely, substantive collaboration, for planning, research, programming and budgeting, among (and within) OSD, Joint Staff, the Services, and major Defense Agencies. - We have data, metrics, and tools to support capability-based portfolio analysis for several portfolios. - We have customer contracts, balanced scorecards (or equivalent metrics), and Boards of Directors/Customers in place and making significant contributions to how we operate all six AT&L Defense Agencies. - We have a corporate, integrated international strategy in areas of interest to AT&L. - We have a corporate, integrated joint testing and training capability for weapons systems. - We have continuously integrated interagency exercises, testing, and commissioned studies, supporting methodology-enabling cradle-to-grave improvements in the Nuclear Command and Control System (NCCS).						
6.1.1	For several high priority capabilities that are important to the joint warfighter, develop enable decision processes that are transparent and timely. They begin with Support processes that define coherent, central direction and lead to federated activity, which is transparent, allowing for focused oversight. Various OPRs (See Individual Metrics)					- Establish an information sharing Functional Business Area CoP in four areas: S&T, Acquisition, Logistics, and Installations—two or more may be combined under one CoP. NOTE: Requires commitment of DDR&E, A&T, ARA, L&MR, I&E, PA&E, Comptroller, and the Services. (Sep 07) (Dir, ARA) - CoP users are able to share authoritative data and exchange information in pursuit of shared goals and business processes (per schedule in implementation plan). (Mar 08) (Dir, ARA/COI) - Functional business areas share authoritative data/ exchanging information in pursuit of shared goals and business processes. (Sep 08) (Dir, ARA/COI)
6.1.2	Develop common measurement, data, knowledge management, and other tools and capabilities. Various OPRs (See Individual Metrics)					- Synchronize enterprise technical approaches to ensure alignment with DoD net-centric objectives. (Mar 08) (COI) - Sustainment funding in-place for the collaborative environment/data transparency. (Sep 08) (ARA/AM)
6.1.3	Manage AT&L Defense Agencies like the businesses they are. Various OPRs (See Individual Metrics)					- Have customer contracts, balanced scorecards, and Boards of Directors/Customers in place for MDA and DLA, and approved plans executing to create such contracts/scorecards/boards for DARPA, DTRA, DCMA, and BTA. (Sep 07) (ARA) - Have customer contracts, balanced scorecards, and Boards of Directors/Customers in place and operating for all six AT&L Defense Agencies. (Sep 08) (ARA) - DCMA is a Performance Based Organization. (Sep 08) (A&T)
6.1.4	Develop an integrated strategy-driven international process. IC					- Publish updated regional Armaments Cooperation Strategies (ACS) for Europe and Pacific Regions in coordination with OUSD(Policy) and the Joint Staff. (Sep 07) - Selected AT&L Organizations and AT&L Defense Agencies develop individual international strategies in coordination with IC. (Sep 07) (DPAP, IP, L&MR, NCB, DDR&E, DARPA, DLA, DTRA, DAU, SP) - Update AT&L Capability Area Road Maps to include International Coalition section identifying areas for international cooperation. (Mar 08) - At all milestone reviews, including DoD Component-level reviews, the Milestone Decision Authority will assess program compliance with regional Armaments Cooperation Strategies and Capability Area Road Maps. (Sep 08) - Update Building Partnership Capability (BPC) Road Map to reflect integrated AT&L international strategy. (Sep 08)

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AT&L Workforce Goals

Goal 6: Improved Governance and Decision Processes

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
6.1.5	Develop integrated and sustainable test and training capabilities. TRMC					- Initiate a Joint Mission Environment Senior Advisory Group (JME SAG)—identify three or more crosscutting issues (governance, technical, or budget) for convergence. (Sep 07) - Execute the FY 2007 Joint Mission Environment Test Capability (JMETC) Program Plan. (Sep 07) - Resolve three crosscutting issues as identified by the JME SAG. (Mar 08) - Build the FY 2008 JMETC Program Plan and execute at least one event in the JMETC environment. (Mar 08) - Execute at least three events in the JMETC environment. (Sep 08) - Develop investment programs in at least two additional areas of common range instrumentation other than common airborne instrumentation. (Sep 08)
6.1.6	Develop improved management of Chem-Bio program and Nuclear Weapons Council. NCB					- Implement the two-tier Chem-Bio Defense Program (CBDP) oversight process. Align Chem-Bio requirements, S&T, Test and Evaluation (T&E), and acquisition programs. (Sep 07) - Implement the Chem Demil Strategy governance plan to destroy U.S. chemical weapons in a safe, timely, and cost-effective manner. (Sep 07) - Provide effective decision making to link nuclear stockpile life extension/transformation programs; synchronize weapons refurbishment/development of capabilities. (Mar 08) - Implement a process to coordinate DoD and DOE budget issues related to U.S. nuclear weapons stockpile. (Mar 08) - Increase nuclear infrastructure responsiveness by supporting the Reliable Replacement Warhead program and new triad. (Sep 08) - Integrate interagency exercises, testing, and studies results to support achieving cradle-to-grave improvements in the NCCS. (Sep 08)
6.2 Strategic goals supported by leveraging “best practices” in DoD “Big Acquisition” processes (e.g., managing the force and fixing the GAO high risk areas).						
Success: - We have implemented “best practices” in support of AT&L’s goals. - We have removed at least one of DoD’s high risk areas from Government Accountability Office (GAO)’s list. - We have implemented a much improved A-76 competition process.						
6.2.1	Implement best practices. Various OPRs (See Individual Metrics)					- Increase privatization of facilities to improve operation, sustainment, and recapitalization. (Sep 07) (I&E) - Ensure that each of DoD’s Federally Funded Research and Development Centers (FFRDCs) has implemented a comprehensive Conflict of Interest policy. (Sep 07) (ARAVOSD Studies) - Initiate a study to review the financial direction in the Financial Management Regulations in order to improve the intent of the charge policy mandate in the FY 2003 National Defense Authorization Act (NDAA); publish the FY 2007 certification report. (Mar 08) (TRMC)





Goal 6: Improved Governance and Decision Processes

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
6.2.2	Mitigate DoD high risk areas. Various OPRs (See Individual Metrics)					- Achieve tasks laid out in plans for "Managing the Force," and correction, in partnership with the Office of Management and Budget (OMB) and GAO, of the GAO-identified high risk areas. (Sep 07) (Process Owners) ✓ Successfully program in the FY 2008 Program Objective Memorandum (POM) the two highest priority capability gaps identified in the FY 2005 Strategic Plan. (Sep 07) (TRMC) - Publish the FY 2007 Strategic Plan for DoD T&E Resources. (Sep 07) (TRMC) - Get one of DoD's high risk areas off the list, while the other five are being resolved via a plan agreed to by DoD, OMB, and GAO (NOTE: Requires commitment of A&T/DPAP, L&MR, BTA, and I&E as well as USD(Comptroller)). (Sep 08) (TRMC A&T/DPAP, L&MR, BTA, and I&E) - Conduct up to six additional assessments at Major Range and Test Facility Base (MRTFB) locations, and develop a lessons-learned guidebook to transfer the oversight to internal Services' Inspector General (IG) or Audit Agent (AA) organizations for continuation of the assessment process. (Sep 08) (TRMC)
6.2.3	Improve A-76 competition process. I&E					Implement improved A-76 competition process to improve efficiency in commercial functions. (Sep 07)
6.3 A net-centric data environment with acquisition enterprise and life cycle management data/facts for decision making, through business transformation. Success: - We have a transparent acquisition management information/data capability used by OSD, Joint Staff, and the Services. - We have an analytical tool kit using earned value and work breakdown structure data that alerts PMs and stakeholders of potential problems. - We have, within the principles of a Service Oriented Architecture (SOA), employed the principles such as enter once—use many by both identifying authoritative data sources and converting competing applications to services, which are published for use across the entire Department. - We have a capability in place to value military equipment and, through the use of item UIDs, to track assets through their life cycle.						
6.3.1	Develop a transparent acquisition management information/data capability for use across OSD, Joint Staff, and the Services. Various OPRs (See Individual Metrics)					- Achieve data sharing across Services, OSD, and Joint Staff by linking Defense Acquisition Management Information Retrieval (DAMIR) to Components' acquisition and sustainment management information/data systems (AIM, SMART, and Navy Dashboard). (Sep 07) (ARA) - Establish a Selected Acquisition Report (SAR) Web Application in DAMIR to capture remaining SAR specific statutory requirements. CARS retired. (Mar 08) (ARA/AM) - Have a transparent, enterprise-wide acquisition management information/data capability used by OSD, Joint Staff, and the Services. (Sep 08) (ARA/AM) - Expand DAMIR to meet emerging data requirements, as necessary. (Sep 08) (ARA/AM)

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AT&L Workforce Goals

Goal 6: Improved Governance and Decision Processes

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
6.3.2	Develop an analytical tool kit using earned value and work breakdown structure data. Various OPRs (See Individual Metrics)					- Establish a central repository to warehouse work breakdown structure and earned value information—beginning with nine pilot programs. (Sep 07) (ARA, PA&E, DCMA) - Develop and evaluate analysis tools using earned value and work breakdown structure and sustainment data to improve contract performance assessments and life cycle sustainment (readiness/availability, reliability, cycle time, ownership cost) effectiveness. (Sep 07) (ARA, A&T, PA&E, DCMA, MR&MP) - Identify and get agreement on a set of cost and benefit measures and incorporate them in a critical acquisition and sustainment process metrics system. (Sep 07) (ARA, A&T, MR&MP) - Ensure that contractor Earned Value Management (EVM) systems have the capability needed to accurately reflect program performance, and that the systems have the data integrity required in order to use the information for oversight purposes. (Mar 08) (DCMA) - Have all work breakdown structure and earned value information in a central repository. (Sep 08) (ARA/AM) - Field an analytical tool kit (using earned value and work breakdown structure data) that alerts Program Managers (PMs) and stakeholders of potential problems. (Sep 08) (ARA/AM)
6.3.3	Implement Service Oriented Architecture (SOA) Principles to identify authoritative data sources and convert competing applications to services that are published for use across the entire Department. BTA					- Deliver the Enterprise Transition Plan (ETP) as provided to the Congress, for Defense Business Transformation (FY 2007). Achieve tighter integration between the ETP and the Supply Chain High Risk Plan, thus supporting better decision making by the Investment Review Boards on Business Systems. (Sep 07) - Begin to deliver Enterprise Services as defined in the ETP. (Mar 08) - Execute ETP for FY 2007. Deliverables TBD. (Sep 08)
6.3.4	Develop capability to value military equipment and track assets through life cycle. Various OPRs (See Individual Metrics)					- Close all AT&L material and systemic weaknesses identified in the annual Statement of Assurance, in particular the five weaknesses that are due for closure in FY 2007. (Sep 07) (Applicable Organizations) - Establish enterprise-wide accountability for Navy military equipment assets (ships, airplanes, and other major equipment) to include item unique identification of those assets. NOTE: Requires Navy to Unique ID (UID) its legacy assets. (Sep 07) (ARA, DPAP, MR&MP) - Complete a prototype demonstration that defines the Acquisition Program UID (APUID) data structures, business rules, data store and access requirements, and data capture for existing weapon system programs and DoD depot maintenance support and integrates with the item unique identification registry. (Sep 07) (ARA, DPAP, MR&MP) - Close the AT&L systemic weakness for Real Property Infrastructure. (Jan 08) (I&E) - Prototype an automated military equipment valuation process using the USMC. (Sep 08) (ARA, P&E) - Have a DoD APUID system operating. (Sep 08) (ARA, DPAP)





Goal 6: Improved Governance and Decision Processes

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
6.4 Continuous Process Improvement (CPI), using techniques such as Lean Six Sigma. Success: We have applied continuous process improvement to major high impact core AT&L value streams in the S&T, Acquisition, Logistics, and Installations areas, at a minimum.						
6.4.1	Institutionalize Weapons System Life-cycle Management (WSLM). Various OPRs (See Individual Metrics)					- Stand up a Weapons System Life-Cycle Management (WSLM) governance body; get its charter approved, identify business process reengineering initiatives. (Sep 07) (ARA/AM) - Publish a WSLM-approved set of Business Process Re-engineering initiatives, with a defined timeline of key events and milestones. (Mar 08) (ARA and WSLM Stakeholders) - Have WSLM approved BPR initiatives on schedule for implementation. (Sep 08) (ARA and WSLM Stakeholders)
6.4.2	Deploy Information Management System to support the Defense Acquisition Board (DAB)/ Defense Acquisition Executive Summary (DAES) processes. Various OPRs (See Individual Metrics)					- Develop/implement a methodology to identify and define data element requirements for the Information Management system supporting the DAB/DAES processes. (Sep 07) (ARA/AM) - Reduce documentation requirements by integrating Title 40 (Clinger-Cohen Act) provisions with the acquisition process. (Sep 07) (ARA/AM) - Information Management System supporting Acquisition Program Baselines (APBs), Acquisition Strategy Reports (ASRs), Systems Engineering Plans (SEPs), and Test and Evaluation Master Plans (TEMPs) are operational/the next-lower document-building data elements identified for Integrated Master Schedule (IMS). (Mar 08) (ARA) - IMS fully implemented, methodology fully defined and operational. (Sep 08) (ARA and WSLM Stakeholders)
6.4.3	Apply Continuous Process Improvement to major high impact core AT&L value streams. L&MR					- Chair DoD-wide CPI Senior Steering Committee to broaden and accelerate application of CPI DoD-wide. (Sep 07) - Stand up an AT&L CPI Leadership Deployment Team; get its charter approved, and identify high impact core AT&L value streams. (Sep 07) - Implement three CPI projects to support improved high impact value streams. (Sep 07) 100% of AT&L direct reports complete CPI Champion training and appropriate Green and Black Belt (or equivalent) personnel are trained. (Sep 07) - CPI project results are introduced into AT&L's initiative to improve staff effectiveness (staff accountability and NSPS). (Sep 07) - Identify and implement an additional two high leverage AT&L CPI projects that involve two or more of AT&L's direct reports as process champions. (Mar 08) - Establish automated CPI project tracking tool that links CPI resources and results to strategic and customer measures. (Mar 08) - AT&L SES/Flag fitness report bullet that recognizes CPI contributions. (Mar 08) - Formal documentation of CPI project outcomes linked to clear qualitative and quantitative measures using Balanced Scorecard approach. (Mar 08) - CPI has been applied to major high impact core AT&L value streams. (Sep 08) - All AT&L military and civilian performance evaluations and fitness reports recognize CPI contributions. (Sep 08)

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Goal 6: Improved Governance and Decision Processes

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
6.5 Move from transaction-based activity to Enterprise-wide life cycle Performance Driven Outcomes (PDO)-based strategy by building on lessons learned from Continuous Process Improvement (CPI) and Performance Based Logistics initiatives.						
Success: We have standardized outcome-based metrics across the life cycle (defined early in the acquisition process and maintained throughout sustainment), and capabilities-based requirements that include dependability and availability measures for Sustainment Key Performance Parameters (KPPs)/Key System Attributes (KSAs), DAES oversight, and DAES-Sustainment oversight.						
6.5.1	Implement a Performance Driven Outcome strategy across system life cycle. Various OPRs (See Individual Metrics)					- Assess experience implementing PDO across system life cycle, evaluate private sector methods for determining when to apply performance based management techniques, and obtain lessons learned on successful PDO programs. (Sep 07) (MR&MP, DPAP, PA&E, ARA, PSA, Services) - Develop plan to sustain a clear, comprehensive, enduring, and effective program for implementing weapon system acquisition and sustainment programs based on PDOs. (Sep 07) (ARA, DPAP, PSA, MR&MP) - Develop framework for documenting outcomes associated with performance driven strategies using performance-to-plan information and cost data to measure, manage, and improve the efficiency and effectiveness of product. (Sep 07) (ARA, DPAP, PSA, MR&MP) - Develop a PDO Guidebook for DoD leaders, establishing PDO terminology (based on generally accepted industry standards), PDO acquisition and sustainment strategies, and training requirements/management tools for implementing/operating PDO programs. (Sep 07) (MR&MP) - Identify policy gaps or other barriers to increased use of PDO-based agreements to achieve and sustain material readiness. (Mar 08) (ARA, MR&MP, PSA, COMPT) - Propose appropriate modification to DoD 5000-series and other DoD documents. (Mar 08) (ARA, MR&MP) - Draft policy language for coordination. (Mar 08) (MR&MP) - Institute policy. (Sep 08) (MR&MP, ARA) - Continually assess success of above and identify any policy and/or process improvements necessary. (Sep 08) (MR&MP, ARA, PSA, SSE, COMPT)





Goal 7: Capable, Efficient, and Cost-Effective Installations

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
7.1 Locate, size, and configure installations to meet needed capabilities. Success: We are repositioning missions through the implementation of BRAC, consistent with approved business plans and Global Defense Posture Review decisions.						
7.1.1	Implement BRAC 2005 recommendations. Mr. Pete Potochney (Dir, BRAC)					- Conduct mid-year review of BRAC Business Plans. (Mar 07 and annually) - Review, document, and obtain approval of business plan revisions. (Sep 07 and annually)
7.1.2	Sustain Global Defense Posture (GDP) realignment. Mr. Curtis Bowling (Dir, Environmental Readiness and Safety)					- Publish Sustainment Policy and pilot test tools. (Sep 07) - Review Sustainment Policy implementation and expanded tool deployment. (Sep 08)
7.1.3	Monitor net costs for reshaping the U.S. DoD footprint. Dr. Get Moy (Dir, Installation Requirements and Management)					Identify and track Facility Investments to implement GDP. (Sep 07 and annually)
7.1.4	Establish/sustain forward operating sites (FOS) and cooperative security locations (CSL). Dr. Get Moy (Dir, Installation Requirements and Management)					- Identify essential overseas installation components sites. (Mar 07) - Model common installation support services necessary to operate and sustain FOS and CSL functions. (Sep 08)
7.1.5	Improve Facilities Utilization Rate. Dr. Get Moy (Dir, Installation Requirements and Management)					Research and develop authorities that support revitalization of existing inventories. (Sep 07)
7.1.6	Dispose of excess facilities. Ms. Pat Bushway (Installation Requirements and Management)					- Review execution of FY 2006 Demolition/ Disposal plans. (Mar 07 and annually) - Evaluate Facility Investments—Disposal to implement Demolition/ Disposal targets. (Sep 07 and annually)
7.2 Deliver effective, safe, and environmentally sound living and working spaces. Success: We have accurately inventoried the owned, leased, and managed real property assets of the Department and understand the nature, location, operational costs, condition, and capability of those assets. We are achieving the objectives of the President's Management Agenda (military housing and real property management).						
7.2.1	Eliminate inadequate housing units. Mr. Joe Sikes (Dir, Housing and Competitive Sourcing)					- Award first UPH privatization pilot project for junior enlisted personnel. (Mar 07) - Eliminate inadequate family housing in CONUS. (Sep 07) - Initiate sustainment and recapitalization metrics for government-owned family housing. (Mar 08) - Develop specific plans to eliminate inadequate unaccompanied personnel housing. (Sep 08)
7.2.2	Assess installation missions in the Defense Readiness Reporting System (DRRS). Dr. Get Moy (Dir, Installation Requirements and Management)					- All real property assets have a valid Facility Quality rating and Mission Dependency rating. (Sep 07) - Components integrate Installation infrastructure data into the DRRS. (Sep 08)
7.2.3	Develop a suite of standardized Military construction program metrics. Dr. Get Moy (Dir, Installation Requirements and Management)					- Initial set of DoD common metrics for facilities acquisition. (Mar 07) - Integrate International Building Code 2006 requirements into applicable UFC documents. (Sep 07) - Fully implement sustainable features in all eligible construction projects. (Sep 08)

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AT&L Workforce Goals

Goal 7: Capable, Efficient, and Cost-Effective Installations

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
7.2.4	Develop level of service for delivery of installation support service. CAPT Paz Gomez (Installation Requirements and Management)					- Establish Program Elements to support installation support functions. (Mar 07) - Evaluate performance metrics/cost drivers. (Sep 07) - Evaluate performance output levels for joint bases. (Mar 08) - Establish common standards and metrics for installation support services. (Sep 08)
7.3 Protect personnel, property, and mission capabilities through informed risk-based decisions. Success: We have improved the protection of personnel, property, and mission capabilities through informed risk-based decisions.						
7.3.1	Identify 100% of sites with known or suspected DoD-caused releases of perchlorate into the environment and ensure appropriate response actions are taken. Ms. Shannon Cunniff (Dir, Emerging Contaminants)					100% of potential DoD suspected sources of perchlorate in California's drinking water are identified and scheduled for characterization pursuant to the California Prioritization protocol. (Mar 07) - Release FY 2006 sampling data summaries. Develop DoD Risk Management Plan for perchlorate. (Sep 07) - Public release of all extant DoD perchlorate response actions and FY 2007 perchlorate sampling summaries. (Mar 08) 75% of DoD installation's sites with known or suspected DoD-caused releases of perchlorate have response actions identified or programmed. (Sep 08)
7.3.2	Install remedies and/or environmental remediation accomplished as necessary at all DERP sites. Ms. Patricia Ferrebee (Environmental Management)					100% of IRP high relative risk sites Response Complete or Remedy-in-Place at active installations. (Sep 07)
7.3.3	Identify U.S. Environmental, Safety, and Occupational Health (ESOH) liability and mission impacts during operations and exercises. Mr. Curtis Bowling (Dir, Environmental Readiness and Safety)					- Develop tools to address long-term mission sustainment. (Mar 07) - Pilot test tools at two locations. (Sep 07) - Implement ESOH policy for operations and exercises. Adjust tools based on pilot tests. (Mar 08) - Program review on ESOH policy implementation. Apply tools to broader number of bases. (Sep 08)
7.3.4	Meet Presidential Safety, Health, and Return to Employment initiative measures. Mr. Curtis Bowling (Dir, Environmental Readiness and Safety)					Alignment plan—SHARE performance metrics included in CINC award for installation excellence. (Sep 07)
7.4 Optimize life-cycle asset investment by balancing resources and risk. Success: We are achieving the objectives of the President's Management Agenda (real property management) and other OMB scorecards (energy conservation, and alternate fuel vehicles).						
7.4.1	Implement Natural Infrastructure Management for Sustainability. Lt Col Marc Hewett (Environmental Management)					- Draft measurement framework for common DoD Natural Infrastructure Capability assessment. (Mar 07) - Establish process/metrics for assessing capabilities of natural infrastructure to support mission-essential tasks. (Sep 07) - Initial capability to assess Natural Infrastructure Capability data in the Defense Readiness Reporting System (DRRS). (Mar 08)
7.4.2	Publish Facility Models (Sustainment, Operations, and Modernization). Dr. Get Moy (Dir, Installation Requirements and Management)					Update Business rules (each model) applied to the current Facilities Assessment Database (FAD). (Mar 07)





Goal 7: Capable, Efficient, and Cost-Effective Installations

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
7.4.3	Implement Facilities Modernization Rate benchmark. Mr. Thadd Buzan (Installation Requirements and Management)					✓ Evaluate Facility Modernization Model (FMM) based on PB08 Facility investments. (Mar 07)
7.4.4	Reduce building energy consumption. CDR Brad Hancock (Installation Requirements and Management)					✓ Evaluate annual performance and Services' energy implementation plans. (Mar 07)
7.4.5	Increase percent of purchased and/or generated renewable energy. CDR Brad Hancock (Installation Requirements and Management)					✓ Establish an aggressive renewable energy plan. (Mar 07)
7.4.6	Increase use of alternative fueled vehicles (AFV). Dr. Get Moy (Dir, Installation Requirements and Management)					• Publish implementation plan to meet goals. (Mar Aug 07) • Evaluate non-tactical vehicle program (Ongoing)
7.5 Continuous improvement in planning and operations through best business practices and management techniques. Success: • We have developed and begun deployment of a suite of business processes, tools, and information requirements that are continuously improved and benchmarked to best practices, supporting comprehensive life-cycle asset management. These are enabling achievement of the objectives stated in the President's Management Agenda (competitive sourcing and real property management), OMB scorecards (environmental management), and the Department's transformation initiatives.						
7.5.1	Implement Real Property Inventory Requirements (RPIR). Ms. Lora Muchmore (Dir, Business Enterprise Integration)					• Fully populated Space management data elements. (Sep 07) • Fully populated Core, Financial, and Grant-specific data elements. (Sep 08)
7.5.2	Deploy Real Property Unique Identifier (RPUID). Mr. Craig Adams (Business Enterprise Integration)					• Site registry full operational capability. (Sep 07) • Asset registry initial operational capability. (Mar 08)
7.5.3	Implement Environment liabilities recognition and requirements. Mr. Bob Turkeltaub (Dep Dir, Business Enterprise Integration)					• Implementation support complete. (Sep 08)
7.5.4	Implement Hazardous materials process controls. Ms. Lora Muchmore (Dir, Business Enterprise Integration)					• Components submit HAZMAT implementation plans. (Sep 07) • HAZMAT Data Master reference data IOC; available for linkage to DLIS data master. (Sep 08)
7.5.5	Improve Environmental Management System (EMS) goals and targets. Lt Col Marc Hewett (Environmental Management)					• Components' initial capability to report EMS metrics. (Mar 07) • EMS goals, objectives, and targets identified. (Sep 07) • Publish updated DoD EMS policy. (Mar 08) • EMS goals, objectives, and targets reviewed and updated. (Sep 08)
7.5.6	Improve performance of commercial activities and savings resulting from public-private competition. Mr. Joe Sikes (Dir, Housing and Competitive Sourcing)					• FY 2007 competition plans increase announcements by 30% over FY 2006. (Mar 07) • All competitions planned for FY 2007 announced. (Sep 07)

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Goal 1: High Performing, Agile, and Ethical Workforce

Initiative	Status
1.1.1	Evolve AT&L Human Capital Strategic Plan Updated metrics that support AT&L workforce management
1.1.2	Improve and standardize AT&L workforce competencies - Program management and logistics complete - Contracting in progress
1.1.3	Leverage DoD Human Capital/NSPS talent management initiatives - Used paid advertisement in journals and trade publications for senior DDR&E engineering positions - Director, Information Systems (SES) - DUSD Laboratory Management (SES) - Dr. Finley was named as the Chair, Personnel and Resources Policy Board—expedited hiring approval process for positions was implemented - Weekly Status Report of Recruit Actions to component heads and POCs for Acq Demo positions - Implemented use of TASK TRACK for personnel actions to expedite recruit actions
1.1.4	Foster awareness of National Defense Education Program - Advised WHS HRD of the program; forwarded brochures and information and asked them to incorporate information about the program into their recruiting materials, job fairs, and employment avenues - Forwarded brochures and information about the program throughout AT&L
1.2.1	Transform AT&L into a performance management culture - Implemented SES Pay-for-performance - Conducted successful training and on-time deployment of NSPS for OUSD(AT&L) and DAU employees - Held first tri-annual review of Implementation Plan Initiatives
1.2.2	Establish AT&L Leadership Center IOC January 2007
1.3.3	Collaborate with JFCOM Joint Knowledge Development and Distribution Capability (JKDDC) Joint Management Office to create a knowledge management system - JKDDC is on track to deploy the Atlas Pro Learning Management System (LMS) on 30 Apr 07 - On 5 Jan 07 DAU hosted a re-purposed version of the JKDDC Continuous Learning Lesson—Defense Distribution (Joint Deployment and Distribution Enterprise) for the AT&L community resulting in 170 graduates to date
1.3.4	Implement AT&L WebCast capability - WebCasts have been held on: - Accountability and Management of Military Equipment - Concept Decision/Evaluation of Alternatives - Joint Rapid Acquisition Cell (JRAC) - Naval Open Architecture - Small Business - Systems Engineering Initiatives

Initiative	Status
1.3.5	Expand SARA funding as needed to support acquisition workforce training • Obtained OMB approval to seek FY 2008 Legislation extending SARA beyond FY 2008 to FY 2010.
1.4.1	Incorporate ethics performance standards into FY 2007 Individual Performance Plans • Component heads advised that FY 2007 SES and ST performance plans required a measurable objective about ethical leadership competency for dissemination throughout their component at all levels • Component heads advised that SES performance plans needed to reflect that ethical requirements were cascading in subordinate annual performance plans and feedback during the fiscal year
1.4.2	Provide rules-based and values-based ethics training • Quarterly training held for DoD Senior Executives beginning Sep 06 • Values-based ethics train-the-trainer seminar held Oct 06

Goal 2: Strategic and Tactical Acquisition Excellence

Initiative	Status
2.1.1	Implement Concept Decision/Time Defined Acquisition Initiative - Identified team leads, participating organizations, schedules, and business rules for all CD/TD pilots - Established quarterly CD/TD Tri-Chair in-process reviews
2.2.1	Implement Evaluation of Alternatives (EoA) Process Formalized EoA as part of the 4 CD/TD pilots and defined business rules
2.3.5	Improve Award Fee Usage Issued guidance on proper use of incentive and award fees
2.3.6	Initiate Capital Accounts - Established capital account pilot programs in the FY 2008 budget - Generated PBD to support capital account agreement
2.4.1	Establish Tri-Chair Gatekeeper Function Established ground rules and assumptions for Gatekeeper function
2.4.2	Design and implement Acquisition of Services Policy Initial architecture for acquisition of services developed

Goal 3: Focused Technology to Meet Warfighting Needs

Initiative	Status
3.1.1	Conduct quick look and early technology readiness assessments - Technology readiness assessments completed for - WIN-T - Public Key Infrastructure - Combat Search and Rescue
3.1.3	Advocate and guide investments to deliver new steps in military capability - Reshaped investment portfolio in support of QDR defined needs - Moved \$1.5B to start focused DoD programs in Biometrics; Human, Social, Cultural, and Behavioral Modeling; Power and Energy Initiatives; GPS Alternatives; Joint Integrated Fire Control; Manufacturing Technology - Stood up Joint Analysis teams in networks and radars
3.1.5	Develop and field innovative solutions to meet GWOT and other military needs - Developed CTTTF long range capabilities list and supporting S&T focus areas to address GWOT and irregular Warfare needs - Implemented 55 focused short term initiatives focused on key GWOT issues - Transitioned programs to Special Ops Forces, Services, COCOMS, Interagency partners - Launched DeVenCI collaboration with Venture capital community to uncover identity management technologies
3.1.6	Take proactive steps to transition technology programs - Directed enhanced transition agreements with JCTD and Quick Reaction Fund (QRF); transition used as selection criteria for QRF - Increased outreach to COCOMs through structured technical exchanges
3.1.7	Define and conduct JCTDs which meet Combatant Command needs Completed Jan 07 with selection and Congressional notification
3.1.8	Conduct Defense Support Team (DST) activities to assist ACAT Programs - Funded DST in budget in FY 2008 - Assembled a DST to review SBIRS-high ground segment - Stood up DST to help JIEDDO solve critical video processing and data transmission
3.1.9	Review 6.4 programs to provide technology, engineering and program management oversight on an annual basis - Conducted reviews on - Conventional munitions - Surface ship torpedo defense - Land attack technology - Carrier system development - Aligned programs into groups - Next round of reviews NLT 1 Apr 07
3.2.5	Ensure coordination and collaboration across the DoD S&T program - Completed and agreed to Reliance 21 process in Dec 06 - Stood up focus team on networks, electronics, materials, human systems, directed energy, and combating weapons of mass destruction
3.3.1	Drive greater use of prototyping into DoD acquisition program Formulated a plan to assess a prototype augmentation for GPS based on exploitation of iridium constellation of communications satellites

Goal 3: Focused Technology to Meet Warfighting Needs

Initiative	Status
3.3.2	Define new or disruptive technology initiatives • Kicked off one Intel/Tech Net Assessment • Initiated a study, with DAI and National Academies to determine what we have missed in technology
3.3.3	Attract students at elementary, middle and high school levels to pursue careers in science and engineering • Materials modules program focused – 64% increase in knowledge gained and 400% increase in attitude towards science – Provides science experience for about 50,000 students, in at least 9 states over the 3 years
3.3.4	Support National Defense Education Program • Doubled funding for National Defense Education Program
3.3.5	Conduct review of grant and fellowship programs • FY 2007 review completed • Next review in 2008
3.4.1	Enable greater coordination and collaboration on S&T • Reliance 21 in place • Database architecture in place; database in place, but needs better quality input to be fully useable • Stood up a DoD-wide task force to address data quality issue • Sent Strategic S&T priorities letter to Services and Agencies in Jan 07. This is an annual event • Held comprehensive S&T reviews in Feb 07. This is an ongoing event • Stood up ad hoc focus teams to coordinate additional collaborative S&T teams in Mar 07
3.4.2	Ensure active DDR&E leadership in technology strategic planning and full participation in the POM process • Formulated POM 08 technology development programs in Human, Social, Cultural, and Behavioral Modeling; Covert TTL; computational tools for engineering complex systems; network analysis, biometrics
3.4.5	Expedite hiring • Have hired or are in the process of hiring personnel to fill a critical gap in biometrics • Average length of time to hire into a governmental position is 4–6 months
3.4.6	Enhance Military Critical Technologies List (MCTL) process by improving relevance and utility • Funding doubled in FY 2007; office staffed up; reviews starting • MCTLs updated for – Aeronautics – Information Systems – Processing and Manufacturing
3.4.7	Reduce timeline for International Project Agreements • Identified template to decrease the time for International Project Agreements; posted on the TTCP Web page; available to Australia, United Kingdom, Canada, and New Zealand
3.4.9	Identify and pilot the use of S&T metrics • Embedding metrics in the RE database
3.4.10	Develop S&T Strategic Plan • Developed draft Research and Engineering Strategic Plan; coordinating with Components

Goal 4: Cost-Effective Joint Logistics Support for the Warfighter

Initiative	Status
4.1	Integration of Life Cycle Management Principles into DoD and Service Acquisition and Sustainment Processes • Materiel readiness KPP and KSAs approved by JROC as gating items for acquisition programs • DAES program approved to integrate sustainment tracking pre- and post-production equipment and weapons systems programs • Emphasis on PBLs for sustainment programs to align reliability and sustainment interests • Regular materiel readiness reviews and expansion of CPI programs launched • Emphasis on on-board diagnostics and predictive failures key next step • Lead Task Force assessment – recommends institutionalize life cycle outcomes with resource alignment and continual governance
4.2	Integrated supply chain operations that effectively support Warfighters and are efficient form source of supply to point of consumption • Launched Joint Logistics Portfolio Pilot Test • TRANSCOM designated RDID lead proponent (Alaska RFID pilot on track to produce visibility capability Apr 07) • Draft BRAC Supply, Storage and Distribution Plan developed; arbitration underway to resolve contentious area (Commodity Management principles embedded in procurement transfer; pilots underway) • JRIMM pilot successful – expansion plan underway; facilitates BRAC SS&D and global stock positioning • Readiness Based Sparing program launched • Commercial benchmarking project underway • TRANSCOM's DTCI program in launch phase • Gained approval of new DPO authority memo; coordinating approval of DoDI • Negotiated MOU with DOT for TRANSCOM to participate in foreign ownership fitness process to protect CRAF
4.3	Strengthened logistics management skills in DoD staff, and within the Services/Agencies • Civilian logistician career field competencies and professional development framework in progress (Specification of career field competencies under development) • Performance plans for each L&MR staff person and contractor tied to L&MR Goals, Outcomes, and Objectives • Established a professional development plan for every L&MR staff member for FY 2007 • Mandated every L&MR staff person to complete "Crucial Conversations" course • Program of instruction being developed for O-5 through O-8 military personnel for management of "Contractors in Forward Areas"

Goal 5: Reliable and Cost-Effective Industrial Capabilities Sufficient to Meet Strategic Objectives

Initiative	Status
5.1.1	Define desirable Defense Industrial Base attributes • Assessments in progress • Revised financial metrics use to track industry (quarterly Defense Industrial Update) • Commissioned two studies to evaluate effects of globalization
5.2.1	Implement Contractor Vertical Integration Policies • Facilitating DSB study "Defense Industrial Structure for Transformation" to address vertical integration issues • Monitoring vertical integration concerns during M&A reviews
5.2.3	Expand non-traditional supplier participation in DoD Acquisition • Small Business legislative initiative to promote non-traditional suppliers
5.2.4	Characterize Competitive Services Industry • Developing comprehensive strategy for industrial outreach • Expanding IP capability in services sector (Dialog with DPAP on OCI issues for services)
5.3.1	Improve Defense Priorities Allocations System (DPAS) • Expeditious response to SPA requests • Revising DX list; working DX rating for MRAP; secured DX rating for Counter-IED (CREW) program • Developing DPAS training module with DAU • DPAP specialty metal Policy, DNADs and waivers (populated circuit boards)
5.4.2	Modify Award and Incentive Fee policies to improve effectiveness • DFAR Committee report submitted 31 Jan 07 • Developed draft methodology for collecting award fee data from military departments • Initiated study – "Industry Restructure and Rationalization Assessment" • Initiated study – "Contract Performance Assessment vis-à-vis Profit Incentives"

Goal 6: Improved Governance and Decision Processes

Initiative	Status
6.1.1	For high priorities capabilities that are important to the joint warfighter, enable decision processes that are transparent and timely. • DDR&E established a COI focusing on S&T information requirements • I&E established a COI for Real Property • L&MR Life-Cycle Management Task Force defining information requirements to institutionalize key performance metrics to oversee sustainability
6.1.3	Manage AT&L Defense Agencies like the businesses they are • DLA – Strategic Management System in place – Customer Contracts in place – Integrated Data Environment/Global Transportation Network convergence for Joint Visibility underway (teaming with USTRANSCOM) – Enterprise Resource Plan Business System Modernization at FOC
6.1.4	Develop an integrated strategy-driven international process • AT&L International Strategies drafted for MDA, ATSD(NCB), and DARPA • PACOM theater strategy revised and approved; EUCOM approved; specific country strategies in process • Building Partnership Capability (BPC) Road Map (Cooperative R&D CW Program included as BPC Initiative in PB 08)
6.1.6	Develop improved management of Chem-Bio program and Nuclear Weapons Council • Established new "two-tier" review process for the Chemical/Biological Defense Program
6.2.1	Implement Best Practices • FY 2006 Certification Report approved and distributed
6.2.2	Mitigate DoD high risk areas • Two highest priority test capability gaps successfully programmed in the President's FY 2008 Budget • FY 2007 Strategic Plan for DoD Resources on track toward Jun 07 publication • Three charge policy compliance assessments at MRTFB locations planned for FY 2007
6.3.4	Develop capability to value military equipment and track assets through life cycle • DLA material weakness closed 31 Dec 06 • Accountability systems of record identified for Navy ships and Navy aircraft • Item unique identification policy update directing Services to uniquely identify major items published 6 Feb 07 • Five prototype acquisition programs identified for APUID – F/A-18, AH-64, M1 Abrams, CH/MH-47, and HMMWV • Proof of Concept registry developed • Data transparency study completed and concluded that an APUID would be a common data link
6.4.3	Apply Continuous Process Improvement to major high impact core AT&L value streams • Established DoD-wide CPI Senior Steering Committee • Completed Department-wide CPI education, certification, and training standards • Launched Department-wide CPI Knowledge Sharing Website • Drafted Department-wide CPI policy • USD AT&L CPI Rollout Plan in final stages of development
6.5.1	Implement a performance driven outcome strategy across system life cycle • Developing plan and framework for conducting assessment of public and private implementation of Performance Based Logistics and Performance Driven Outcomes • Resourced execution of assessment

Goal 7: Capable, Efficient, and Cost-Effective Installations

Initiative	Status
7.1.1	Implement BRAC 2005 recommendations - Completed 218 of 239 BRAC Business Plans - Fully funded \$31B of BRAC requirements in POM 08-13
7.1.2	Sustain Global Defense Posture (GDP) realignment - Formed multi-service/JS working groups to address revisions/authorship of policy level guidance that enables and supports GDP - Contracted for development of overseas sustainment tools - Supported overseas Natural Infrastructure Capabilities pilot to be conducted in FY 2007 - Integrated environmental and sustainability language into new access/presence agreements - Initiated redirecting DEIC into a program that principally supports GDP
7.2.1	Eliminate inadequate housing units - Awarded first UPH privatization (San Diego) project for junior enlisted personnel in Dec 06 - Privatized 147,000 family housing units, eliminated through privatization over 100,000 inadequate units since 2001
7.2.3	Develop a suite of standardized Military Construction program metrics Established initial four performance metrics; reported in MILCON PART 2006
7.3.1	Identify 100% of sites with known or suspected DoD caused releases of perchlorate into the environment and ensure appropriate response actions are taken 100% of potential DoD suspected sources of perchlorate in California drinking water are identified and scheduled for characterization - Ten emerging contaminants evaluated for mission risk impact type and severity - FY 2006 perchlorate sampling data call initiated - Initial version Perchlorate Risk Management Plan drafted
7.3.2	Install remedies and/or environmental remediation accomplished as necessary at all DERP sites - DoD achieved response complete or remedy in place at 85% of DERP high relative risk active sites by the end of FY 2006 - Released DoD/EPA Joint Guidance on Streamlined Site Closeout and NPL Deletion Process for DoD Facilities - EPA delisted three installations from the NPL (Arctic Surplus site, AK, Rocky Mountain Arsenal, CO, Army Materials Technology Lab, MA) - Components initiated environmental management strategies to improve performance (internal reviews and better tracking; performance based contracting at some sites) - Published the Restoration Advisory Board Rule in the Federal Register establishing public participation framework in DERP (for DERA and BRAC)
7.3.3	Identify ESOH liability and mission impacts during operations and exercises - Conducted (with the JS) 2nd Overseas Environmental Programs Workshop focusing on environmental considerations in military operations - Formed multi-service/JS working groups to address revisions/authorship of policy level guidance that spans the full spectrum of military operations - Contracted for development of overseas sustainment tools - Initiated following projects: Development of Joint Engineering planning module and Development of a model exercise Annex L (Env) using Bright Star as a platform
7.3.4	Meet Presidential SHARE Initiative measures SHARE goals identified, reported, monitored
7.4.1	Implement Natural Infrastructure Management for Sustainability Drafted management framework for common Natural Infrastructure Capability assessment

Goal 7: Capable, Efficient, and Cost-Effective Installations

Initiative	Status
7.4.2	Publish Facility Models (Sustainment, Operations, and Modernization) - Updated business rules for all facility models - Changed methodology of modeling Fire and Emergency Services function
7.4.3	Implement Facilities Modernization Rate benchmark - Evaluated Facility Modernization Model (FMM) based on PB 08 Facility investments - FMM-based modernization rate is 77% in FY 2008, compared to a traditional recap rate of 67 years - FMM reflects high investment levels in replacement facilities (vice R&M of existing facilities) particularly in the Army
7.4.4	Reduce building energy consumption - Met all facilities related requirements of EAct 2005 in 2006 2007 implementation plans on track to continue compliance
7.4.5	Increase percent of purchase and/or generated renewable energy (RE) - Using the 2005 RE Assessment Implementation Plan - Increased 2006 consumption by 1.2% over 2005 - Remain on track to reach DoD stretch goal of 25% by 2025 - Stressing the use of ECIP funding for RE projects and encouraging RE development through ESPC where viable - The FY 2007 and 2008 ECIP lists contain \$43.7M toward RE projects
7.4.6	Increase use of alternative fuel vehicles Greatly exceeded requirements of EAct 1992 for AFV acquisition in 2006
7.5.1	Implement Real Property Inventory Requirements (RPIR) - Provided construction in progress policy revisions to OUSD(C) - Released (for comment) revised UFC 1-300-08, Criteria for Transfer and Acceptance of Military Real Property - RPIR compliance is currently being assessed
7.5.2	Deploy Real Property Unique identifier - Site data validated by components - Site registry interface requirements developed
7.5.3	Implement environmental liabilities recognition and reporting requirements Implementation template released for Component use
7.5.4	Implement Hazardous Materials Process Controls HAZMAT Data Master Reference data IOC is on track for accelerated completion date of Sep 07
7.5.5	Components have initiated environmental management strategies to improve performance Developed initial capability to report Environmental Management System metrics to implement the President's Management Agenda
7.5.6	Improve performance of commercial activities and savings resulting for public-private competition - Announced 7,695 for public-private competition in FY 2006 (an increase of 410% over FY 2005) - Completed competitions involving over 2,500 positions in FY 2006 that will results in annual savings of \$53M over a five year performance period



