



CDAO

Chief Digital & Artificial
Intelligence Office



PIO / DA&M

Performance Improvement Officer /
Director of Administration & Management

Pulse Initiative

CDAO Symposium 2024



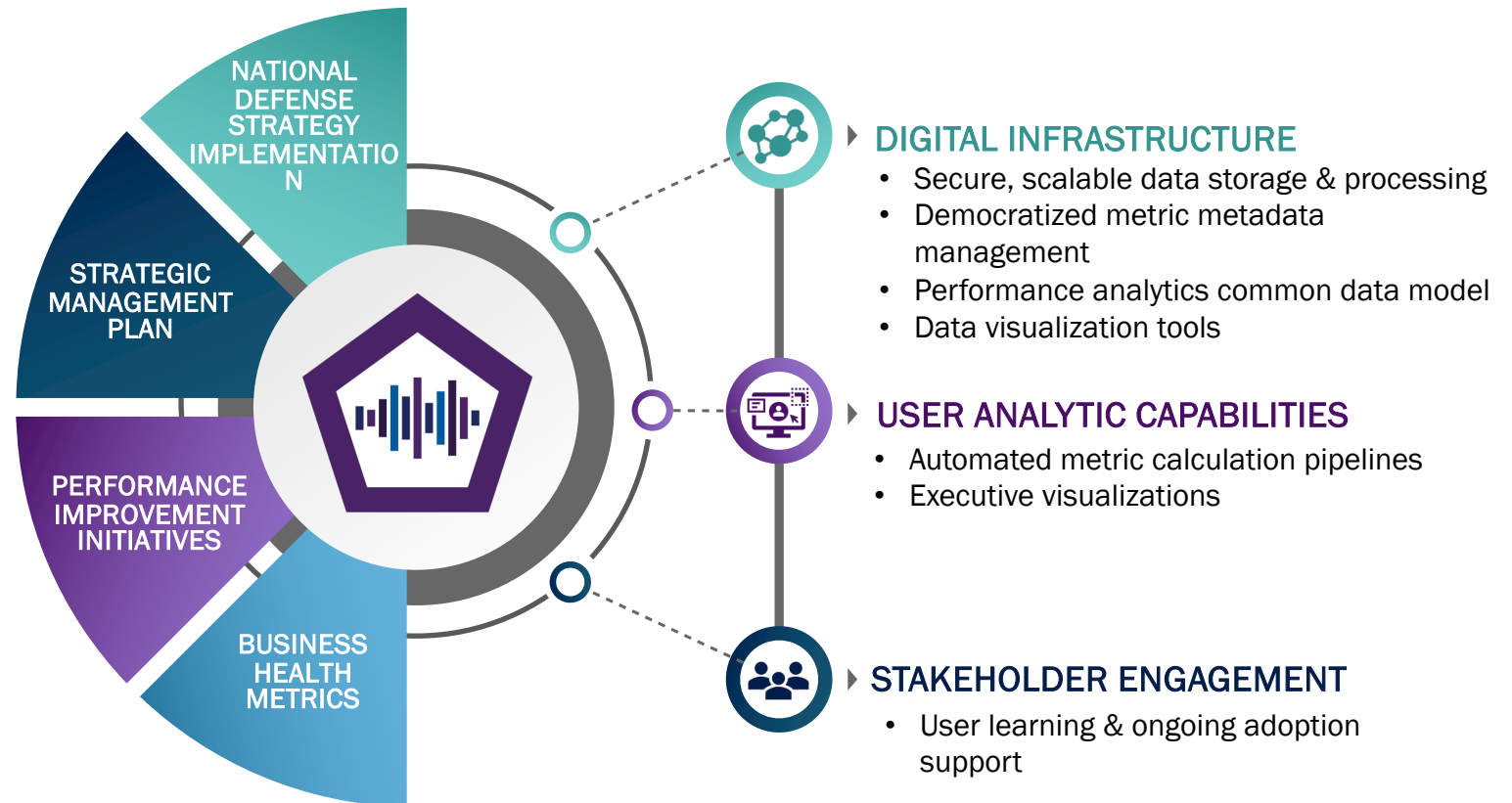
Discussion

- **What is the Pulse Initiative?**
- What are the Pulse Products?
 - SMP Spotlight
- Where we were, where we are, and where we're going



Pulse Overview

CDAO, in partnership with PIO/DA&M and OUSD(Policy), created Pulse, a common data model and set of executive decision-making applications, to **proactively monitor** how DoD is performing and ensure that **performance improvement efforts align to enterprise strategic priorities and organizational performance objectives**. The National Defense Strategy Implementation, Strategic Management Plan, Performance Improvement Initiatives, and Business Health all supply performance metrics for the Pulse central data model.



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SMP Alignment & Overview



FY2024 Strategic Framework

Strategic Management Framework

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

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



Strategic Priority 1
 Transform the
 Foundation of the
 Future Force

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



Strategic Priority 2
 Make the Right
 Technology Investments

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



Strategic Priority 3
 Strengthen Resiliency
 and Adaptability of Our
 Defense Ecosystem

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



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

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



Strategic Priority 5
 Address Institutional
 Management Priorities

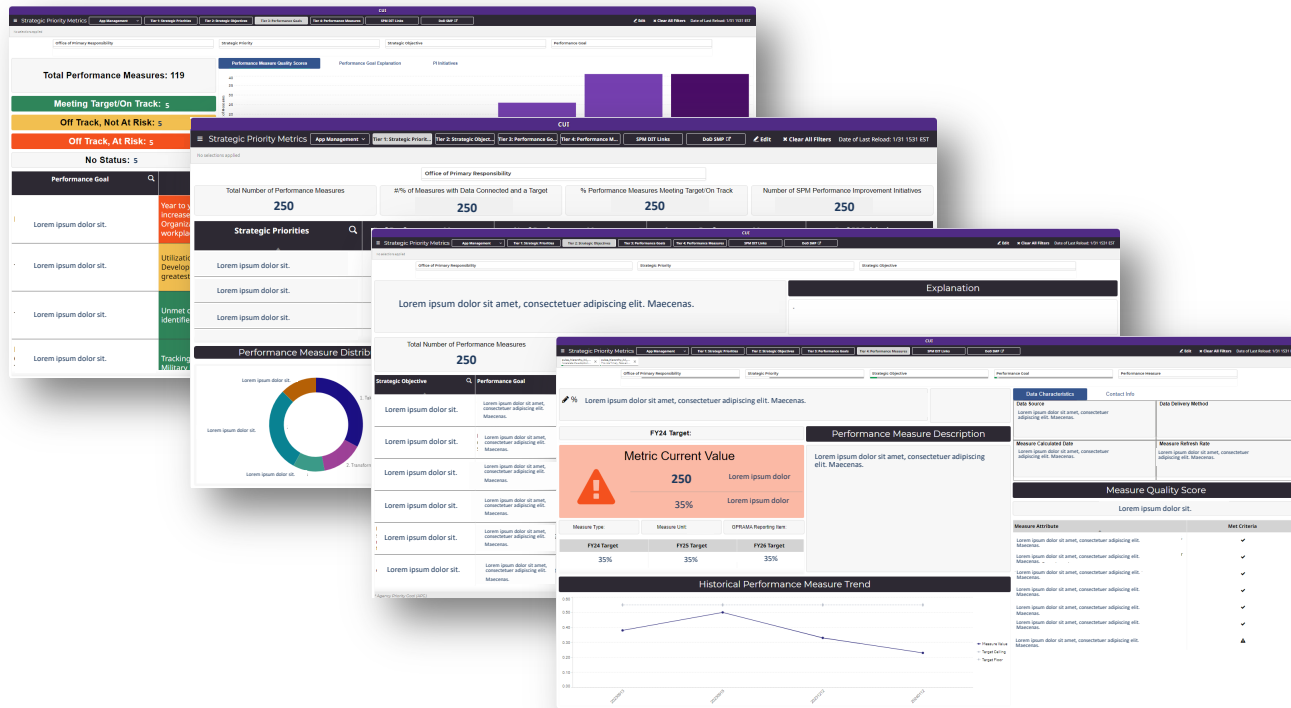
Strategic Objectives
5.1 - Accelerate the path to an unmodified audit opinion
5.2 - Optimize budget to execution and foster a high integrity funds control environment
5.3 - Modernize DoD Business Systems
5.4 - Accelerate the adoption of trusted data and analytics across the Department

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



Strategic Management Plan Application

Visualize the strategic priorities and objectives outlined in the Strategic Management Plan (SMP), the actions the Department are taking to realize those priorities and objectives (performance goals and measures), and the challenges and risks that may hinder achieving desired results



Key Features:

- Produces content for GPRAMA statutory reports
- Enables senior leadership to view and track SMP implementation at the Strategic Priority, Strategic Objective, and Performance Goal level.
- Enables DoD PIO to oversee and track performance measures over time, and ensure they are meeting the targets set forth by the Strategic Management Plan.
- Enables Heads of Components to view and track the status of their performance measures and empowers swift action to ensure all Measures are on track to meet target.
- Allows for connection with the Jira Data Input Tool, and displays information entered by performance measure owners and validation by PIO team.

Lessons Learned & Way Ahead

Lessons Learned

- SMP strategic objective owners (OSD PSA) took different approaches in establishing performance goals and measures
 - An OSD PSA focused perspective (policy and oversight-driven goals and measures)
 - A Department-wide perspective (strategic performance across the Department) – preferred approach
- Discovered need for more integration between OSD PSAs and MILDEPs to develop enterprise level measures for functional lines
- Data Maturity of Performance Measures needs improvement
 - Data is currently hand jammed for some metrics
 - Data is collected via data calls using excel spreadsheets for some metrics
 - Automated data feeds are lacking for most metrics

Way Ahead

- Transition the Pulse application from NIPR to SIPR
- DoD Components will incorporate SMP strategic reviews using Pulse as part of routine activities within their organizations and in functional governance fora they lead
- Incorporate the DAFA into the FY26 SMP



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Roadmap

Where we were a year ago:

- Metrics calculated locally
- Distributed performance systems
- Limited decision-making utility



Where we'll be in a year:

- Automated data ingest
- Increased data quality
- Inclusion of Military Departments
- Utilization in supporting tier governance forums

2022

2023 / 2024

2024 / 2025

Where we are now:

- Culture of change
- Senior leader engagement & prioritization
- Common Data Model & framework principles
- Analytic Product Teams deployed

