CDAO
Chief Digital & Artificial
Intelligence Office

PIO / DA&M
Performance Improvement Officer /
Director of Administration & Management

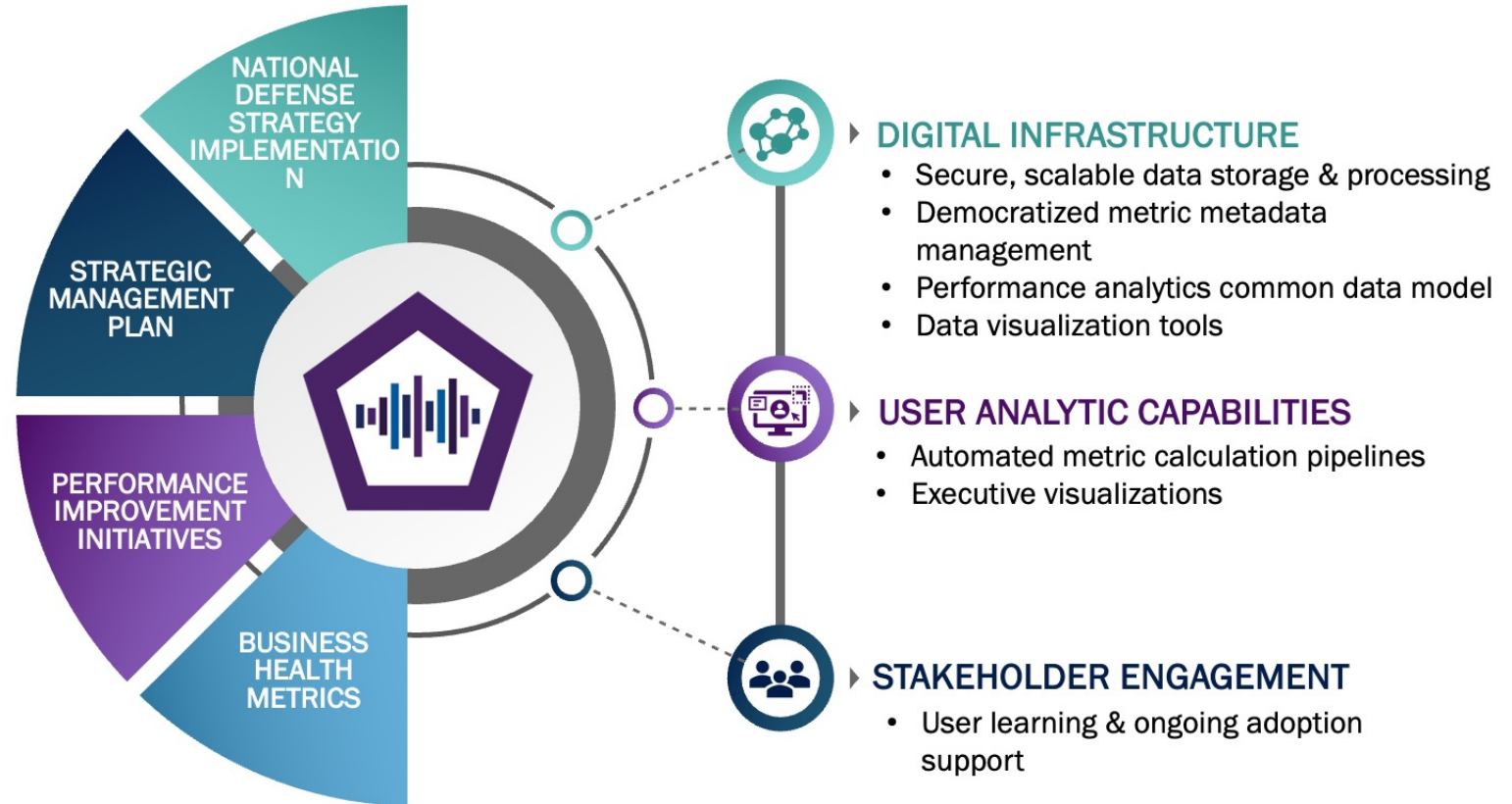# Pulse Initiative

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.

DIGITAL INFRASTRUCTURE
- Secure, scalable data storage & processing
- Democratized metric metadata management
- Performance analytics common data model
- Data visualization tools

USER ANALYTIC CAPABILITIES
- Automated metric calculation pipelines
- Executive visualizations

STAKEHOLDER ENGAGEMENT
- User learning & ongoing adoption support

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- Where we were, where we are, and where we're going

SMP Alignment & Overview

National Security Strategy

NATIONAL SECURITY STRATEGY

PULSE
EXECUTIVE PERFORMANCE ANALYTICS

National Defense Strategy

U.S. Department of Defense

2022 National Defense Strategy

OUSD(Policy)

DoD Strategic Management Plan

DoD STRATEGIC MANAGEMENT PLAN

DoD Performance Improvement Officer

THE BIDEN-HARRIS MANAGEMENT AGENDA VISION

President's Management Agenda

Use Case/Challenge: Transition the Strategic Management Plan from a compliance-driven annual report into a dynamic, real-time management tool to continuously improve the management operations of the Department of Defense.

Planning, Programming, & Budget Execution (PPBE)

Linking Funding to Strategy

Defense Budget Overview

Defense Budget Overview

OUSD(Comptroller)

Principal Staff Assistants, Defense Agencies, and Field Activities' Strategic Plans

NATIONAL DEFENSE SCIENCE & TECHNOLOGY STRATEGY 2023

National Defense Science & Technology Strategy

C3 Modernization

C3 Modernization Strategy

FINANCIAL MANAGEMENT STRATEGY

Financial Management Strategy

National Defense Industrial Strategy

National Defense Industrial Strategy

DEPARTMENT OF DEFENSE Data, Analytics and Artificial Intelligence Adoption Strategy

DoD Data, Analytics, and Artificial Intelligence Adoption Strategy

Et al "And Others"

SES/SL Alignment

PULSE

- Shared & Transparent Vision
- Data Driven Management
- More Efficient Processes
- Proactive Tracking & Monitoring

SMP Framework

Tier 1. Strategic Priorities

Tier 2. Strategic Objectives

Tier 3. Performance Goals

Tier 4. Performance Measures

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	Strategic Priority 2	Strategic Priority 3	Strategic Priority 4	Strategic Priority 5
Transform the Foundation of the Future Force	Make the Right Technology Investments	Strengthen Resiliency and Adaptability of Our Defense Ecosystem	Take Care of Our People and Cultivate the Workforce We Need	Address Institutional Management Priorities
Strategic Objectives	**Strategic Objectives**	**Strategic Objectives**	**Strategic Objectives**	**Strategic Objectives**
1.1 - Drive competitive advantage by acquiring effective capabilities to deter and, if necessary, defeat pacing threats	2.1 - Build a strong foundation for future science and technology through modernized laboratories and test facilities	3.1 - Shape a 21st century Defense Industrial Base (DIB)*	4.1 - Cultivate Talent Management*	5.1 - Accelerate the path to an unmodified audit opinion
1.2 - Modernize and sustain the nuclear deterrent and protect against chemical and biological threats	2.2 - Collaborate with public/private sector partners in support of innovative, interoperable solutions	3.2 - Reduce operation and sustainment costs to maximize readiness	4.2 - Change the culture	5.2 - Optimize budget to execution and foster a high integrity funds control environment
1.3 - Deliver and optimize the Department's enterprise, information, and technology infrastructure to drive mission effectiveness	2.3 - Leverage technology innovation to build enduring performance advantage	3.3 - Enhance the DoD's ability to combat 21st century climate, energy, and environmental challenges*	4.3 - Promote the health, wellbeing, and safety of the force and families	5.3 - Modernize DoD Business Systems
		3.4 - Enhance the DoD's cybersecurity posture		5.4 - Accelerate the adoption of trusted data and analytics across the Department
		3.5 - Increase the resiliency of C3 capabilities		
		3.6 - Engage in co-development, research, testing, and evaluation with Allies and partners		

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

FY 2024 Annual Performance Plan

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
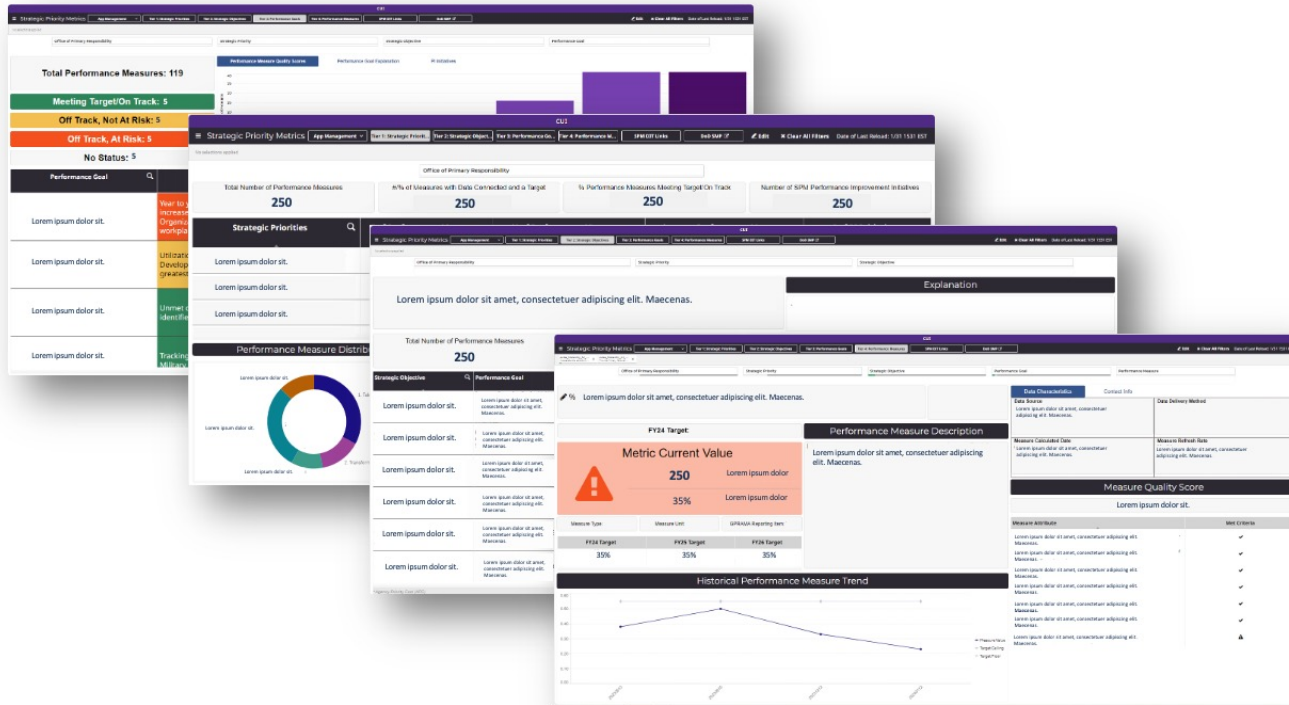
Key Features:

- 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) – <u>preferred approach</u>
- 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