



**PEO
DIGITAL**
PROGRAM EXECUTIVE OFFICE DIGITAL & ENTERPRISE SERVICES

INNOVATION ADOPTION KIT

"We have found that the United States does not have an innovation problem, but rather an innovation adoption problem... the DoD struggles to identify, adopt, integrate, and field these technologies into military applications."

*Atlantic Council Commission on
Defense Innovation Adoption*



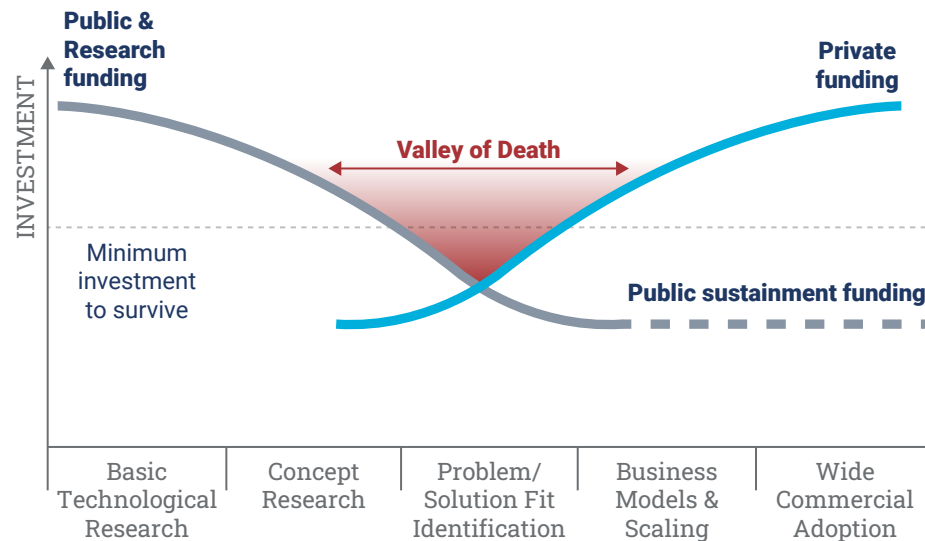


INTRODUCTION & KEY ENABLERS

DEATH TO THE VALLEY OF DEATH

Program Executive Offices (PEOs) in the Navy have historically focused most of their energy on sustainment, while very incrementally evolving the industrial base. The Key Enablers in this kit (right) are methods, approaches, and processes to aid PEO Digital in adopting more cutting-edge technology into the organization to improve mission outcomes. **These tactics can be employed and customized across the DOD for a variety of missions—all in service of delivering high-impact solutions to our Warfighters.**

Key Enablers are how we solve for the Valley of Death



KEY ENABLERS

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PEO DIGITAL VISION & MISSION

VISION

Delivering a **world-class digital experience** at the speed of mission.

MISSION

Provide the Marine Corps and Navy with a **decisive information advantage** through a modern, innovative, and secure digital experience - **any data, any time, anywhere.**

Organizational Goals:



Continuously improve the **digital workplace** experience to enable user collaboration and access to any data, any time, anywhere



Champion industry-leading **cybersecurity and IT lifecycle** practices to rapidly design, deliver and sustain world-class mission solutions



Empower the data workforce, software developers, and application owners through a robust and effective **IT platform** portfolio



Modernize **IT infrastructure** to create lean and diverse transport that brings the power of cloud to the point of mission



Foster a **culture of excellence** through continuous learning and an empowered workforce





TOP 10 BEHAVIORS



Disrupt ourselves with **experiments**



Use before rent; rent before buy; buy before build



Beta earlier; a 10% solution is better than no solution



Partner bolder and as often as possible; leverage the success of others



Move with urgency and exercise a **bias toward speed**



Seek **simplicity** for scalability



Seamlessly deliver **customer-centric** technologies



Never duplicate, **always automate**



Reward innovation; make government IT cool to do and boring to maintain



Weaponize data to make better decisions at the speed of relevance





OUTCOMES OVER OBSTACLES

CONQUER THE VALLEY OF DEATH

The tools for innovation, found in this Innovation Adoption Kit, inform how great teams can innovate. But what are the human actions and soft skills that translate those tools into *real capabilities* for the fleet?

The principles of **intention**, **urgency**, and **failing forward** support a rapid transformation of fleet needs into ideas for change and then into capabilities that enable victory. It is the action of the people themselves with a focus on outcomes over obstacles that navigate the raging waters of experimentation to deliver a rapidly modernized Naval force.



TRANSFORMATION FOCUSED

Information superiority requires rapid innovation and iteration in a coordinated, enterprise-wide effort transcending traditional silos. Iteration is the catalyst behind rapid innovation that delivers high-impact solutions to our Warfighters.



“We have found that the United States does not have an innovation problem, but rather an innovation adoption problem...the DoD struggles to identify, adopt, integrate, and field these technologies into military applications.” - Atlantic Council Commission on Defense Innovation Adoption

The core tenets of Outcomes Over Obstacles are:

Intention

You must know the outcome you are striving for in order to get there. World Class Alignment Metrics (WAMs) replace risk aversion with risk acceptance and grants the freedom to iterate for the good of the Warfighter.



Urgency

The looming threat of 2027 and the Davidson Window requires a bias toward speed. Warfighter needs are ever-changing, so organization must apply new approaches and new partnerships to meet that urgent need.



Fail Forward

Failure is a tool, not a permanent mark. Success is not the only criteria for recognition. All attempts to achieve information advantage are celebrated when focused on outcomes.



THE VALLEY OF DEATH



WIDESPREAD ADOPTION

To achieve widespread adoption and deliver a cutting-edge marketplace of scalable, reusable resources, we must prioritize needs and synchronize efforts to remove irrelevant technologies.



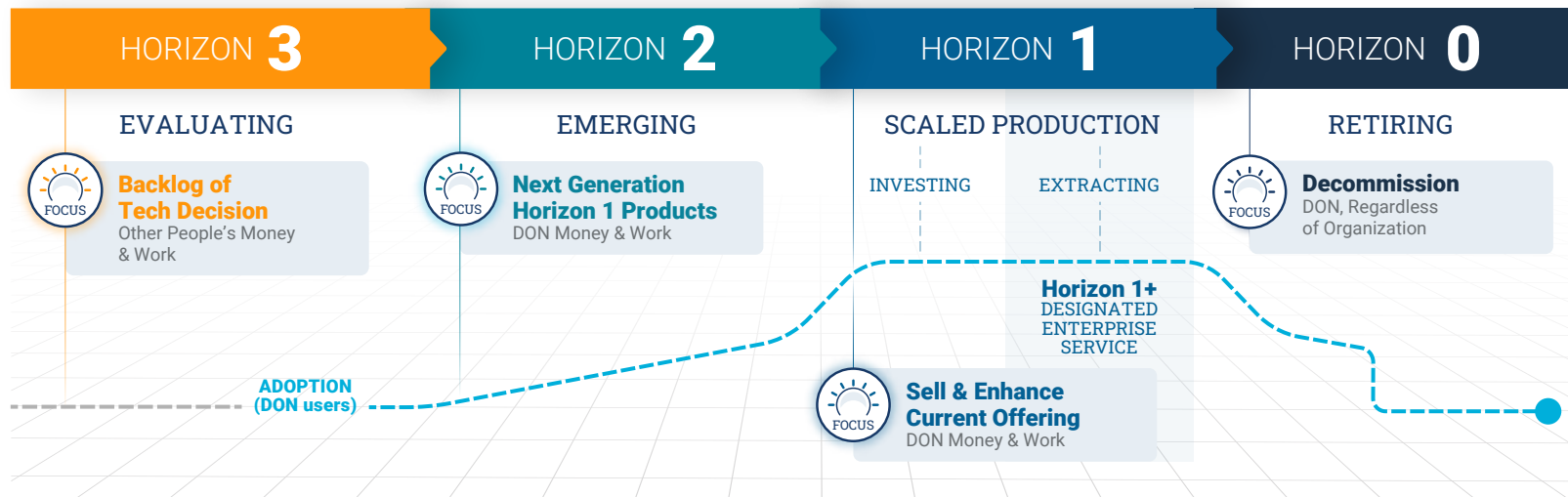
INVESTMENT HORIZONS

In a saturated and quickly evolving landscape, it is challenging to know where to spend your time and money. We need to innovate, but we must make divestments to do so. All while “keeping the lights on” and effectively sustaining the services that are working for our end users.



Investment Horizons help us assess and strategize where we spend our time and money. They ensure we evaluate new technologies, sustain those that are effective, and divest those that no longer propel us forward.

This framework will help you to assess the lifecycle of your technology, drive innovation, and encourage divestment. And once you use it to assess your tech, you’ll realize it can be used as a framework to assess other areas of your organization as well.



ADAPTIVE ROADMAPS

How do Investment Horizons fit into the bigger picture?

From S&T to field planning, these three products together provide all of the relevant “roadmap” information needed to move teams in a common direction with a common goal.



TECH HORIZONS

Provides the full landscape of technology, from emerging to divestments; is the forcing function for what comes next.



EXECUTION SCHEDULE

A timeline and user/site based view of a technical implementation.

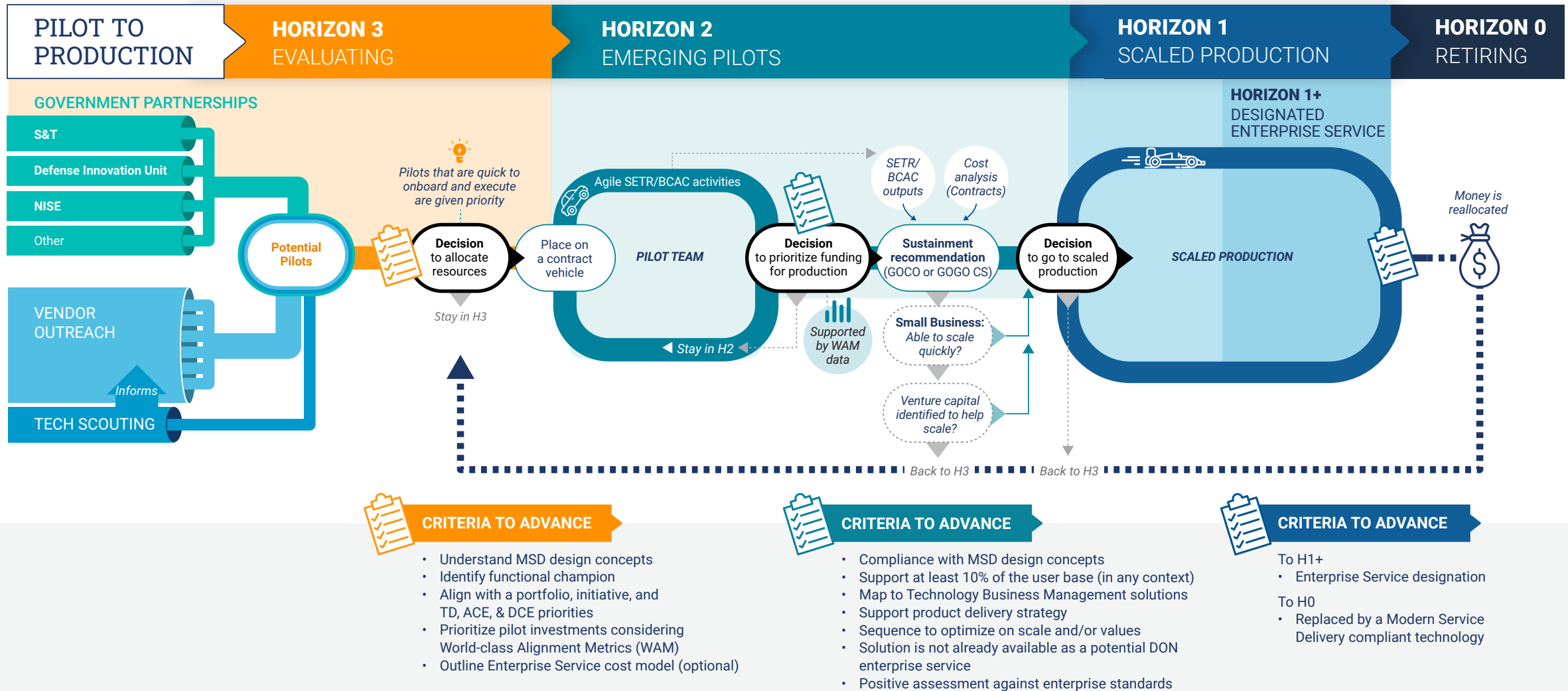


DOTMLPF-P CAMPAIGN PLAN

Not every project will require a campaign plan but for those with tricky governance and urgency, this can be leveraged to get faster buy in and earlier visibility.



INVESTMENT HORIZONS | STRUCTURED PILOTING

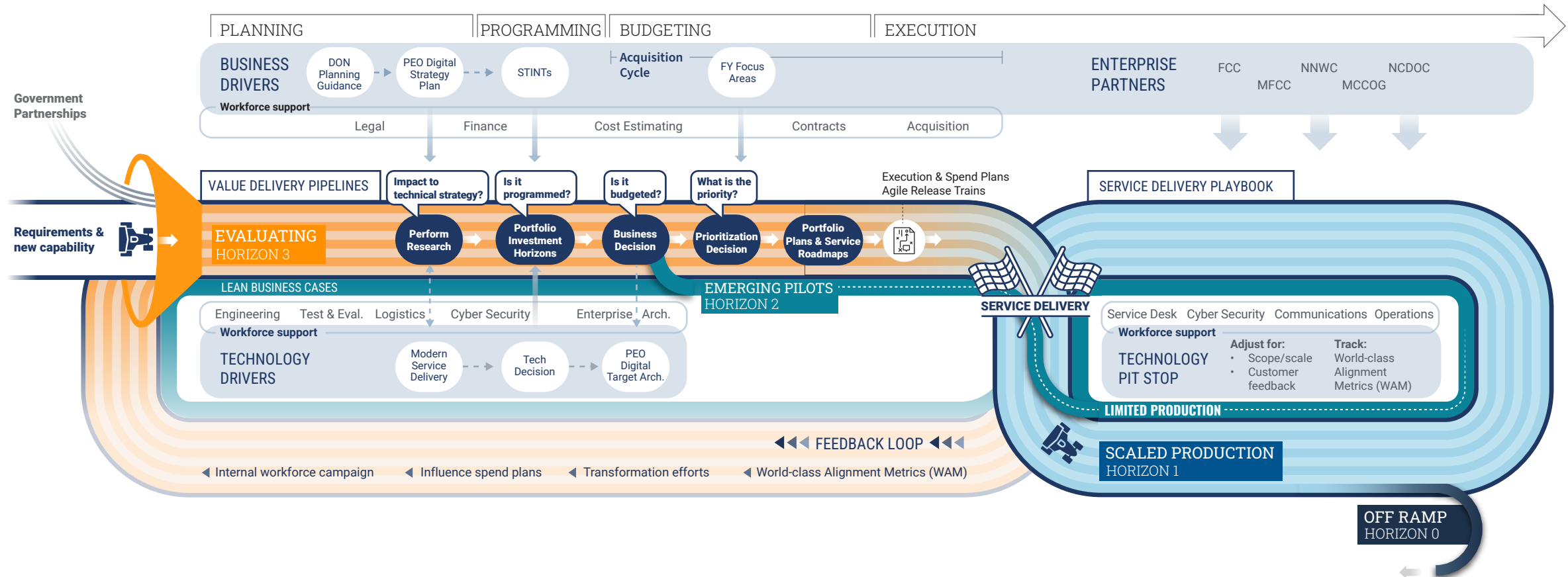




INVESTMENT HORIZONS | STRATEGY THROUGH EXECUTION

PEO Digital moves with tenacity, speed, and agility to generate and deliver premier enterprise technologies in response to the urgent technology needs of Sailors and Marines. The Strategy through Execution diagram below outlines the process

new capabilities and requirements follow through the Planning, Programming, Budgeting, Execution (PPBE) cycle and beyond to be effectively researched, prioritized, delivered, sustained, and beyond.



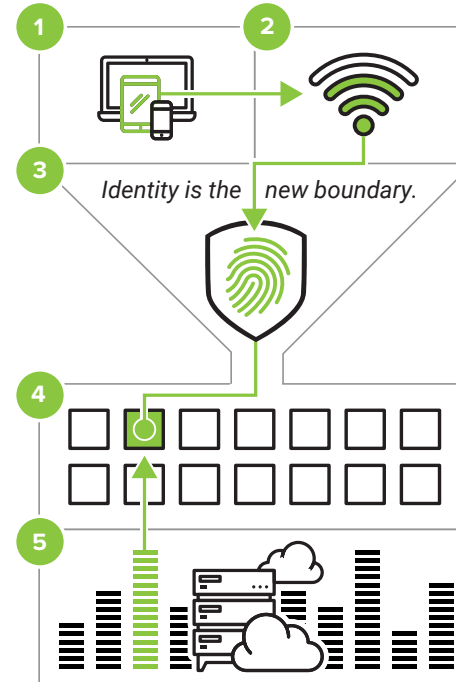


MODERN SERVICE DELIVERY (MSD)

The Department of the Navy (DON) is implementing shared Information Technology services as a fundamental shift in how the organization designs, consumes and delivers services to support mission objectives and the DON Information Superiority Vision.

The DON is also transforming services to better align with industry standards for service delivery. Accordingly, the design concepts (see next page) for the DON portfolio of services are called Modern Service Delivery, which are generally universal decision-making guidelines aligning efforts related to a scope of work.

Access to the services and data is seamless to the user at home, at work and on the go.



FOUNDATIONAL ELEMENTS



VISIBILITY & ANALYTICS



AUTOMATION & ORCHESTRATION

1 DEVICES

Services and data are equally accessible across all devices (device agnostic).

2 NETWORK

Multiple connectivity methods for managed and unmanaged devices.

3 USER

Device, access and user combinations are verified.

4 APPLICATION

User centric services designed for ubiquitous access.

5 DATA

Seamless data synchronization across all devices.



MODERN SERVICE DELIVERY (MSD)

All Digital Enterprise Services adhere to the MSD design concepts:

- Buy instead of build commodity technologies (as-a-service preferred)
- Maximize use of commercial cloud services
- Create an Application Program Interface (API) economy; design for integration, data sharing, and reusable interfaces
- Use Representational State Transfer (RESTful) architecture standards focused on caching and layering for disconnected uses
- Ensure RESTful APIs support service calls from Integrated Navy Operations Command and Control System (INOCCS) manager of managers, ensuring the ability to provision, operate, protect, and defend the service at scale
- Design to enable the National Institute of Standards and Technology (NIST) attributes of cloud for both on- and off-premise consumers
- Design loosely coupled services to operate across network and security boundaries (build once, use often)
- Adopt Zero Trust principles as the basis for security and user experience
- Acquire integrated suites of capabilities instead of integrating many best of breed products
- Enable self-service provisioning in development and production environments
- Design for mobile access
- Ruthlessly automate everything
- Design for resiliency





WORLD-CLASS ALIGNMENT METRICS (WAMs)



PEO Digital has adopted World-class Alignment Metrics (WAM) to better evaluate our Information Technology (IT) investment and performance by connecting data to mission outcomes. The intent is to increase effectiveness across the Navy and Marine Corps through a clear, data-driven approach to evaluating success.

MISSION OUTCOMES

Overall goal: Drastically improved IT experience with increased resilience by the end of CY2024 (25%)

Five metrics inform decisions on future technology investments:



USER TIME LOST

All computing
transaction times



OPERATIONAL RESILIENCY

Cyber, Uptime,
Fighting hurt



ADAPTABILITY / MOBILITY

Time to change
(e.g. infrastructure,
contracts, people)



CUSTOMER SATISFACTION

All subjective input
(e.g. Net Promoter
Scores)

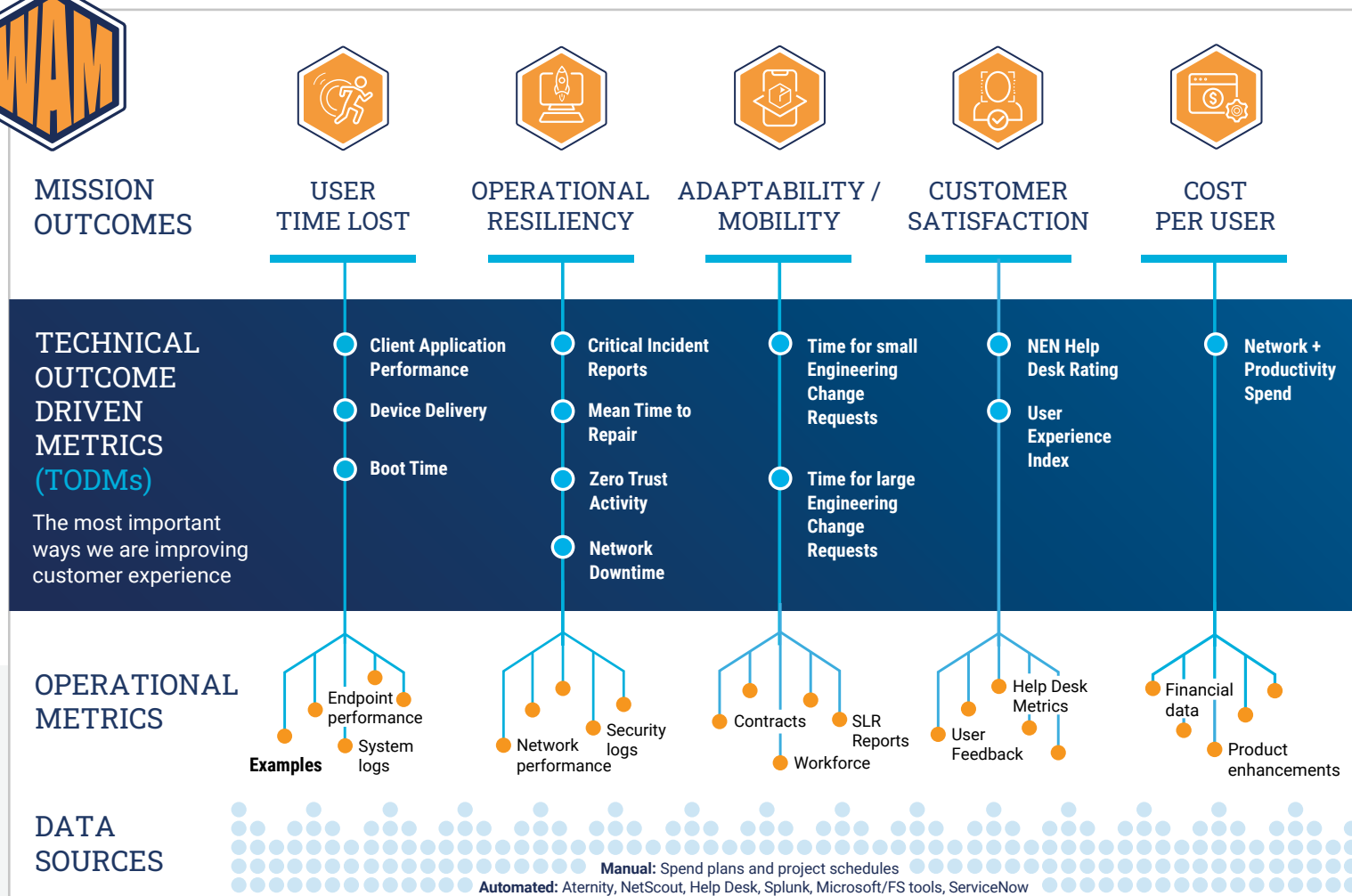


COST PER USER

All costs
(e.g. seats, sites,
licenses)



WORLD-CLASS ALIGNMENT METRICS (WAMs)



Information technology and timely access to data is the foundation for force generation in the Navy. World-class Alignment Metrics (WAMs) use industry-validated best practices to drive and articulate PEO Digital's impact to mission outcomes.

An outcome-driven metric framework translates technical and business metrics into mission outcomes to improve investment decisions and IT service delivery. These specific TODMs were selected by PEO Digital to represent the most important ways they are improving mission outcomes.

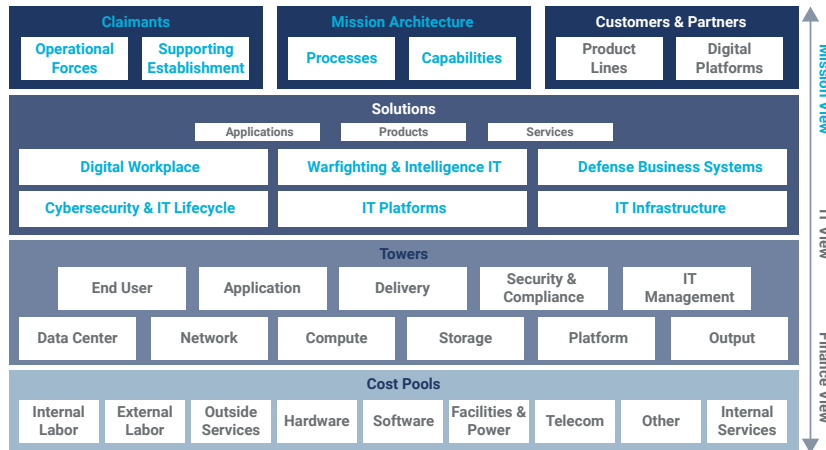
Instrumentation
enables measurement
and availability of
operational metrics.



TECHNOLOGY BUSINESS MANAGEMENT (TBM)

A STANDARDIZED TAXONOMY

In 2019, the Office of Management and Budget introduced guidance for all DOD components to transfer IT budget reporting into the TBM Framework cost pools and towers. In addition to just finance, TBM provides a standardized taxonomy for binning capability inventories and identifying duplication. TBM enables the DON to react quickly to changing market dynamics and make data-driven decisions to manage the business of technology.



Bright blue text identifies where PEO Digital has modified the TBM naming structure to better reflect our mission and organizational goals.

MODERN SERVICE MANAGEMENT

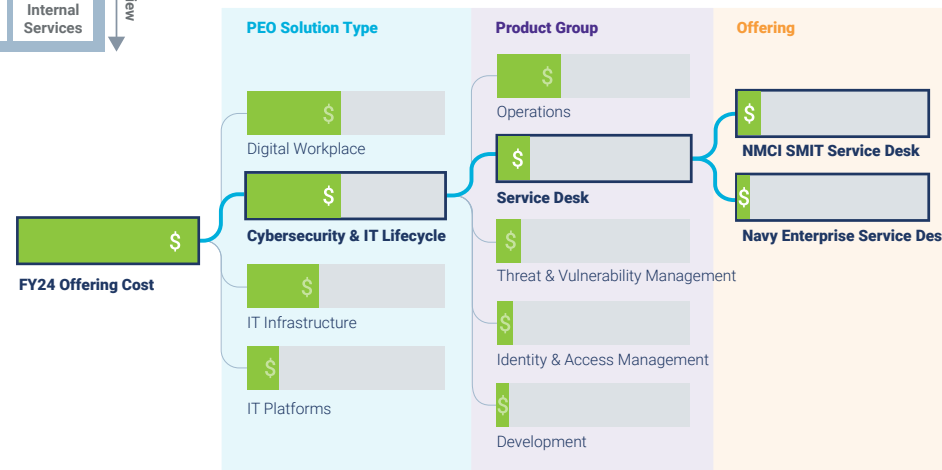
A centralized, digital tool suite to provide transparency into portfolio activities.

PEO Digital is embracing a single, digital point of entry to provide both access to and transparency into program control data and activities. PEO and Portfolio leadership gains insight into the key costs, schedule, and performance progress. The tool suite is not just for PEO Digital, but will enable greater transparency with other DON stakeholders as well.

A shift from manual data collection and PowerPoint presentations to automated visualization reporting ultimately means:

- Real-time, data-driven decision making
- Increased transparency
- More robust leadership reporting
- Optimized efficiency and data fidelity

Our “TBM Thrill Ride” offers the ability to interact with the PEO Digital service catalog through the TBM taxonomy.





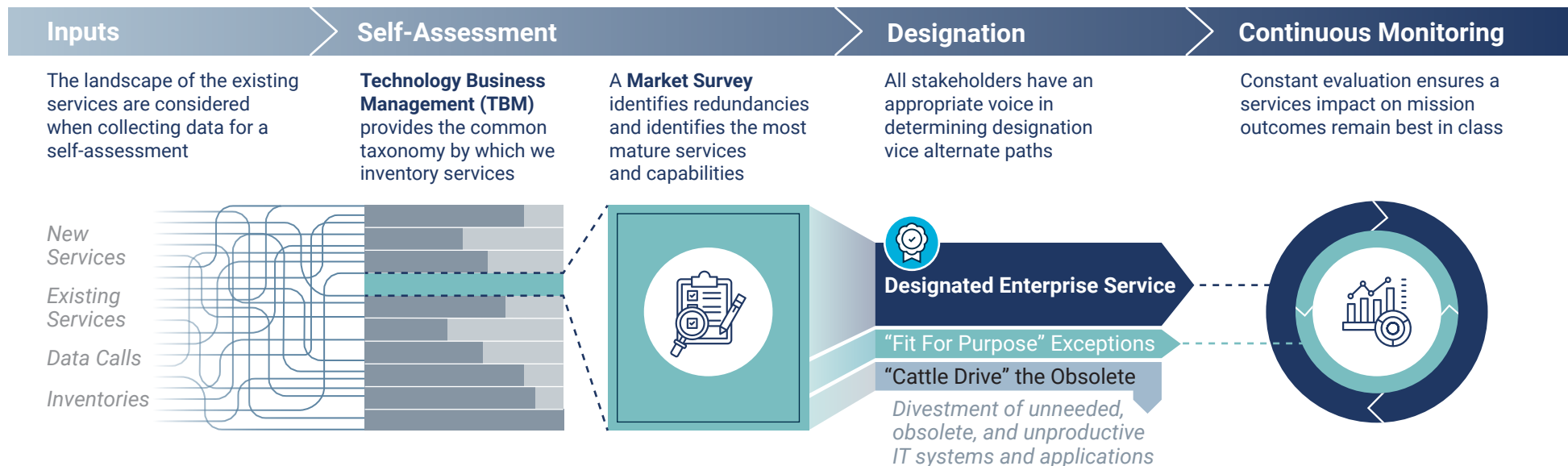
ENTERPRISE SERVICES

ENTERPRISE SERVICES REDUCE DUPLICATIVE IT

DON IT Enterprise Services are those services that the DON Technical Authorities and Senior IT Leadership have reviewed from a capability, availability, cyber security, and resourcing standpoint and have been designated as either a) the mandatory and only service or set of services that may be used for a unique set of mission requirements, or b) the preferred single service or set of services that must be considered for use first before

considering any other alternative solutions. In either case, if a command has a valid unique or emerging mission requirement that cannot be met by using a DON IT Enterprise Service, then alternative, non-enterprise solutions may be used by exception on a case-by-case basis. This Enterprise IT Services approach focuses on identifying secure IT services and consuming these services broadly across the DON.

The Enterprise Service Lifecycle



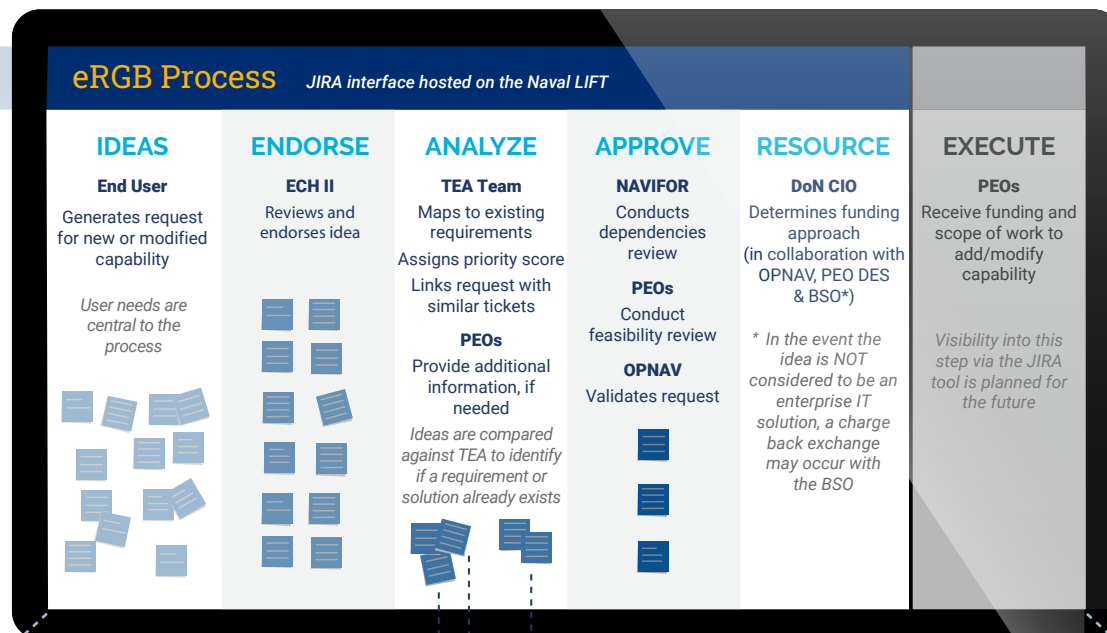
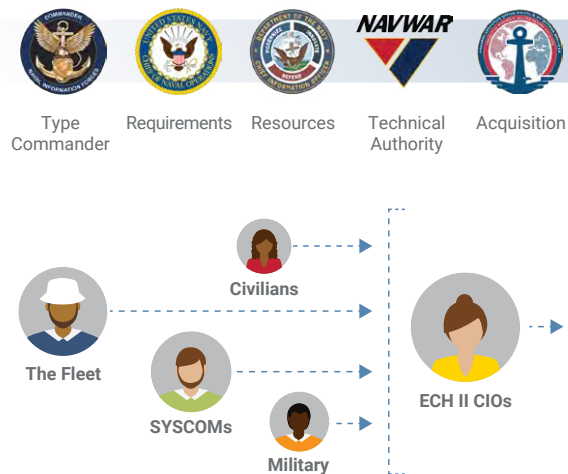
Increased agility and speed in the development & delivery of consistent capability to the warfighter.



ELECTRONIC REQUIREMENTS GOVERNANCE BOARD (eRGB)



The electronic Requirements Governance Board (eRGB) is expediting the Department of the Navy's ability to implement warfighter network needs. The eRGB maintains a dynamic repository that (1) serves as a single source of truth for requirements; (2) supports faster, data-driven decisions; and (3) creates a shared understanding of the future of Navy networks. The workflow uses a ticket-based system with dashboarding that allows stakeholders and end users visibility into the process. It facilitates strategic decision-making at operationally relevant speeds, with better insight into tradeoffs.



Target Enterprise Architecture (TEA)
High-level requirement modeling

Naval Enterprise Network (NEN) Model
Solution-level modeling

TOP LEVEL REQUIREMENTS

High-level non-prescriptive requirements for agile industry-driven delivery

The Next Generation Enterprise Network (NGEN) Top Level Requirements (TLRs) are the high-level requirements for the procurement and agile delivery of NGEN capabilities and infrastructure upgrades enabling the rapid design, development, delivery, and sustainment of capabilities while taking advantage of future technology advances.



- **3 years** to make a standard requirements document (100+ pages)
- **3 months** to do Top Level Requirements (10 pages)

NGEN TLRs allow us to adapt

12 TIMES FASTER

which is necessary to retain our technical superiority and ensure the Navy continues to overmatch our adversaries.



RESILIENT CONTRACTING

A resilient contracting posture includes:

- Map existing requirements to new capabilities.
- Multiple vendors should operate in a loosely coupled fashion to support Modern Service Delivery
- Use a diversified contracting approach. The vendor and contracting ecosystem should mirror the target state of the technology. A loosely coupled configuration of vendors with diversified contracts provides operational resilience. Diversify the risk of underperformance from one contracting shop with partnerships.
- Overcome constraints in budgets and skill levels with partnerships. Expand the use of partnerships. Establish pilots with DIU, DTIC, SBIR, and other contracting offices that offer efficiencies and innovative contracting practices.
- Expand the use of contracting authorities and other transactions for pilot acceleration and transitions into sustainment. Sustainment transitions can happen via Production OTs or FAR Contracts. Competing for a pilot with an OT may satisfy the competition requirement to transition into production.



- Redirect funds from legacy investments to modern service delivery design concept-compliant technologies in their transition to enterprise services based upon the WAMs of each pilot in comparison with legacy technology.
- Maintain negotiating power with competing capabilities. Piloting a competing capability ensures the government's ability to rapidly respond to underperformance and increase cost efficiency to deliver the greatest yield to Warfighters. SBIRs are a great tool for negotiating power and risk reduction, and may also offer innovative services to scale value generation.
- Incentivize value generation measured with the World-class Alignment Metrics. In software this is achieved when the capability is deployed into production.

AGILE CONTRACT STRUCTURES

A Statement of Objectives (SOO) should be written to align with the product visions with a focus on the intended outcome. It should not specify the exact system features.

- Application of the agile process will be used to achieve the product vision
- A Quality Assurance Surveillance Plan (QASP) ensures continuous product enhancement
- Measure outcome impacts with WAM

Incentives

- Measurable WAM benefits
- Production deployment frequency

Deterrents

- Cost of delay with neutral or negative changes in WAM



DRIVER TREES

OPTIMIZATION OPPORTUNITIES

Performance-based management tools like driver trees drive team collaboration and improved outcomes—they serve as an execution management optimization and bottleneck removal tool. Driver trees should assign clear ownership, conduct data driven analyses, and leverage a team’s strengths to hunt for optimization opportunities on existing projects.



North Stars

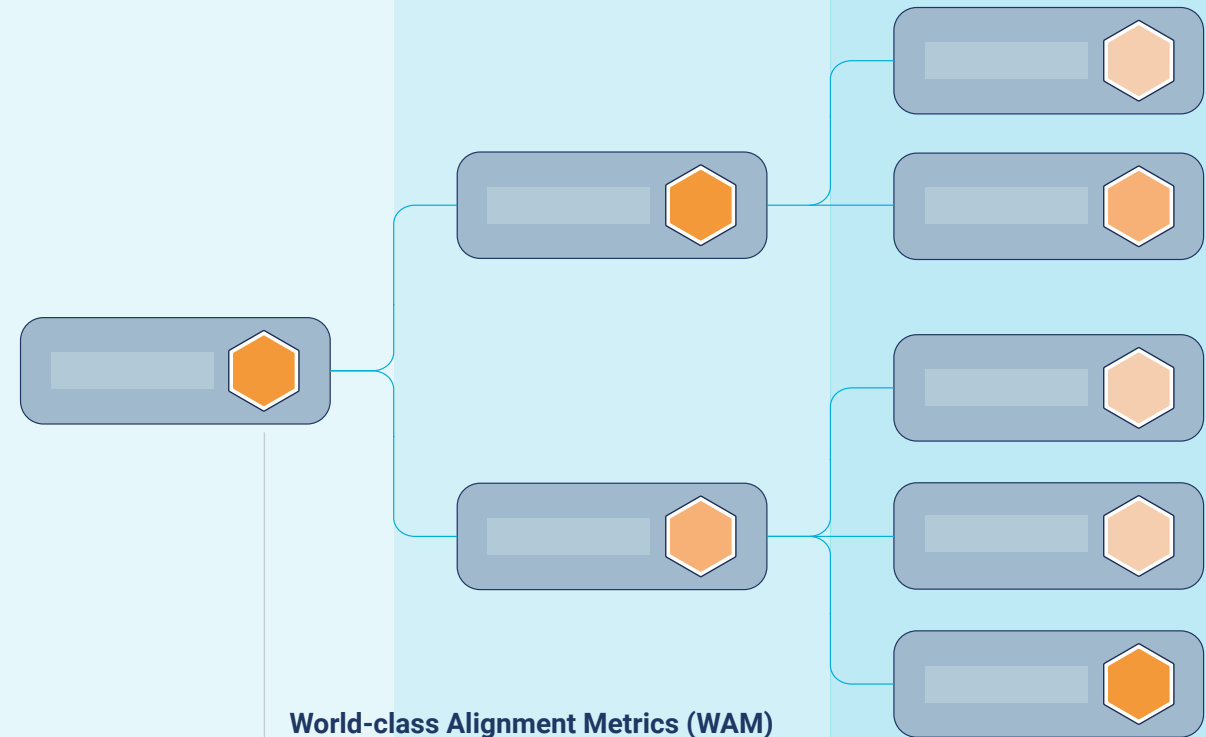
define program goals and provide high-level context to senior leadership and project stakeholders

Outcomes

provide tangible goals that contribute to the North Star and can be objectively reviewed with clear ownership

Drivers

expand on outcomes by outlining the processes and deliverables needed to achieve them, with clear ownership



World-class Alignment Metrics (WAM)

measure technology capability and performance of the drivers

Driver Trees highlight key areas of impact.

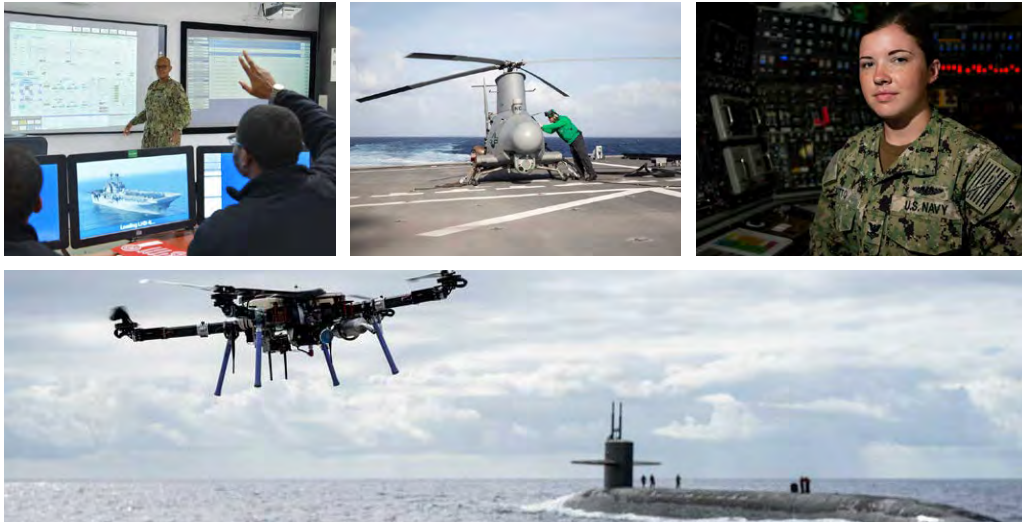


STRUCTURED CHALLENGES

CREATIVE CROWDSOURCING

The DON's workforce has ideas to increase the outputs, outcomes, and improve the work environment. Challenges focus on the innovation and creativity of the workforce to generate solutions. The diversity of thought, perspective, and new ideas power the innovation we seek through a structured challenge approach.

A structured challenge begins with the identification of the outcome a sponsor desires to achieve. Two primary areas for challenges are accelerating a technology implementation or optimizing an existing capability. The use of horizon charts, WAMs, and customer/workforce engagement all help focus a challenge to achieve the intended outcome.



The DON employs several best practices within its structured challenges approach to optimize the adoption and management of new technologies.

- Identify areas for challenges to focus upon through reviews of Horizon Charts or organizational feedback.
- Create challenges that accelerate the achievement of organizational goals or needs.
- Strategic redirection of savings from divestments to fund new technologies, ensuring investments are made in areas with the highest potential for impact.
- Collaborating with the science and technology communities is essential to stay ahead of technological advancements and replace outdated systems.
- Involving relevant stakeholders, including DON Deputy CIOs and key commands such as the U.S. Fleet Cyber Command, in the development and review of technology strategies.
- Maintaining detailed records and centralizing documentation in a designated DON CIO location facilitates easy access to information and supports knowledge sharing across the organization.
- Create prize challenges where possible. The idea of a prize, of any form, will increase the motivation for participation.
- Using established metrics like World Class Alignment Metrics (WAM) consistently across all projects ensures that evaluation and progression decisions are transparent and based on objective criteria.

