

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 burning desire to win customers with enterprise services that improve performance, security, and mobility drives bold experimentation in the relentless pursuit of Modern Service Delivery (MSD). PEO Digital prioritizes the user experience and eases IT service consumption, freeing Sailors and Marines to train and fight, instead of fighting to get the IT services they need.

The PEO Digital Top 10 Behaviors

To enable Modern Service Delivery, the PEO Digital workforce will:

1. Disrupt ourselves with experiments
2. Use before rent; rent before buy; buy before build
3. Beta earlier; a 10% solution is better than no solution
4. Partner bolder and as often as possible; leverage the success of others
5. Move with urgency and exercise a bias toward speed
6. Seek simplicity for scalability
7. Seamlessly deliver customer-centric technologies
8. Never duplicate, always automate
9. Reward innovation; make government IT cool to do and boring to maintain
10. Weaponize data to make better decisions at the speed of relevance

Living the Top 10: Disrupt Ourselves with Experiments

Internal and external pressure mechanisms demand organizational agility at every level. To accelerate, the organization prioritizes speed and simplicity to scale in our efforts to disrupt ourselves with experiments. Organizational leadership drives a continuous learning culture empowering and rewarding experimentation. Successful operations are not the primary criteria for recognition. Instead, we celebrate attempts to innovate, generating a bold, enthusiastic workforce with swagger. The PEO Digital team recognizes that maintaining legacy technology is boring, and transforming technology creates an exciting disruptive environment. The organization lives at a healthy point of innovative discomfort and relies on a new approach to partnerships.

We partner better and bolder, always seeking collaboration with organizations within and beyond the DON to enable enterprise capabilities quickly at a reduced cost. Our partners are incredible, and we see the value in the work they have already completed. We want to sit on giants' shoulders, collaborate, and grind to victory shoulder to shoulder to modernize the DON. The new approach identifies work already done through tech scouting, potential funding sources, and pathways to onboard external pilots to deliver as Enterprise Services through our portfolios. In addition to onboarding services piloted by our partners, the portfolios coordinate with partners who deliver capabilities that demonstrate promise to generate value as Enterprise Services. In a collective effort, we illuminate shadow IT across the DON and convert valuable shadow IT into Enterprise Services where appropriate.

Our pilot selection exercises an intentional bias towards self-driven vendors that adhere to MSD design concepts. Self-driven vendors ease the burden of encumbered Portfolio Managers and provide an opportunity to scale and diversify experiments. Pilots enable the capabilities identified in the Strategy to Execution (S2E) artifacts, and portfolios aggressively absorb potential candidates.

Deploying enterprise services requires that the portfolios organize resources to mirror the desired service orientation. Modern Service Delivery—Service Groups offer detailed design concepts and requirements for each service group, and the S2E artifacts identify their specific capabilities. An overview of how the organization operates as a series of rationalized portfolios with associated service groups is depicted in Figure 1. This approach reduces duplications of effort and enables the organization to deliver loosely coupled services that operate across multiple network and security boundaries while complying with MSD Design concepts.

Daily operations in PEO Digital are an exciting race to field S2E capabilities that adhere to MSD Design Concepts. Portfolio Managers onboard a pilot for a new capability and immediately pivot to the next pilot opportunity. Portfolio Managers self-report their piloting and production activities in the PEO Digital TD channel, using Investment Horizon's charts to generate visibility around their efforts. Leadership and consumers reference this location before conducting data calls to monitor status.

Modern Service Delivery Design Concepts

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

Strategy to Execution (S2E)

The Technical Director (TD) office has documented a “Strategy to Execution” process to explain how the technical vision was created and produces repeatable and standard artifacts with predictable scope. Strategy to execution connects industry research, DON mission analysis, and IT and business strategy together through execution activity.

The TD office is responsible for the following artifacts:

