Program Executive Office for Manpower, Logistics and Business Solutions (PEO MLB)

Technology Strategy

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Prepared By: Robert W. Thomas

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REVIEWER/APROVER:

WEHLER.CLYDE.BRANDON.1246840896

Digitally signed by WEHLER.CLYDE.BRANDON.1246840896
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Mr. C. Brandon Wehler

Technical Director

Program Executive Office Manpower, Logistics and Business Solutions (PEO MLB)

Record of Changes

Version	Date	Changes
0.1	29 April 2024	Initial version
1.1	6 January 2025	Added Technology Strategy graphic updated WAM operational metrics removed references to VoC Updated focus areas on Technology Strategy pillar diagram

Contents

Chapter 1 Introduction

The purpose of the Program Executive Office for Manpower, Logistics and Business Solutions (PEO MLB) Technology Strategy is to provide the basis for enabling the delivery of tools and business systems that are critically important to the daily operations of the Navy and Marine Corps. The Technology Strategy is intended to empower the organization's decisions around acquiring and applying technology and delivering capability aligned with PEO MLB's mission and vision.

PEO MLB's mission is to empower our people to deliver rapid and relevant capabilities that advance the readiness of our Sailors and Marines. The PEO MLB vision is to change how the Department of the Navy (DON) does business by delivering the systems and tools that warfighters need to do their jobs. This requires PEO MLB to respond quickly to emerging challenges and accelerate the development of advanced technology while ensuring fiscal efficiency.

The PEO MLB Technical Director Office (TDO) establishes and leads the technical vision for PEO MLB. The TDO supports MLB portfolios in reaching their goals, aligning, and balancing capabilities and resources across the PEO, and facilitating a culture shift within the PEO to better adopt and embrace new operational philosophies, strategies, and approaches. The TDO enables agile innovative technology services throughout PEO MLB by providing resources, policies and processes that enhance the evolution of technology adoption within the PEO.

1.1 Strategy Overview

In a rapidly changing digital landscape, PEO MLB is committed to adapting, improving, and innovating technical strategies to deliver capability quickly and affordably. Developed by the TDO, the PEO MLB Technology Strategy provides focus on culture and operational process improvements that augment our technical investments as an organization and supports equipping Sailors, Marines, and DON civilians with the information technology (IT) systems and business solutions required to manage their careers.

The Technology Strategy is an enduring framework that will be modified regularly in accordance with Department of Defense (DoD), DON and PEO MLB technology and strategic guidance. An updated Technology Strategy will be published annually to capture additional goals identified through ongoing TDO engagements with portfolios and project teams.

1.2 Scope

The PEO MLB Technology Strategy will be utilized by all PEO MLB portfolios and project teams to deliver business IT solutions that support the day-to-day administrative and operational needs of Sailors, Marines, and a globally distributed civilian workforce. The portfolios and project teams are empowered to identify cost-effective solutions and strategies, pursue emerging technologies that meet the business needs, and ensure value returns to the organization from the technology investments and solution delivery.

1.2.1 PEO MLB Portfolios

1. MyNavy Human Resources (HR) IT Solutions Services delivers a portfolio of modernized capabilities providing comprehensive services for Sailors' HR needs.
2. Ready Relevant Learning (RRL) is the Navy's long-term investment to enhance Fleet mission readiness by continually improving Sailor performance and ensuring they have the knowledge and skills to compete and win across the spectrum of conflict.
3. Navy Enterprise Resource Planning (ERP) Financials IT Services delivers business-critical auditable solutions and services for financial, time/attendance and supply chain management.
4. Logistics (IT) Services delivers a single Naval portfolio of more than 300 legacy Navy and Marine Corps logistics IT systems, which are deployed ashore and afloat.
5. Marine Corps Logistics Integrated Information Solutions (LI2S) Services delivers integrated, distributed IT capabilities enabling the execution of the United States Marine Corps logistics operations.
6. Naval Applications and Business Services (NABS) delivers enterprise business applications and services that support Navy and Marine Corps warfighters using best practices and common Naval solutions to reduce operating costs and speed delivery.
7. Marine Corps Manpower IT Systems Modernization (MITSM) modernizes the Marine Corps' legacy manpower applications and develops new capabilities in support of Talent Management 2030.

1.3 PEO MLB Strategic Priorities and Alignment of Technology Strategy

As the DON's acquisition agent for manpower, logistics, and business IT solutions, it is imperative that PEO MLB aligns its technology strategy to DoD and DON overarching guidance.

The DON Chief Information Officer's (DON CIO) Capstone Design Document for Information Superiority establishes the following objectives that unify many elements of DoD and DON strategy aimed at designing, developing, and deploying the best technical solutions:

1. Optimize the DON Information Environment for Cloud
2. Adopt Enterprise Services
3. Implement Zero Trust

PEO MLB is committed to delivering the technical and functional capability the DON requires in a consistent manner and at an affordable cost, resulting in the following strategic priorities:

1. Capability: Deliver business IT solutions to meet customer requirements on time and on cost
2. Consistency: Assess and improve our processes and IT solutions to deliver capability more effectively
3. Affordability: Implement adaptive, iterative, and more cost-efficient ways to deliver IT solutions within fiscal constraints

PEO MLB's Technology Strategy is a framework for portfolios and project teams to deliver capability consistently and affordably in direct alignment with PEO MLB's strategic priorities.

The PEO MLB Technology Strategy is based on five key pillars and supporting tenets targeted at helping PEO MLB achieve its mission of delivering effective and affordable business IT solutions that advance the readiness of our Naval forces. The pillars are:

1. Adopt enterprise services
2. Defend our information
3. Promote cloud adoption
4. Enable an innovative and agile culture
5. Propel data-driven decisions

Three of the PEO MLB Technology Strategy pillars (adopt enterprise services, defend our information, and promote cloud adoption) are derived directly from the DON CIO Information Superiority design concept.

Enabling an innovative and agile culture is the established mission of the TDO in impacting the portfolios' delivery of IT capabilities.

The propel data-driven decisions pillar originates from PEO MLB's strategic priorities and examines how regular assessment and improvement of operational methods supports efficient delivery of capability.

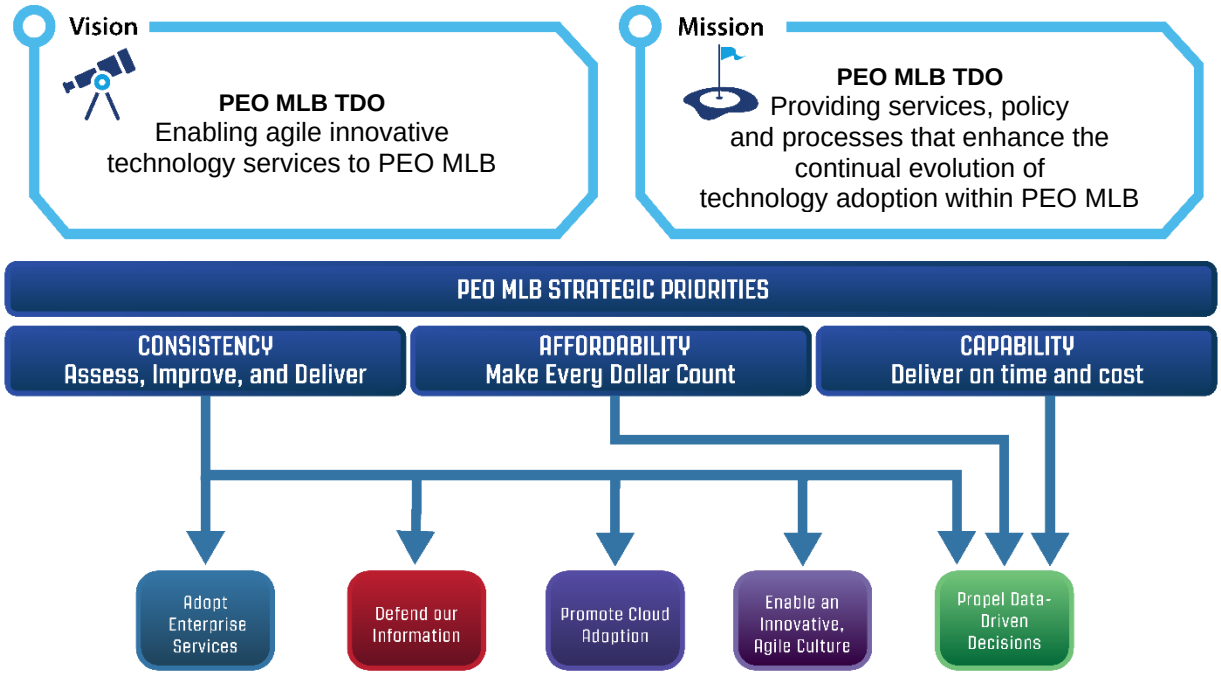


Figure 1. Technology Strategy alignment to PEO MLB strategic priorities

1.4 Technology Roadmap

The PEO MLB Technology Roadmap is developed and updated based on the Technology Strategy. The Technology Roadmap is intended to communicate pathways through the goals identified and prioritized by each pillar of the Technology Strategy.

The TDO outlined strategic goals and identified three-to-five-year milestones associated with each pillar that align to and meet PEO MLB's strategic priorities. Design Thinking Workshops (DTW) are facilitated by the TDO in collaboration with the portfolios to assess the current state baseline and to drive and guide creativity in identifying technical targets to progress towards the future state goals. The outcome of the workshops is the creation of portfolio implementation plans that will identify critical path milestones on the Technology Roadmap to meet the established strategic goals.

The TDO will update the roadmap through ongoing touchpoints with the portfolios including the required bi-annual Program Management Reviews (PMR). These updates will make necessary changes to the critical milestones, address issues, mitigate risks, and document success as objectives are completed.

1.5 Key Performance Indicators (KPIs)

Business information technology (IT) solutions are the backbone of every organization. For an organization to operate efficiently and effectively, it relies on world-class solutions to manage every manpower, logistics, business, and financial transaction. As a DoD organization, the business IT solutions that PEO MLB delivers must strengthen operational resilience while reducing cost and accelerating capability delivery.

The DON Chief Technology Officer published the "Leveraging World Class Alignment Metrics (WAM)" memorandum in March 2024 sharing information about the WAM framework, an industry best practice for improved evaluation of IT investments and performance. The following mission outcomes provide a common framework for measuring the success of planned efforts aligned with the Technology Strategy:

1. **User Time lost**: amount of time customers wait for IT services
2. **Operational resiliency**: delivering services despite unanticipated disruptions
3. **Customer satisfaction**: how happy customers are with IT services
4. **Cost per user**: all IT costs divided by number of customers
5. **Adaptability/mobility**: time to change things associated with IT services, to include delivering new capabilities

The Technology Strategy KPIs are derived from the WAM mission outcomes to ensure that focused efforts across the five technology strategy pillars remain connected to the PEO MLB strategic priorities. The PEO MLB Technology Roadmap will be evaluated through baselining and continual tracking of operational metrics and technical outcome driven metrics aligned to each pillar, as listed in Figure 2.

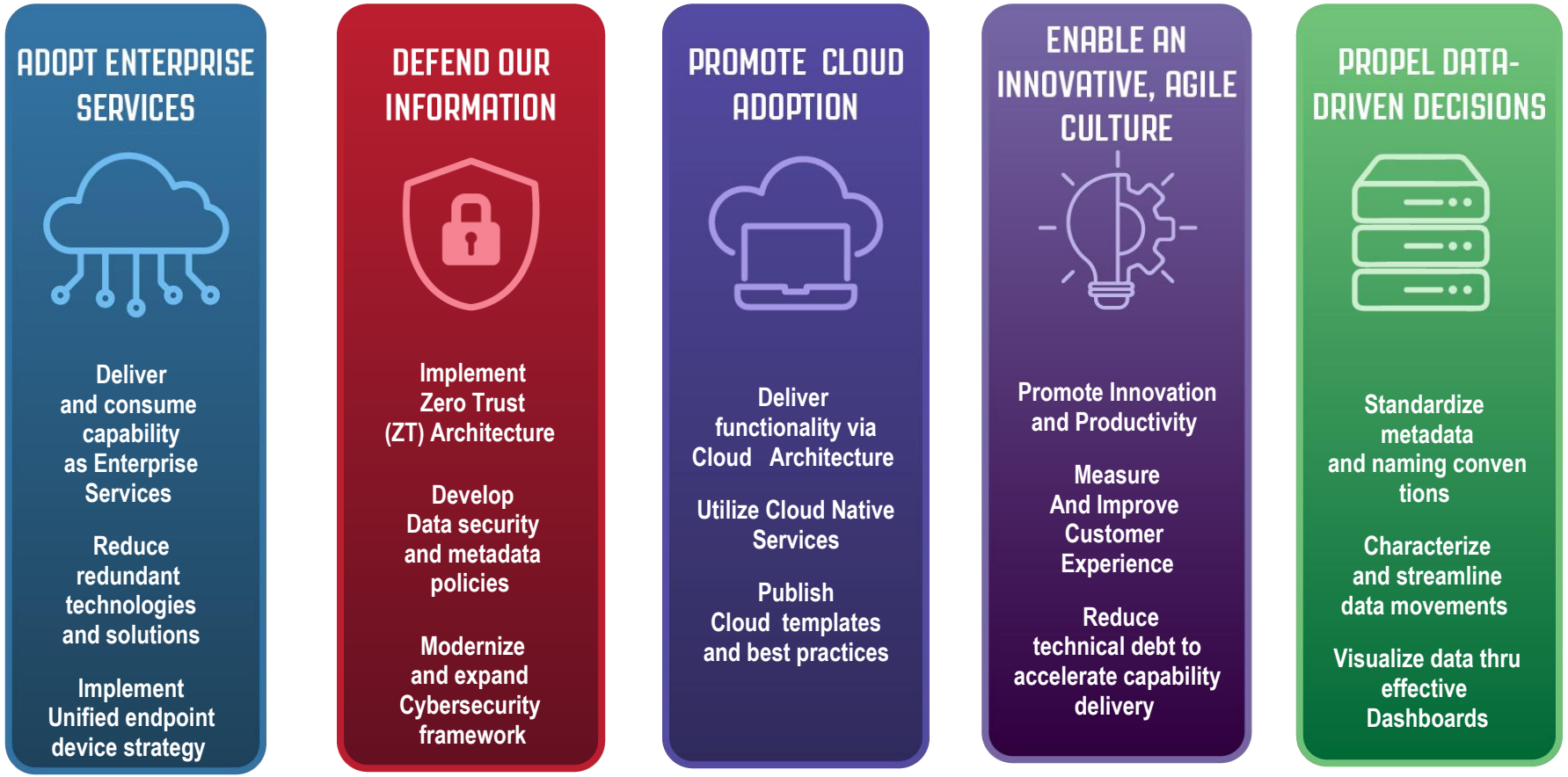
WAM Mission Outcomes	Technical Outcome Driven Metrics	Operational Metrics	Technology Strategy Pillar
User Time lost	System Availability to end users	Average System Availability (Ao) for each system or application weighted by number of users	Promote cloud adoption
Operational resiliency	Zero Trust Activity	Compliance percentage to the Zero Trust (ZT) target level activities	Defend our information
Customer satisfaction	User Experience	Average Customer Satisfaction (CSAT) score from administered Pulse Surveys	Propel data-driven decisions
Cost per user	Inefficiency Reduction	Average Fiscal Year Operations & Maintenance (O&M) funds per user for each system or application	Adopt enterprise services
Adaptability/mobility	Time between capability deliveries	Average time between non-maintenance releases over the last twelve months for each system or application	Enable an innovative and agile culture

Figure 2: WAM Mission Outcomes and Metrics Alignment

The TDO Technology Strategy dashboard will document and track the established operational metrics identified for each pillar. The data collected is visualized on the dashboard to facilitate informed decisions at every management level about IT investments and to depict the value and benefits of the Technology Strategy to PEO MLB as strategic goals are achieved.

Figure 3 depicts portfolio implementation and maturity aligned with the MLB Technology Strategy and WAMs. The WAMs measure and reveal the effectiveness of the strategy in achieving PEO MLB's continuous improvement goals.

Figure 3. PEO MLB Technology Strategy alignment to WAM



Adopting enterprise IT services provides cost savings through reuse of common solutions

Continuously integrating defensive measures into processes, technologies, and our workforce

Providing the ability for PEO MLB customers to have a better and more resilient experience from any work location or duty station

Prioritizing opportunities to promote and incentivize innovation and agile. Ensures our technology meets current and future customer needs

Leveraging data where possible to garner insights, deliver intelligence and drive strategic decisions within PEO MLB to build more resilient operations

Figure 4. PEO MLB Technology Strategy Pillars

Chapter 2 Technology Strategy Pillars

2.1 Adopt Enterprise Services

2.1.1 Background

Software development, procurement, and license acquisition occurs throughout PEO MLB in various ways, often resulting in disparate solutions being utilized to solve a common problem. Acquiring duplicative solutions occurs because the DON and PEO MLB do not have a shared IT service delivery platform.

2.1.2 Goals

Enterprise services maximize resources (time, money, people, technology, and training) while reducing inefficient duplicative services. They also minimize the need to develop new solutions by identifying and promoting the use of existing solutions when they meet mission requirements.

The DoD Enterprise Software Initiative (ESI) exists to optimize strategic IT sourcing efforts through providing best practices for strategic collaboration, vendor management, education, and software license training. Through leveraging this resource, PEO MLB can eliminate waste and inefficiencies in software license purchase and use by aligning to the following goals:

1. Deliver and consume capabilities as Enterprise Services
2. Reduce redundant technology and solutions
3. Implement Unified Endpoint Device Strategy

2.1.3 Approach

Portfolios will consider available enterprise services first when sourcing tools for managing, developing, and maintaining the business capabilities to fulfill their system requirements. The TDO will maintain or point to a list of available enterprise service tools. Multiple solution platforms will be considered to mitigate the risk of single points of failure. Fit-for-use solutions, supported by a business case, will be maintained as needed by exceptions.

All services and capabilities acquired by portfolios should be designed to meet the characteristics of enterprise services. Those not currently at enterprise level should have an individual roadmap for achieving DON IT enterprise level assessment criteria and standards (refer to Appendix B) as established by DON CIO's Adopt Enterprise Services Major Design Concept (July 2023). TDO will facilitate assessments and promotion to DON CIO for enterprise service review and designation.

The TDO developed the Tools Catalog to track software and technologies in use by PEO MLB programs. The catalog, as a complete IT inventory, will be kept current by the portfolios to document software as it is procured to inform decisions around enterprise license acquisitions and where elevating a service to enterprise level would be beneficial. TDO will interface with PEO Digital and Enterprise Services' (PEO Digital) Procurement Center of Excellence to get new ESI/Enterprise Software License (ESL) agreements when aggregate demand at PEO MLB reaches threshold for ESL negotiation (varies by tool/vendor).

TDO will develop or adopt a Cattle Drive Dashboard for a centralized view of PEO MLB legacy program transition targets and program cost to spur executive level decisions on savings and improvements. The Cattle Drive Dashboard will facilitate identifying duplicative systems and addressable spend across legacy programs.

PEO MLB is working alongside PEO Command, Control, Communications, Computers and Intelligence (C4I) and PEO Digital to establish a centralized enterprise strategy for unified device management to ensure that end users can have a consistent application experience from anywhere and from any approved device.

As Enterprise Services are adopted, PEO MLB portfolios will have an effective way to offer and develop services at a reduced cost, while customers benefit from using existing solutions with scaling capability and reduced specialized training requirements.

2.1.4 Operational Metrics

As duplicative technologies are identified, the following specific cost saving targets and actions will be measured in alignment with the reduced cost per user KPI:

1. Number of non-enterprise services or contracts in use
2. Aggregate cost per user for tool or application
3. Percentage of reduction in sustainment cost of legacy systems

2.2 Defend Our Information

2.2.1 Background

The way the Navy develops capabilities and uses technology is changing, shifting from a co-location to a workforce and user community connecting from various geographic locations. Traditional perimeter-based cybersecurity models have become ineffective as access boundaries have expanded, requiring an update of our cybersecurity framework.

2.2.2 Goals

PEO MLB must continuously integrate defensive measures into our processes and technologies to ensure the workforce and user community is able to complete its mission from any geographic location. PEO MLB's ability to defend information at rest and in transit is fundamental to safeguarding daily operations.

In the November 2022 Zero Trust Strategy, the DoD identified 91 target level activities to be implemented across the seven pillars (Appendix B) of Zero Trust (ZT) Architecture by Fiscal Year 2027. To defend our information, the initial focus is to implement ZT. ZT will update the cybersecurity framework to eliminate implicit trust and continuously verify external and internal user identities for access to specific data/workloads within the network.

2.2.3 Approach

ZT is gaining momentum within the DON, as demonstrated by the Navy's Flank Speed environment, enhancing information protection and cybersecurity while broadening access to and performance of

applications for end-users. As ZT capabilities are standardized and scaled, security controls will be inheritable by applications utilizing common infrastructures or environments, bolstering our operational resilience.

Programs will conduct self-assessments to evaluate the implementation status of the target level activities, identify gaps between the as-is and target level to-be, set fiscal and technical milestones, and actively collaborate with the established working group for shared solutions. To fill the identified gaps, PEO MLB must inherit the controls ahead of implementation. Successful ZT implementation will utilize the TDO to facilitate collaborative discussions between cyber, engineering, and other technical stakeholders, and enable pursuit of modern, innovative information security solutions through research and proof of concepts. Integrating defensive measures into PEO MLB processes and technologies increases operational resilience and strengthens systems' ability to resist or adapt to a loss of ability to perform mission-related functions.

2.2.4 Operational Metrics

As the programs conduct self-assessments and progress through ZT implementation, the TDO will track the compliance percentage to the ZT target level activities in alignment with the increased operational resilience KPI.

2.3 Promote Cloud Adoption

2.3.1 Background

With the rapidly evolving digital landscape, cloud adoption is an increasingly critical component of deploying a resilient capability that enables quick and efficient scaling of applications and services. Utilizing enterprise data center architecture requires continual maintenance and upgrades. Transitioning from on-premises environments to the cloud while leveraging native cloud services achieves quicker implementation cycles and potential cost and time savings.

In a December 2020 memorandum, the DON CIO provided updated policy for the acquisition and consumption of cloud services in support of the DON Information Superiority Vision. In this policy, PEO Digital was tasked with monitoring and managing DON consumption of commercial cloud services which ensued the development of the Neptune Cloud Management Office. Neptune is designed to support the cloud needs of all DON system and mission owners from procurement through retirement.

2.3.2 Goals

PEO MLB customers and users require more resilient service and software availability from any location which can be achieved by making use of cloud computing capabilities. The TDO identified the following goals in establishing cloud modernization pathways and promoting the use of cloud native solutions:

1. Increasing percentage of capabilities delivered via cloud vs on-premises architecture
2. Moving higher up cloud service delivery model, i.e. from Infrastructure as a Service (IaaS) to Platform as a Service (PaaS) to Software as a Service (SaaS)
3. Improving efficiency by using cloud templates and best practices

2.3.3 Approach

Cloud computing provides resilient services that enable increased productivity while lowering the risk of system downtime through agility and scalability to meet dynamic operational demands. The TDO's role in promoting cloud adoption includes providing guidance to enable informed decisions about cloud providers and services and building/maintaining a repository of cloud playbook options based on defense business systems use cases.

Cloud service providers and technologies in use by the portfolios and projects will be documented and tracked in the TDO Tools Catalog. The TDO will promote adoption of the DON cloud offerings and delivery models provided by Neptune. Fit-for-use cases will be managed by exception and provided as input to expand Neptune's cloud portfolio and enable centralized management of DON cloud services.

Additionally, PEO MLB seeks to align and adopt DON cloud services by leveraging Neptune for best practices and a catalog of orderable cloud services to maximize use of native services in the cloud. A benefit to the cloud host is its ability to shorten the delivery cycles for readiness capability by providing the virtualized web server hardware with security, maintenance, upgrades, and stack configuration through a PaaS and SaaS model, or incorporating the Navy's security and technical requirements through the infrastructure-as-code model.

2.3.4 Operational Metrics

PEO MLB application downtime will be tracked as a baseline comparison for performance gains. As cloud adoption across the PEO increases, the following metrics will be tracked to ensure maximum use of cloud services, where practical, in alignment with the reduced lost time and increased operational resilience KPIs:

1. Percentage of programs not in the cloud
2. Percentage of cloud native services utilized
3. Cloud infrastructure availability

2.4 Enable an Innovative and Agile Culture

2.4.1 Background

The world is connected, where change is fast-paced, constant, and unpredictable. The increasing scale and frequency of volatility, uncertainty, complexity, and ambiguity create a rapidly changing and challenging operational environment. Being agile is essential to preserving flexibility when faced with a new product or changing customer needs.

A 2022 survey was administered to PEO MLB portfolios to baseline the use of digital tools and agile work practices in alignment with the organization's strategic objective to promote greater collaboration, efficiency, and productivity. Based on survey responses, targets were identified for regular use of digital tools and agile practices, proficiency on digital tools and agile practices and satisfaction with tools provided.

An agile organization responds more effectively to risk and rapidly shifts business operations through prioritizing collaboration, experimentation, and continuous improvement. Employing innovative solutions to

enhance Sailor and Marine readiness are priorities in delivering robust and relevant capabilities to customers.

2.4.2 Goals

PEO MLB must become an agile organization capable of flexing and adapting our daily operations based on real-word conditions. The TDO identified the following goals to improve our ability to respond faster to changing customer requirements while continuing to innovate in assessment, improvement, and delivery of world-class capabilities:

1. Reducing technical debt and accelerating capability deliveries
2. Increasing incorporation of customer feedback in design choices

2.4.3 Approach

The following initiatives are in use by the TDO to support PEO MLB portfolios and project teams in adopting agile principles and embracing progressive operational strategies:

1. **Innovation Olympics**: an annual event that challenges the PEO MLB workforce to leverage modern technology to reduce the administrative burden, automate processes and time-consuming tasks, improve customer experience, and enhance day-to-day work life.
2. **External Prize Challenge**: a partnership with Naval Information Warfare Center (NIWC) Atlantic to incentivize collaboration with external partners in solution setting and accelerating advanced capabilities to Sailors and Marines.
3. **Design Thinking Workshops**: facilitated sessions using the proven design thinking methodology to inspire ideas for solving customers' crucial issues in a stepwise and iterative fashion.
4. **Industry Engagement**: weekly Initial Capability Discussions with industry seeking partnerships with PEO MLB.
5. **Customer Experience**: measuring and analyzing customer sentiment through listening, learning, and adapting to improve the quality of end-user experience with PEO MLB capabilities.
6. **M365 and Power Platform Support**: assists project teams in streamlining business processes to improve productivity.

The TDO further enables PEO MLB's agile, innovative culture by developing services, policies and processes that encourage the adoption of agile and Development, Security, and Operations (DevSecOps) practices to reduce time between deliveries. As portfolios and project teams incorporate flexibility into the development cycles to deliver iterative and incremental functionality, the ability to positively impact customer satisfaction increases. TDO-facilitated initiatives provide ways for us to collect and analyze customer feedback to impact future iterations of capability delivery.

Understanding innovative technologies is strategically important to PEO MLB. The TDO is researching Artificial Intelligence (AI) and Machine Learning (ML) to improve PEO MLB's operations. During DTWs aimed at gathering milestones for the PEO MLB Technology Roadmap, AI and ML use cases will be collected from the portfolios to inform future research and development efforts.

The Technology Strategy will be used to identify potential areas for expansion and innovation where programs can utilize Navy Research, Development, Test and Evaluation (RDT&E) funding (as defined in

Appendix B) for Horizon 2 pilots. Funding investments across the investment horizons will be documented and tracked to determine when funding streams transition from RDT&E to portfolio and Portfolio Sponsors.

2.4.4 Operational Metrics

As the TDO adapts to emerging technologies and evolving customer requirements, the following will be tracked to assess effectiveness of our agile approaches in alignment with the increased adaptability/mobility and increased customer satisfaction KPIs:

1. Percentage of Power Platform enhanced processes
2. Innovations adopted for enterprise (from Innovation Olympics)
3. Industry engagement effectiveness
4. Design Thinking Workshop effectiveness

2.5 Propel Data-Driven Decisions

2.5.1 Background

As the defense battlespace shifts from weapons to information, the ability to make data-driven decisions is critical for our Sailors and Marines. DoD's 2023 Data, Analytics, and Artificial Intelligence Adoption Strategy provided guiding principles to enable operational advantage through access to high-quality (accurate, timely and secure) data and advanced analytics. Moving data securely through our applications to the tactical edge is essential in appropriately equipping our warfighters and decision makers for swift and appropriate execution.

Additionally, in alignment with the DoD Data Strategy, PEO MLB systems must be designed, procured, tested, upgraded, operated, and sustained with data interoperability as a key requirement.

2.5.2 Goals

PEO MLB must strive toward becoming a data-centric organization. As data is collected across the PEO MLB business systems, efforts to align data with the following characteristics will facilitate informed decision making and increase effectiveness of development efforts:

1. **Understandable**: implement metadata and standard naming conventions for data discoverability and uniformity
2. **Secure**: develop data tagging and policies to enable ZT data pillar capabilities
3. **Auditable**: characterize and streamline data movements into and out of PEO MLB
4. **Effective Business Intelligence (via the Executive Dashboard)**: drive decisions at all levels through visual representations of operational processes

2.5.3 Approach

The TDO is positioned to implement processes that allow for trusted, critical data to be accessible by PEO MLB portfolios to make data-driven decisions. Portfolios should focus on data as the starting point to define what should be done in capability delivery.

The TDO assists portfolios and project teams in creating business intelligence views or dashboards to foster metrics-driven decision making. As portfolios and project teams collect and analyze data within their business applications, implementation goals should align to securing data and reducing inefficiencies in data storage and movement. The data-tagging requirement for ZT implementation involves standardization on metadata that will provide increased data uniformity across PEO MLB applications.

2.5.4 Operational Metrics

Focusing on data-centricity will increase PEO MLB's ability to securely share and use data, unlock analytical insights, and allow PEO MLB to iterate business operations with agility and precision.

The following metrics will be tracked to measure impact of strategic data characteristics and alignment with the increased operational resilience KPI:

1. Percentage of metadata/data tagging/attribute-based access implemented
2. Percentage of reduction in data interface (reduction in duplicate data movement)

Appendix A: References and Supporting Policies

1. DON CIO Memorandum Leveraging World Class Alignment Metrics (March 2024)
2. PEO MLB Portfolio Book (February 2024)
3. Navy Blueprint for a Modern Enterprise Info Ecosystem (September 2023)
4. "PEO Digital stands up Neptune Cloud Management Office, focuses on accelerating DON Cloud journey"(PEO Digital News, August 2023)
5. DON Major Design Concept: Adopt Enterprise Services (July 2023)
6. DOD ZT Capability Execution Roadmap (November 2022)
7. DOD Zero Trust Strategy (November 2022)
8. DON Capstone Design Concept for Information Superiority (September 2022)
9. DON Cloud Policy (December 2020)
10. DoD Data, Analytics, and Artificial Intelligence Adoption Strategy (June 2023)
11. DON Information Superiority Vision (February 2020)
12. DISA approved Cloud Native Solutions
13. DoD Enterprise Software Initiative
14. PEO MLB website
15. PEO MLB Executive Dashboard

Appendix B: Definitions

I. DON IT Enterprise Level Criteria and Standards

Category	Assessment Criteria
Performance *Ability to address mission needs within the DON*	Mission-effectiveness
	Scalability
Service Management *Programmatic factors*	Demand
	Affordability
	Sustainability
Information Security *Technical approaches to achieving and maintaining information security*	Authorization
	Zero Trust enablement
Accessibility and Integration *Ease with which DON consumers may discover and use them*	Availability for use
	Discoverability
Innovation and Improvement *Responsiveness to consumer input*	User-driven design
	Speed of change

Each defined criterion has up to four specified standards:

a. Initial (not yet in line with DON expectations for a DON IT service)
b. Minimum viable (a minimally effective level of implementation)
c. Operational (an effective level of implementation)
d. Ideal (a preferred level of implementation)

II. Seven pillars of Zero Trust Architecture
   a. User
   b. Device
   c. Application & Workload
   d. Data
   e. Network & Environment
   f. Automation & Orchestration
   g. Visibility & Analytics

III. Potential Navy RDTE funding mechanisms for development of technical capabilities
   a. SBIR: NAVWAR Small Business Innovation Research
   b. NISE: Naval Innovation Science & Engineering

IV. Investment Horizons

a. Horizon 0 – focused on systems slated for retirement or decommissioning.
b. Horizon 1 – investment focused on extracting and enhancing current offering.
c. Horizon 2 – investment focused on emerging offerings, expecting to see return on investment in one to two years.
d. Horizon 3 – investment focused on evaluating wide ranging and exploratory technology, expecting to see return on investment in three to five years.

Appendix C: Acronyms

ACRONYM	DEFINITION
AI	Artificial Intelligence
C4I	Command, Control, Communications, Computers and Intelligence
CIO	Chief Information Officer
CSAT	Customer Satisfaction
CTO	Chief Technology Officer
DevSecOps	Development, Security, and Operations
DISA	Defense Information Systems Agency
DoD	Department of Defense
DON	Department of the Navy
DTW	Design Thinking Workshop
ERP	Enterprise Resource Planning
ESI	Enterprise Software Initiative
ESL	Enterprise Software License
FY	Fiscal Year
HR	Human Resources
IT	Information Technology
KPI	Key Performance Indicator
LI2S	Logistics Integrated Information Solutions
MITSM	Manpower IT Systems Modernization
ML	Machine Learning
MLB	Manpower, Logistics and Business Solutions
NABS	Naval Applications and Business Services
NAVWAR	Naval Information Warfare Systems Command

NISE	Naval Innovative Science & Engineering Program
NIWC	Naval Information Warfare Center
O&M	Operations and Maintenance
PEO	Program Executive Office
PMR	Program Management Reviews
RDT&E	Research, Development, Test and Evaluation
RRL	Ready Relevant Learning
SBIR	Small Business Innovation Research
TDO	Technical Director Office
WAM	World Class Alignment Metrics
ZT	Zero Trust