



**Agency Priority Goal** | Action Plan | FY 23 Q2

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# Ensure Supply Chain Resilience

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**Goal Leaders:**

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# Goal Overview

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## Goal Statement

The Department of Defense (DoD) requires healthy, resilient, diverse, and secure supply chains to ensure the development and sustainment of capabilities critical to national security and to build enduring Joint Force advantages. Revitalizing supply chains in the defense industrial base will require the DoD to better understand supply chain risks and to work internally, as well as with interagency, international, and industry partners, to align standards, build domestic capacity, and safeguard markets.

By Sept. 30, 2023, the Department will catalogue supply chain analytic tools to improve visibility and begin building metrics and identifying data collection requirements to track the implementation of the recommendations in E.O. 14017 report, “Securing Defense-Critical Supply Chains”.

## Problem to Be Solved

- Reduce dependence on adversarial foreign sources for defense-critical industries
- Expand cooperation with partners to address challenges to key defense supply chains
- Increase visibility into DoD supply chains and potential or existing supply chain challenges
- Provide DoD leaders with guides to understand the strategic implications of supply chain risks
- Increase the Department’s access to agile, innovative, and resilient small businesses

## What Success Looks Like

- Reduce reliance on adversarial foreign sources for key components and build resilient supply chains that are able to recover from disruptions

# Goal Targets

In the table below, please repeat the key metrics included in the goal statement (previous slide) that will be used to track progress.

**Please update this column each quarter.**

Achievement statement Repeat the achievement statement from the goal statement on the previous slide		Key indicator(s) A "key performance indicator" measures progress toward a goal target	Quantify progress These values enable us (and you!) to calculate % complete for <u>any</u> type of target*			Frequency When is there new data?
By...	We will...	Name of indicator	Target value	Starting value**	Current value	Update cycle
September 30, 2023	Complete an evaluation of analytical tools used to improve enterprise-level supply chain visibility		1 = Achieved	0 = Not Achieved Yet	1	Quarterly
September 30, 2023	Compile guidebook to identify supply chain risk and strategic implications		1 = Achieved	0 = Not Achieved Yet	0	Quarterly
September 30, 2023	Develop and publish a strategy on supply chain resilience that can be used across DoD.		1 = Achieved	0 = Not Achieved Yet	0	Quarterly
March 31, 2024	Complete evaluation of data sources to build metrics for five priority supply chains		1 = Achieved	0 = Not Achieved Yet	0	Quarterly
September 30, 2024	Identify meaningful supply chain resilience metrics. Test metrics to determine if the metric provides useful insight to senior leaders		1 = Achieved	0 = Not Achieved Yet	0	Quarterly
September 30, 2024	Implementation of DoD's Small Business Strategy		1 = Achieved	0 = Not Achieved Yet	0	Quarterly

\* Even qualitative targets! If the target is to achieve a qualitative outcome, quantify progress this way: 1="Yes, we achieved it", 0="No, not yet"

\*\* As of 10/1/2021

# Goal Team

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This goal will be led by the Office of the Assistant Secretary of Defense for Industrial Base Policy and supported by the enterprise-wide Supply Chain Resilience Working Group (SCRWG). Members of the SCRWG are:

- Assistant Secretary of Defense for Acquisition (ASD(A))
- Assistant Secretary of Defense for Sustainment (ASD(S))
- Under Secretary of Defense Research & Engineering (USD(R&E))
- Under Secretary of Defense for Policy (USD(Policy))
- Under Secretary of Defense for Intelligence and Security (USD(I&S))
- Under Secretary of Defense, Comptroller (USD(C))
- Department of Defense Chief Information Officer (CIO)
- Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA(ALT))
- Commanding General, Army Materiel Command (AMC)
- Assistant Secretary of the Air Force for Acquisition, Technology and Logistics (SAF/AQ)
- Commanding General, Air Force Materiel Command (AFMC)
- Deputy Assistant Secretary of the Navy (Research, Development, and Acquisition) (DASN (RDA))
- United States Marine Corps Deputy Commandant, Installation & Logistics (USMC DCOM (I&L))
- Director, Joint Staff J-4
- Senior Acquisition Executive, U.S. Special Operations Command (USSOCOM)
- Office of the General Counsel
- Office of Legislative Affairs
- Office of Defense Pricing and Contracting (DPC)
- Defense Contract Management Agency (DCMA)
- Defense Logistics Agency (DLA)
- Defense Health Agency (DHA)

# Goal Strategies

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- Identify relevant data sources, to include a data management plan, that can support improved supply chain visibility
- Evaluate supply chain visibility analytical tools to identify capabilities necessary for enterprise-level tracking of supply chain resilience
- Develop a guidebook for program managers and leaders to effectively respond to supply chain challenges
- Prepare a strategy to inform ongoing enterprise-level visibility into supply chains
- Cooperate with stakeholders across the Department and with interagency, international, and industry partners
- Align additional resources and investments toward priority supply chain areas
- Grow the domestic defense industrial base through reducing barriers to entry for small businesses

# Key Indicators

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In the process of developing indicators for five priority areas outlined in the E.O. 14017 report. For example, if the challenge is foreign dependence for a key sector, and DoD's solution is to invest in domestic production capacity, the indicator could be a method to measure/track if DoD suppliers are procuring the product from new domestic source. Supporting indicators could be U.S. domestic and global production of the time.

# Key Milestones

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## Milestone Summary

Key Milestone	Milestone Due Date <i>[e.g., Q2, FY 2017]</i>	Milestone Status <i>[e.g., Complete, On-Track, Missed]</i>	Change from last quarter <i>[optional column]</i>	Owner <i>[optional column]</i>	Comments <i>[Provide discussion of Progress, changes from last update, Anticipated Barriers or other Issues Related to Milestone Completion]</i>
Collect list of supply chain analytic tools	Q1, FY23	Complete			
Review existing contracting authorities to identify approaches to address supply chain challenges from program design, procurement, and sustainment.	Q3, FY23	On-track			
Produce outline of DoD-wide supply chain resilience strategy	Q3, FY23	On-track			
Create a list of initial data sources for evaluation	Q1, FY23	Complete			
Complete an initial list of metrics for further evaluation	Q1, FY23	Complete			
Develop initial plans to implement the DoD's Small Business Strategy	Q3, FY23	On-track			

- In the last quarter, Industrial Base Policy (IBP) has completed its evaluation of analytical tools used to improve enterprise-level supply chain visibility.
  - As part of this work, IBP collected a list of supply chain analytic tools and initial data sources, and potential metrics to capture how the work of the office was increasing supply chain resilience.
  - The output of this work is a set of industrial base metrics that are under internal review prior to being shared out as new APGs.
  - Sector-specific metrics are still under development with an expected delivery in FY23 Q3.
- IBP has launched work to develop an industrial base strategy for DoD and a related guidebook on how to identify and mitigate supply chain risks.
  - The initial framework for strategy development has been developed.
  - Next steps are to engage stakeholders with equities in the defense industrial base to provide feedback on the framework and begin appropriate research to review existing strategies and authorities related to the industrial base.
  - Strategy is expected to be published in FY24 Q1.



# Data Accuracy & Reliability

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- As key indicators are identified, data availability and accuracy will be evaluated.