Fiscal Year 2026 Budget Estimates

Defense Human Resources Activity

June 2025

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 4: Administration and Service-wide Activities

	FY 2024 Actuals	Price Change	Program Change	FY 2025 Enacted	Price Change	Program Change	FY 2026 Request
DHRA	1,060,194	24,958	-42,542	1,042,610	16,382	-126,848	932,144

I. Description of Operations Financed:

The Defense Human Resources Activity (DHRA) is a Field Activity of the Under Secretary of Defense for Personnel & Readiness (USD(P&R)) that consists of multiple direct reporting units. The DHRA gives USD(P&R) greater capability and flexibility in managing the work of a diverse set of activities supporting the Department of Defense (DoD) Human Resources (HR) mission. Each Center/Office organization within DHRA has a unique but complementary mission set. The DHRA Mission Support serves as an intermediary between the Centers/Offices and provides planning, programming, and budgeting for all activities within the DHRA enterprise, to include executing, coordinating, and providing direct oversight to the work of each Center/Office. The DHRA ensures that the Department's warfighters present and past, along with their families and civilian members of the Department, receive the care and support they deserve, fairly, and in a timely fashion, through benefits administration, program execution, and policy enforcement.

The DHRA budget funds execution of the Field Activity's mission to:

- Organize, direct, and manage all assigned resources, to include the programs described herein.
- Design and manage DHRA programs and activities to improve standards of performance, economy, and efficiency.
- Maintain a central repository of DoD HR information, both current and historic; approximately 45.3 million records currently in repository.
- Provide program and policy support and associated information management and administrative services to the DoD Components on civilian HR matters.
- Provide DoD-wide guidance on civilian personnel policy implementation and professional development programs (except with regard to Defense Civilian Intelligence Personnel System, where guidance is developed by the Under Secretary of Defense for Intelligence in conjunction with the USD(P&R)).
- Provide rapid data-driven analytic solutions to support the decision-making needs to effectively maintain the readiness of the All-Volunteer Force.
- Support the development of policy and administer the sexual assault prevention and response policies and programs for DoD.
- Support the development of policy and administer the suicide prevention policies and programs for the DoD.
- Support the development of policy and administer transition assistance programs for approximately 200,000 eligible Service members who separate, retire, or are released from active duty each year.
- Develop policy and administer the combating trafficking in persons' policies and programs for the DoD.

I. Description of Operations Financed: (Cont.)

- Support the development DoD civilian personnel policies while providing consulting/advisory services, programs, and solutions that strengthen the mission readiness and morale of DoD HR professionals and directly impact the more than 900,000 civilian employees that make up the DoD civilian workforce.
- Assist in the establishment and administration of policy regarding the development, maintenance, and utilization of language capabilities; monitor trends in the promotion, accession, and retention of individuals with critical skills; and explore innovative concepts to expand language capabilities.
- Serve as the single focal point for commercial travel within the DoD for approximately 2.9 million DoD Service members and civilian personnel; assist in establishing strategic direction and in establishing and administering travel policy; centrally manage all commercial travel programs.
- Develop policy for DoD identification cards distributed to members of the Military, DoD civilians, contractors, and other eligible personnel and execute associated programs and capabilities, approximately 425,000 cards issued monthly.
- Serve as the authoritative source of identification and authentication of DoD-affiliated personnel for credentialing, identity protection, security, entitlements, and benefits verification.
- Administer the federal responsibilities of the Uniformed and Overseas Citizens Absentee Voting Act of 1986 (UOCAVA), as most recently amended by the Military Overseas Voter Empowerment Act (MOVE Act) to approximately 2.8 million overseas citizens who are eligible to vote.
- Provide assistive technology to approximately 292,000 potential DoD civilian employees and Service members to allow DoD and federal employees with disabilities to access electronic and information technology.
- Assist approximately 650,000 Service members and Veterans to pursue their educational goals and earn degrees or certifications during and after their service.
- Perform the technical research support needed to assess the impact and effectiveness of many P&R programs and policies which provides both evidence for DoD Leadership to base decisions on, and researched findings that identify opportunities to strengthen the All-Volunteer Force.
- Provide a Center of Excellence for training, education, research, and consultation in matters related to military and civilian equal opportunity; and the prevention and response to sexual harassment, harassment, hazing and bullying across the Total Force.

The Field Activity is comprised of operational programs that support the OUSD(P&R) in its mission to develop policies, plans, and programs that will ensure the readiness of the Total Force and the well-being of military families. The Field Activity supports the USD(P&R) vision of creating an organization dedicated and committed to the readiness of the Department's Service men and women, their families, and civilian employees.

I. Description of Operations Financed: (Cont.)

Narrative Explanation of Changes:

The FY 2026 DHRA budget represents a net programmatic decrease of approximately $126.8 million with a price growth of $16.4 million.

Defense Civilian Personnel Advisory Service (DCPAS):

(Dollars in Thousands)		
FY 2024	FY 2025	FY 2026
39,936	35,071	32,333

The DoD civilian workforce represents more than a third of the Total Force. These employees provide direct and indirect support to the warfighter across numerous disciplines, such as engineering, supply management, information technology, cybersecurity, intelligence and financial management. Established in 1993, DCPAS provides enterprise leadership in HR management. The DCPAS directly supports the development and administration of innovative and fiscally responsible DoD civilian personnel policies, plans, and programs that directly support the HR lifecycle for the more than 900,000 DoD civilian employees worldwide.

The DCPAS organization is structured under seven major functional areas: *Planning and Accountability (*strategic planning, skill and competency gap analysis, workforce data analytics, and accountability); *Employment and Compensation* (recruitment, staffing, compensation and workforce shaping); *Benefits, Wage, and Non-appropriated Fund (NAF) Policy* (benefits, work-life, injury and unemployment compensation, NAF policy and program, and Wage Surveys); *Talent Development* (training, education, and professional development); *Labor and Employee Relations* (local labor-management engagement, union pre-decisional involvement, employee performance management); *Executive Resource Management* (policies, programs, and procedures to support lifecycle management of all DoD Senior Executives); and *Enterprise Solutions and Integration* (functional oversight for the Defense Civilian Human Resources Management Systems Portfolio Development, Modernization and Sustainment, USA Staffing, electronic Official Personnel Folder (eOPF), Human Resources Line of Business (HRLoB)). Each functional area has a policy, training, advisory and operational role in support of the Services and Components.

The DCPAS's goals and objectives continue to support the military departments and defense agencies as the enterprise leader in developing and delivering human resources solutions that strengthen the nation's mission readiness.

For additional information, please visit https://www.dcpas.osd.mil.

I. Description of Operations Financed: (Cont.)

Defense Suicide Prevention Office (DSPO):

(Dollars in Thousands)		
FY 2024	FY 2025	FY 2026
34,614	35,248	38,197

The DSPO was established in 2012 and is part of the DoD Office of the USD(P&R). The creation of DSPO was the result of a recommendation by the congressionally-established Task Force on the Prevention of Suicide by Members of the Armed Forces. The DSPO oversees all strategic development, implementation, centralization, standardization, communication and evaluation of DoD suicide and risk reduction programs, policies, and surveillance activities. The DSPO develops and publishes DoD's Annual Report on Suicide in the Military as well as the Quarterly Suicide Report. To reduce the impact of suicide on Service members and their families, DSPO uses a range of approaches related to policy, research, communications, and law, working and responding to policy-makers and leaders in the suicide prevention field. The DSPO works to empower those organizations that are directly responsible for suicide prevention by investing in systems that have quality, validated data and fomenting the translation of quality research into actionable results. The DSPO's data surveillance activities help with the proactive identification of at-risk populations and facilitate the development and dissemination of content that informs analysis, decision-making, training, and awareness. Grounded in a collaborative approach, DSPO works with the Military Services and other agencies to support our military community and foster a climate that reduces stigma and encourages help-seeking behaviors. The DSPO provides oversight over suicide prevention efforts across DoD, to include overseeing the implementation of the Suicide Prevention and Response Independent Review Committee (SPRIRC) recommendations. It also works to implement the actions from the SPRIRC that are intended to improve Service member well-being and to review the suicide prevention and response programs and other factors that may contribute to the incidence or prevention of suicide across the Total Force.

For additional information, please visit https://www.dspo.mil.

Defense Equal Opportunity Management Institute (DEOMI):

(Dollars in Thousands)		
FY 2024	FY 2025	FY 2026
5,928	6,522	5,194

The DEOMI is sole provider in the Department charged to educate, train, and sustain the Military Equal Opportunity (MEO) professional workforces for all active duty, Reserve, National Guard, and Coast Guard. In addition, DEOMI develops and distributes online training on key topics for approximately 30,000 students annually. The DEOMI's mission is to foster cultures of excellence through learning, research, and integrated knowledge management to optimize Total Force readiness. The program provides education and training, develops field products, conducts research, evaluates programs, and provides clearinghouse on organizational culture per DoD Instruction (DoDI) 1350.02 (DoD Military

I. Description of Operations Financed: (Cont.)

Equal Opportunity (MEO) Program), DoDI 1020.03 (Harassment Prevention and Response in the Armed Forces), and DoDI 1020.04 (Harassment Prevention and Responses for DoD Civilian Employees).

For additional information, please visit https://www.deomi.mil.

Defense Manpower Data Center (DMDC) manages the following programs:

- Defense Enrollment Eligibility Reporting System (DEERS)
- Enterprise Data Service (EDS)
- Enterprise Human Resource Information System (EHRIS)
- Identity Credential Management (ICM)
- Personnel Support Programs (PSP), formerly known as Personnel Accountability and Security (PAS)

For additional information, please visit https://dwp.dmdc.osd.mil.

DMDC - Defense Enrollment Eligibility Reporting System (DEERS):

(Dollars in Thousands)		
FY 2024	**FY 2025**	**FY 2026**
70,880	**76,554**	**81,921**

The DEERS is DoD's authoritative eligibility and enrollment repository for manpower, personnel identity, and affiliation data on military, civilians, retirees, family members, and other populations. The DEERS includes identity and personnel data for roughly 80 million persons, including current, retired, and former members of the eight Uniformed Services and their family members. In addition, DEERS maintains records for Veterans and their caregivers. The DEERS derives DoD benefits for members of all components of the Uniformed Services, including Active Duty, Reserve, National Guard, and retired personnel and their family members. Data is received from DoD and other personnel and finance systems, as well as through adds/updates made at Real-time Automated Personnel Identification System (RAPIDS) stations worldwide. In addition, DEERS supports access to DoD benefits such as commissary, exchange, and morale-welfare services for a growing number of current and former DoD populations, including disabled Veterans and their caregivers and Medal of Honor and Purple Heart recipients.

The DEERS program is comprised of subprograms centered on support for the Affordable Care Act (ACA), Benefits and Entitlements, and Electronic Health Record and the Virtual Lifetime Electronic Record (EHRM/VLER). All DEERS programs are conducted in accordance with DoD cybersecurity standards and Personally Identifiable Information (PII) directives.

I. Description of Operations Financed: (Cont.)

- The *ACA* provides data services supporting the Centers for Medicare and Medicaid Services Health Insurance Marketplace maintaining and providing DoD medical coverage information as required under the ACA. The DEERS also provides DoD health care coverage information to the Uniformed Services pay centers to generate required Minimum Essential Coverage reports, individual 1095 tax forms, and employer Internal Revenue Service (IRS) reporting.

- *Benefits and Entitlements* provides real-time determination of eligibility for DoD entitlements (including medical, dental, life insurance, education, and commissary programs) and Morale, Welfare and Recreation activities (such as Exchange privileges and recreational activities) for 10 million Service members, retirees, and their families. Since 2020, DEERS has supported expanded commissary and exchange privileges for disabled Veterans and their caregivers as well as Medal of Honor and Purple Heart recipients in coordination with the Department of Veterans Affairs (VA) and has been integral in identifying and supporting VA benefits processes under the Honoring our Promise to Address Comprehensive Toxics (PACT) Act. The DEERS manages all TRICARE enrollments for the Military Health System. It provides enrollment and eligibility verification data on a real-time basis to thousands of DoD locations worldwide, ensuring DoD provides consistent entitlements and benefits across time and location. The DEERS also provides personalized responses to individual inquiries about specific benefits and entitlements, through self-service offerings and the DMDC Support Center.

- The *EHRM/VLER* programs provide support for evolving efforts to modernize medical records that can be used across the Federal enclave to support care in facilities managed by DoD, the VA, and other Federal partners. The DEERS administers medical and other benefits seamlessly as individuals move through a “virtual lifetime” in the Uniformed Services and VA. The DEERS provides authoritative patient identity for the shared record, supporting correlation of patient records between legacy DoD and VA systems and identification and correction of potential duplicate records in the Person Data Repository (PDR), the authoritative personnel repository for DoD. The DEERS supports the joint exchange of DoD and VA medical record data with commercial and other partners as part of the nationwide Health Information Exchange. Further, the EHRM/VLER programs provide authoritative and certified records for all periods of military duty to support DoD reporting. Active Duty and Reserve/Guard records are shared with the VA to support eligibility determination for VA benefits, including disability payments, provision of health care, education benefits, home loans, and cemetery programs. The VLER programs provide critical data to support VA programs to implement the PACT Act. The DEERS provides entitlement information to support the extension of Exchange and Morale, Welfare and Recreation privileges to more than 30 million veterans, their families, and caregivers. Finally, DEERS runs programs to identify improper medical claims payments based on loss of eligibility comparisons, sharing these with the Defense Health Agency to fuel significant cost recovery and deter fraud.

I. Description of Operations Financed: (Cont.)

DMDC - Enterprise Data Service (EDS):

(Dollars in Thousands)		
FY 2024	FY 2025	FY 2026
125,171	132,924	108,230

The EDS governs the collection, storage, and distribution of DMDC data assets safeguarded by the security mechanisms which ensure compliance with DoD cybersecurity standards and the PII directives. The EDS program is comprised of Data Governance and Data Operations and Enterprise Information Technology (IT) Business Services subprograms.

- *Data Governance and Data Operations* oversees the collection, custodial storage, and use of DMDC Enterprise Data assets. This subprogram applies data governance practices to the maintenance of the Personnel Data Repository and maintains the Automated Data Repository, the data-mart that maintains the current snapshot of every person in the PDR. This subprogram supports DMDC Enterprise Data efforts, including:

- Identity Web Services provides core DoD benefit, affiliation, personnel, and identity data to hundreds of provisioned DoD organizations and other Federal agencies through real-time and batch services.
- The DoD Person Search application enables authorized users to search DoD personnel and obtain limited data about those personnel and their dependents.
- Data Acquisition collects and maintains personnel records on each member of the Active and Reserve Components as well as retired and civilian DoD communities, for research, actuarial analysis, interagency reporting, and evaluation of DoD programs and policies.
- Uniformed Services Human Resources Information System (USHRIS) reduces or eliminates redundant military personnel, pay, and manpower databases under a new single, modernized, Total Force military human resources information system for DoD. The USHRIS ensures data quality for all managed data feeds and makes data available to most other DMDC missions that aligns to existing DoD policy requirements.
- Information Delivery and Decision Support fulfills over 4,000 data requests per year for information used to make critical data-driven decisions and provide information for speeches, Congressional testimony, policy support, DoD and Federal decision support, research, law enforcement, FOIA, legislative affairs, public affairs, military personnel and policy, readiness, health affairs, reserve affairs, suicide prevention, personnel security, and transition assistance. And supports a variety of self-service reports and the DoD occupational crosswalk known as the Occupational Database.
- The PDR is the central repository of all DoD personnel (uniformed and civilian DoD personnel, DoD beneficiaries, DoD contractors, and personnel with access to DoD facilities and systems), DoD benefits and identity data. Includes satellite databases such as the Medical Data Repository (MDR), VA Satellite, and RAPIDS database.
- Data Governance operations, including metadata management, master data management, data lineage, and other data governance activities of all DMDC data stores.

I. Description of Operations Financed: (Cont.)

- Beacon is the DHRA enclave of the OUSD(C) ADVANA environment. Beacon is a single application that serves as the central repository for all DHRA reporting data and all reporting and analytical functionality and services. Several products are scheduled to move into the Beacon enclave, including the Recruit Market Information System (RMIS), Civilian Personnel Data Warehouse, Military Performance Metrics (MPM) and the Military Morbidity Database (MMDB). Beacon will also provide an Analytics Environment for use by DHRA research customers. This program also manages the transfer of large portions of DMDC HR data holdings to Advana for Department-wide use.
- Shared Core Services supports application data security provisioning and enforcement, DoD enterprise access control web services, common update framework and data access layer, quality analysis data copy services, common upload/download services, and system event scheduling. Enterprise IT Business Services supports the delivery of effective IT business services to DHRA stakeholders, maximizing the availability, performance, and compliance of IT solutions. Enables data driven IT Investment decisions through Portfolio Management and Enterprise Architecture. Delivers IT business tools and leverages technology and innovation to provide modern hosting environments and work environments that utilize IT tools effectively.
- Data Delivery Services (DDS) provides an automated, real time, streamlined direct access to DMDC databases for authorized customers using web services and application programming interfaces (API). DDS will make more efficient DMDC internal data sharing and processes and improve data sharing with customers. This supports specific customer requirements, aligns DMDC data sharing with the DoD Data Strategy, supports the DoD Identity Credential Access Management (ICAM) and Zero Trust Strategies, leverages modern cloud native technologies and will rationalize and replace outdated legacy technologies.

- *Enterprise IT Business Services* supports the delivery of effective IT business services to DHRA stakeholders, maximizing the availability, performance, and compliance of IT solutions; enables data driven IT Investment decisions through Portfolio Management and Enterprise Architecture; delivers IT business tools; and leverages technology and innovation to provide modern hosting environments and work environments that utilize IT tools effectively. This is comprised of:

- Cloud Center of Excellence (CoE) for sustainment and operations of the DHRA approved cloud hosting enterprise information environments: Fit-for-purpose Cloud (FitCloud), and General-purpose Cloud (GenCloud) cloud infrastructure. As part of the Cloud Strategy, December 2018, the DoD Chief Information Officer (CIO) has directed migration of DoD-managed on-premises facilities to the cloud to accelerate speed to capability, provide assured cybersecurity, and rapidly changing mission needs.
- DHRA ServiceNow (SNOW) supports the definition, implementation, and sustainment of the enterprise service management framework that integrates DHRA business processes, IT service operations, and operational dashboards. SNOW supports the Consolidated Customer Center (CCC) helpdesk ticketing system, as well as the DMDC Defense Information Systems Agency (DISA) IT Service Management helpdesk ticketing system supporting IT system operations and user IT.

I. Description of Operations Financed: (Cont.)

DMDC - Enterprise Human Resource Information System (EHRIS):

(Dollars in Thousands)		
FY 2024	FY 2025	FY 2026
64,882	59,108	36,027

The EHRIS program is responsible for developing and maintaining the systems that support Civilian HR Management (CHRM) processes across DoD and is comprised of the legacy Defense Civilian Personnel Data System (DCPDS) and Civilian HR IT Program Planning and Management subprograms.

- *Civilian Human Resources (HR) Information Technology (IT) Enterprise Services* is responsible for the development, operations, and sustainment of all enterprise civilian HR IT capabilities not provided by DCPDS. These systems support DoD-wide business functions, to include unemployment and injury compensation management; equal employment opportunity (EEO) complaint investigations; labor and employee relations case management; senior executive performance and talent management; strategic human capital management (HCM) analysis and planning; and the priority placement program.

- *Civilian HR IT Program Planning and Management* centralizes civilian HR IT planning and strategy activities within DMDC to create an integrated plan that both aligns with higher level guidance and takes into account requirements and priorities across the Department for automation of civilian HR IT processes. This program works with functional sponsors and users to produce validated functional requirements, as well as technical requirements that apply to all DoD HR IT systems and provides oversight of CHRM IT systems across the Department to ensure capabilities are not duplicated and to enforce enterprise level CHRM IT systems.

DMDC - Identity Credential Management (ICM):

(Dollars in Thousands)		
FY 2024	FY 2025	FY 2026
92,181	94,945	112,483

The ICM program supports identity data updates and the issuance of identification cards to Service members, civilian employees, contractors, retirees and other Federal partners. The program sustains the RAPIDS/Common Access Card (CAC), and Identity Services.

- *RAPIDS/CAC* provides the global system of software and hardware that issues official DoD ID cards to eligible personnel. RAPIDS/CAC provides the worldwide infrastructure to securely produce the CAC and associated public key infrastructure (PKI) certificates. The CAC facilitates access to DoD bases and installations, DoD networks and computers, and DoD benefits and entitlements. RAPIDS is the authoritative means to register new family members with the DoD so they can receive benefits and entitlements. RAPIDS also securely produces the Uniformed Service

I. Description of Operations Financed: (Cont.)

Identification (USID) card used by uniformed service retirees, family members, Inactive Ready Reserve, Medal of Honor recipients, 100 percent Disabled American Veterans, and other personnel categories to facilitate access to DoD bases and installations, and benefits and entitlements.

- *Identity Services* consists of systems that DMDC developed to credential and authenticate non-CAC eligible beneficiaries and individuals with a need for access to a DoD owned resource. Identity Services include the DoD Self-Service Logon, a secure, self-service credential providing access to personally identifiable information and personal health information across many applications within the DoD and Department of Veteran Affairs and Identity, Credential, and Access Management (ICAM) services such as the Mission Partner Registry, Multi-Factor Authentication (MFA) Credential Registry and Backend Attribute Exchange to facilitate the registration and sponsorship of DoD Mission Partner's and their externally issued credentials and the associated attribute exchange service to facilitate logical access for Mission Partners to DoD Assets. The NIPRNet Enterprise Alternate Token Management System (NEATS)/Alternate Token Issuance and Management System (ATIMS) is a centralized token management system for medium assurance DoD PKI certificates on NEATS tokens, also known as Alternate Logon Tokens (ALT), for use cases to include administrators, groups, roles, code signing, and individuals not authorized to receive a CAC. NEATS is an Acquisition Category I Program.

DMDC - Personnel Support Programs (PSP):

(Dollars in Thousands)		
FY 2024	**FY 2025**	**FY 2026**
31,770	**30,885**	**45,992**

The PSP enhances the effectiveness & readiness of the department by providing comprehensive and efficient IT Program services while remaining committed to ensuring the safety, well-being, and support of all DoD personnel by delivering accurate and timely information and services. The PSP sub-programs include:

- *The Defense Personnel Accountability Systems* support a collection of applications and web services which gather, analyze, and share information on the physical location of DoD members and affiliated personnel, including, Personnel Accountability Reporting System (PARS), Personnel Location Exchange Suite (PLX), and Joint Personnel Accounting Reconciliation and Reporting System (JPARR).

- *The Defense Travel System (DTS)* provides an automated, end-to-end travel management system that enables DoD travelers to create authorizations and travel orders, prepare reservations, receive approvals, generate travel vouchers, and receive reimbursement. Supports the development, and deployment of modernized travel management services.

I. Description of Operations Financed: (Cont.)

- *The NEO Tracking System (NTS)* and Emergency Tracking Accountability System (ETAS) are an integrated hardware/software platform used during Large Scale Evacuations Non-Combatant Evacuation Operations (NEO) and/or Mass Casualty Events to account for, and sustain visibility of, noncombatant evacuees during a NEO and/or during continental U.S. (CONUS) events. These systems provide accountability for evacuees by creating a database of evacuees and tracking their movement throughout the evacuation process.

- *Personnel Data Reporting Systems* include applications that use the personnel data received by DMDC from DoD authoritative sources to provide effective information management services for DoD Agencies, Services, DoD Field Activities, Joint Staff, Combatant Commands (CCMD), Joint Staff, Service members, and veterans such as.:

- *Defense Personnel Records Information Retrieval System (DPRIS)* provides a single secure source to electronically request and retrieve Official Military Personnel File (OMPF) data for DoD, VA, Department of Labor (DoL) benefits, to include the DD Form 214 in near real time.
- *Defense Sexual Assault Incident Database (DSAID)* is the Department's authoritative, centralized case-level database used to collect and maintain information on sexual assaults involving members of the Armed Forces, including tracking and reporting on sexual assault-related retaliation data. DoD SAPRO operates DSAID and works collaboratively with the Services to implement and sustain the system, conduct oversight, inform DoD planning and analysis, and report as required in law to Congress. DSAID needs modernization of its Case Synopsis Module which tracks Subject case outcomes required to meet section 563 of the National Defense Authorization Act (NDAA) for FY 2009, and an interface between DSAID and ADVANA (Advanced Analytics).
- *Financial Readiness Systems (FRS)* includes the Servicemembers Civil Relief Act (SCRA) and Military Lending Act (MLA) applications. SCRA allows users to verify the military status of active duty, reserve, and National Guard members on specific date(s) for the purpose of postponing or suspending certain civil, legal and financial obligations. MLA allows users to determine whether an individual is entitled to MLA protections, including interest rate caps and fee limitations.
- *General and Flag Officer (GO/FO)* serves as the authoritative DoD enterprise system that tracks nominations, appointments, and other actions of GO/FO, O6 and below promotion nominations and original appointments.
- *Joint Duty Assignment Management Information System (JDAMIS)* centralizes the ability to view and manage both the Joint Duty billets and officers assigned to them and manage officer promotions and joint qualifications.
- *Military Recruiter Information System (MRIS)* provides reenlistment eligibility, prior service military selection, recruiter access to high schools, and recruit market analysis.

- *The Synchronized Predeployment and Operational Tracker – Enterprise Suite (SPOT-ES)* is the joint enterprise suite of products that serve as the central repository of information on operational contract support for contingency, humanitarian, and peacekeeping missions Outside Continental U.S. (OCONUS) worldwide. SPOT is the federally mandated authoritative database for operational contract support required by Public Law 110-181, 48 Code of Federal Regulations (CFR) subpart 225.3, and 32 CFR Part 158. It is deployed over both classified and unclassified networks, allowing access to individual contractor identity, movement data, contractor-owned equipment, and associated contract-related

I. Description of Operations Financed: (Cont.)

information. SPOT includes a workflow process that generates digitally signed Letters of Authorization (LOAs) that identify authorized government services as part of the deployment process for overseas contractors.

Defense Personnel Analytics Center (DPAC) manages the following programs:

- DoD Office of the Actuary (OACT)
- Office of People Analytics (OPA)

DPAC - Office of the Actuary (OACT):

(Dollars in Thousands)		
FY 2024	FY 2025	FY 2026
2,091	2,505	2,702

The DoD OACT program consists of two functional areas - OACT and the DoD Station and Housing Allowances.

DoD OACT participates in financial statement audit committees for the Military Retirement Fund (MRF) and the Medicare-Eligible Retiree Health Care Fund (MERHCF). The DoD Inspector General audits the MRF and MERHCF financial statements. The MRF statements have consistently received an unqualified audit opinion. OACT computes DoD and Treasury Fund contributions for inclusion in annual budgets and estimates the MRF and MERHCF liabilities for DoD and government-wide annual financial statements. OACT also makes calculations for the Education Benefits Fund (EBF) and the Voluntary Separation Incentive Fund (VSIF). OACT calculates DoD's and Treasury's required annual contributions into and the liabilities of each of the EBF and VSIF using methods and assumptions approved by the DoD Board of Actuaries and the DoD Medicare-Eligible Retiree Health Care Board of Actuaries.

DoD OACT produces cost estimates for legislative proposals involving military benefits (such as Combat-Related Special Compensation, Concurrent Receipt Disability Pay, and the Blended Retirement System) and adapts retirement, education benefits, and retiree health care system valuation models to legislated changes. In addition, OACT participates in various groups and commissions studying military benefits, such as the Quadrennial Review of Military Compensation, the Military Compensation and Retirement Modernization Commission, and the Blended Retirement System Working Group.

For additional information, please visit https://www.actuary.defense.gov.

The DoD Station and Housing Allowances program governs the Department's annual $30 billion station and housing allowances portfolio for the OUSD(P&R) Military Compensation Policy Directorate. This is accomplished by acquiring and analyzing housing and cost-of-living data to determine military compensation through the Basic Allowance for Housing (BAH), Overseas Housing Allowance (OHA), OCONUS Cost of Living Allowance (OCONUS COLA), and CONUS COLA for members of the eight Uniformed Services. The program is also responsible for managing the

I. Description of Operations Financed: (Cont.)

policy and regulations governing these allowances, as well as the Temporary Lodging Allowance, though the DoD Financial Management Regulations.

For additional information, please visit https://www.travel.dod.mil/Allowances/.

DPAC - Office of People Analytics (OPA):

(Dollars in Thousands)		
FY 2024	FY 2025	FY 2026
130,202	120,788	112,960

The OPA provides high-quality, timely research and analytic insights, products and tools that drive OUSD(P&R) program and policy decision-making.

The OPA is comprised of four functional areas: Recruitment and Outreach Research, Testing and Assessment, Health and Resilience, and Retention and Readiness, with cross-cutting support from the Statistics, Data Science, and Analytics team and the Research Strategy, Policy and Dissemination team. OPA continues to leverage synergies, coordinate missions, and provide DoD Leadership with evidence-based research recommendations to improve programs and policies that strengthen the All-Volunteer Force.

-*Recruitment and Outreach Research* - Joint Advertising, Market Research and Studies (JAMRS) enables DoD Leadership and the Armed Services to make informed research-based recruiting decisions, eliminating unnecessary redundancies across the recruiting communities, and conduct focused outreach efforts that are distinct from—yet integral to—those of the Armed Services to preserve and enhance the All-Volunteer Force, in support of Accession Policy within OUSD(P&R). Within the DoD, JAMRS has the sole responsibility for monitoring the youth market and providing timely, accurate, and actionable information regarding youths' interest in and reasons for joining, as well as influencers' attitudes toward, military service. In essence, JAMRS ensures shared information needs required for military recruiting are met and duplication of efforts are minimized. Further, JAMRS has sole responsibility for compiling, processing, storing, and distributing prospect lists that are the foundation of the Armed Services' recruiting outreach efforts. JAMRS also executes targeted outreach efforts designed to elevate perceptions as well as consideration of military careers among young adults and their influencers during the career decision making process. These outreach efforts increase awareness and advocacy of the military and create a more fertile and cost-effective recruiting environment for the Armed Services.

-*Testing and Assessment*, also known as the Defense Testing and Assessment Center (DTAC), develops, administers, deploys and continuously evaluates DoD selection and classification tools including the Armed Services Vocational Aptitude Battery (ASVAB) test and the Tailored Adaptive Personality Assessment System (TAPAS), in support of Accession Policy within OUSD(P&R). The ASVAB testing program enables the Armed Services to recruit and select highly qualified military recruits based on cognitive factors. It is administered annually to approximately 360,000 applicants for Military Service as part of the DoD Enlistment Testing program, and the ASVAB is

I. Description of Operations Financed: (Cont.)

administered to over 700,000 students in more than 13,000 high schools and post-secondary schools via the ASVAB career Exploration Program. The DoD uses a single test, the ASVAB, to determine eligibility of military applicants and to report recruit quality data to Congress. Through the ASVAB Career Exploration Program (CEP), DTAC administers the ASVAB to high school students as a career counseling tool and as a source of qualified prospects for the Military Services. The TAPAS testing program enables the Armed Services to recruit and select highly qualified military recruits based on non-cognitive factors. Finally, DTAC supports the development and maintenance of the Nation's foreign language testing capabilities in support of the Defense Language and National Security Education Office (DLNSEO).

-*Health and Resilience* conducts high-quality, timely research and analysis in support of the Office of Force Resiliency enterprise within OUSD(P&R) regarding the behavioral health and wellbeing of the entire DoD community, with a focus on sexual assault, harassment, discrimination, suicide, and command climate. This research includes the administration and reporting of multiple large-scale, congressionally mandated scientific surveys, including the Workplace Experiences Survey and the Service Academy Experiences Survey, and the Defense Organizational Climate Survey (DEOCS), as well as various qualitative and advanced data analytic research techniques.

-*Retention and Readiness* conducts high-quality, timely research and analysis in support of the Manpower & Reserve Affairs enterprise within OUSD(P&R) regarding the retention and quality of life of the DoD community, including retention intentions, satisfaction with military life, housing, financial readiness, access to food, spouse unemployment, and the impacts of Permanent Change of Station (PCS) moves. This research includes the administration and reporting of multiple long-standing scientific surveys, including the Status of Forces Survey (Active and Reserve) and the Spouse Survey (Active and Reserve), as well as qualitative and advanced data analytic research techniques.

-*Statistics, Data Science, and Analytics* supports the four functional areas in OPA by providing enterprise-wide data science, statistical methods, analytics, and survey operations expertise. Statistics, Data Science, and Analytics leverages a collaborative analytic environment to conduct state-of-the-art analytic work including data architecture development, data acquisition and preparation, predictive analysis, small area estimation techniques, natural language processing, survey sampling, weighting for survey nonresponse, assessment of missing data and nonresponse bias, estimating the precision of survey estimates, and survey dataset creation and documentation. Statistics, Data Science, and Analytics creates analytic products and tools that increase efficiency and accelerate analytic capabilities across OPA's four functional areas. Statistics, Data Science, and Analytics also provides enterprise ad-hoc analytic support capability across OPA's four functional areas.

-*Research Strategy, Policy, and Dissemination* supports the four functional areas in OPA by providing cross-cutting nontechnical support. The division provides OPA research strategy, DoD-wide survey strategy and policy, OPA research dissemination and product improvement, and OPA communication and stakeholder outreach support. Examples include maintaining compliant and effective procedures for OPA data sharing; overseeing OPA research project ingest and prioritization; external strategic communications; data visualizations and interpretation; science communication expertise; and oversight and execution of the requirements of the DoDI 1100.13 "DoD Surveys".

I. Description of Operations Financed: (Cont.)

For additional information, please visit https://www.opa.mil.

Defense Support Service Center (DSSC) manages the following programs:

- Computer/Electronic Accommodations Program (CAP)
- Defense Activity for Non-Traditional Education Support (DANTES)
- Defense Language and National Security Education Office (DLNSEO)
- Equal Employment Opportunity (EEO), formerly Diversity Management Operations (DMO)
- Defense Travel Management Office (DTMO)
- Employer Support of the Guard and Reserves (ESGR)
- Federal Voting Assistance Program (FVAP)
- Military-Civilian Transition Office (MCTO)

DSSC - Computer/Electronic Accommodations Program (CAP):

(Dollars in Thousands)		
FY 2024	FY 2025	FY 2026
7,532	5,920	3,733

The CAP is recognized by the U.S. Office of Personnel Management as a model program to increase DoD Federal employment opportunity for individuals with targeted and significant disabilities. Since 1990, the program has provided over 246,000 accommodations to more than 98,000 DoD civilian employees and Service members. CAP is widely recognized as the principal source on providing disability employment subject matter expertise, assistive technology (AT) solutions, and employment support services. This program eliminates barriers and advances employment for DoD civilians with disabilities. In 2015, CAP's scope was expanded under the DoD Instruction, AT for Wounded, Ill and Injured Service Members (DoDI 6025.22) which established DoD wide policy for programs in the Military Health System and the Recovery Coordination Program. Approximately 2.8 million customers (DoD employees, wounded, ill and injured Service members, active-duty Service members, and reserve military personnel) are potentially eligible for CAP AT products and services at no cost to the customer or their DoD agency.

For additional information, please visit https://www.cap.mil.

I. Description of Operations Financed: (Cont.)

DSSC - Defense Activity for Non-Traditional Education Support (DANTES):

(Dollars in Thousands)		
FY 2024	**FY 2025**	**FY 2026**
13,585	**11,046**	**9,923**

The DANTES Mission Programs deliver the Department's portfolio of voluntary educational opportunities that supports approximately 650,000 Service members in reaching their educational and civilian transition goals. DANTES Mission Programs support the Office of the Assistant Secretary of Defense (OASD), Military Personnel Policy (Officer and Enlisted Personnel Management), Voluntary Education (VolEd) mission, by managing a portfolio of programs and partnerships that enable access to quality postsecondary educational opportunities, empower informed Service member decision-making, shape meaningful personal and professional pathways, and drive military student success in higher education. The consolidated management of programs prevents duplication of effort among the Services. Through its activities, DANTES supports DoD recruitment, retention, readiness and transition efforts.

The DANTES Mission Programs include the following sub-programs**:**

-*College and Career Readiness* programs help Service members develop individual education and career pathways, prepare for online learning experiences, and search and compare academic institutions that have been vetted for quality and value.

-*Defense Education Partnership* programs maximize postsecondary educational opportunities for Service members by facilitating educational institution compliance with Defense Tuition Assistance policies and managing academic institutional partnerships that provide student protections and access to basic skills through graduate level education, academic testing, and language training including in forward deployed areas.

-*Credit for Prior Learning* programs enable Service members to earn college credit recommendations through prior learning (credit by examination) and military training and occupational experience (American Council on Education course evaluation). These college credit recommendations help Service members and veterans succeed by reducing the number of courses needed to satisfy degree requirements, saving time and avoiding tuition assistance costs.

-*Voluntary Education Enterprise Support* programs provide tailored VolEd workforce professional development activities and resources, coupled with key information technology infrastructure and analytic capabilities, for the VolEd enterprise that support each Service's delivery of academic counseling, test administration, and tuition assistance services to active duty and reserve Service members.

For additional information, please visit https://www.dantes.mil.

I. Description of Operations Financed: (Cont.)

DSSC - Defense Language and National Security Education Office (DLNSEO):

(Dollars in Thousands)		
FY 2024	**FY 2025**	**FY 2026**
63,471	**52,410**	**25,268**

Funding in the above table includes the following the Language Training Centers and Language Flagship Program funding profiles:

	(Dollars in Thousands)		
Program	**FY 2024**	**FY 2025**	**FY 2026**
Language Training Centers – baseline	0	0	0
Language Training Centers – congressional add	15,000	0	0
Language Flagship Program - baseline	23,800	24,500	16,000
Language Flagship Program – congressional add	0	4,000	0

The DLNSEO provides strategic direction, supports policy development, and provides programmatic oversight to the Military Departments, Defense Agencies, and the CCMDs on present and future requirements related to language, regional expertise, and culture; and manages a portfolio of programs that provide language support to the Department. DLNSEO, through policy and programs, builds and sustains a combination of language, regional, and cultural capabilities to meet current, projected, and surge needs, and creates a workforce pipeline that supports U.S. national security needs for the future.

The DLNSEO supports the DoD mission of building partner capacity through innovative concepts designed to expand Defense foreign language, regional, and cultural skills, and capabilities, and through English language training to support heritage recruiting. The office's vital investment in strategic partnerships with the U.S. education community ensures a flow of highly qualified, language proficient candidates into the federal sector.

Language Training Center (LTC): DLNSEO provides OSD-level guidance in the areas of language and culture training, testing, and curriculum development. It develops, recommends, and monitors policies for language, regional, and culture capabilities related to the accession, management, and utilization of members of the Armed Forces and DoD civilian employees.

Language Flagship Program: DLNSEO efforts support language studies among U.S. undergraduate and graduate students who are committed to federal service in national security through nationally recognized Boren Scholarships and Fellowships, and also expand opportunities to achieve professional level proficiency in critical languages through the Language Flagship Program.

For additional information, please visit https://www.dlnseo.org.

I. Description of Operations Financed: (Cont.)

DSSC - Equal Employment Opportunity (EEO), formerly Diversity Management Operations (DMO):

(Dollars in Thousands)		
FY 2024	FY 2025	FY 2026
3,803	2,053	1,751

- *Investigations and Resolutions Directorate (IRD):* Investigates and mediates EEO discrimination complaints across the Department, including the Military Departments and Defense agencies/activities. Investigates and mediates, internal to the Department, approximately 2,500 EEO cases annually.

DSSC - Defense Travel Management Office (DTMO):

(Dollars in Thousands)		
FY 2024	FY 2025	FY 2026
15,275	12,166	10,610

The DTMO serves as the focal point for commercial travel within DoD, serving approximately 2.9 million DoD Service members and civilian personnel, providing central oversight for *Commercial Travel Management*, *Travel Policy and Implementation*, *Travel Card Program Management*, *Customer Support and Training*, and *Functional Oversight of DoD TDY Travel Systems*. By centralizing travel functions management under one organization, the DoD standardized management practices, leveraged economies of scale, reduced administrative costs, and works towards a common set of goals. DTMO is focused on travel reform and modernization that simplifies travel policy and drives compliance, expands strategic sourcing opportunities, improves programs/processes, leverages current technologies, and reduces the overall cost of travel without impairing DoD's mission.

For additional information, please visit https://www.travel.dod.mil.

DSSC - Employer Support of the Guard and Reserve (ESGR):

(Dollars in Thousands)		
FY 2024	FY 2025	FY 2026
9,397	9,489	8,302

The ESGR program fosters a culture in which all employers support and value the employment of members of the National Guard and Reserve Components (RC) in the U.S. and Territories, thereby increasing the readiness of the RCs. ESGR develops and promotes supportive work environments for Service members in the RCs through outreach, recognition, and educational opportunities that increase awareness of applicable

I. Description of Operations Financed: (Cont.)

laws and resolves employer conflicts between the Service members and their employers. ESGR operates in every state, territory, and the District of Columbia through a network of 2,300 volunteers and approximately 54 support staff members to increase the readiness of the RCs.

The ESGR's national engagement program increases employer and Service member awareness of their rights and responsibilities under the Uniformed Services Employment and Reemployment Rights Act (USERRA) and emphasizes employers' critical contributions to the defense of the Nation through support of their National Guard and reserve employees. ESGR provides authoritative advice and counsel to the Reserve Component staffs, National Guard and Reserve Component Chiefs, and DoD civilian leadership through the development of instructions, policies, and legislation concerning employer relations.

For additional information, please visit https://www.esgr.mil.

DSSC - Federal Voting Assistance Program (FVAP):

(Dollars in Thousands)		
FY 2024	FY 2025	FY 2026
4,005	5,061	4,974

The FVAP administers many of the federal responsibilities of the Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) of 1986 and other federal military voter registration and assistance laws to over 2.8 million overseas citizens eligible to vote. FVAP works to ensure Service members, their eligible family members and overseas citizens are aware of their right to vote and have the tools and resources to successfully do so – from anywhere in the world. FVAP achieves this mission through direct assistance to UOCAVA voters and works with state and local election officials. FVAP reaches out to members of the military and overseas citizens by executing a comprehensive communication and media engagement plan with a special emphasis on younger, first-time voters. These efforts include sending emails and mail pieces to all members of the Uniformed Services, conducting interactive social media activities, developing and disseminating public service announcements, and placing online advertisements in military-interest publications and on websites frequented by UOCAVA citizens. Additionally, FVAP works directly with the Military Services to provide training, information, and tools for their Voting Assistance Officers and Installation Voter Assistance Offices charged with providing in-person assistance to UOCAVA voters at command, installation, and unit levels.

For additional information, please visit https://www.fvap.gov.

DSSC - Military-Civilian Transition Office (MCTO):

The MCTO’s mission is to provide full-spectrum program management that continuously improves design, content, and delivery of timely, relevant, and meaningful information, support, services, and resources to transitioning and reintegrating Service members and their families worldwide.

I. Description of Operations Financed: (Cont.)

(Dollars in Thousands)		
FY 2024	**FY 2025**	**FY 2026**
35,586	**11,013**	**9,236**

- *Transition Assistance Program (TAP)*
- *Yellow Ribbon Reintegration Program (YRRP)*
- *Department of Defense (DoD) SkillBridge*

The MCTO provides TAP, YRRP, and SkillBridge program management including research, strategy, policy development, program design, budget and contract management, grant management, curriculum development, program evaluation, program assessment, program compliance, information technology (IT), public affairs, strategic communications, and outreach. MCTO ensures a common level of support, across all Military Departments and components, to respective program eligible Service members and their families at over 200 locations around the globe. MCTO manages formal DoD and federal interagency governance of transition and reintegration services and support while coordinating and collaborating with diverse stakeholders including the Department of Veterans Affairs/DoD Joint Executive Committee, TAP Interagency, DoD Manpower & Reserve Affairs (M&RA), Joint Staff, National Guard Bureau, Military Departments, employers, institutions of higher learning, entrepreneurial activities, and other governmental and non-governmental entities. MCTO resource consolidation provides streamlined program management and supports planned development of a single source, authoritative Enterprise Transition & Reintegration IT System enabling seamless management of transition and reintegration requirements across the Services and supporting federal agencies while ensuring full statutory and policy compliance.

DSSC - MCTO / Transition Assistance Program (TAP):

The TAP is codified in Title 10, U.S. Code, Sections 1142 and 1144, and DoD Instruction 1332.35. MCTO need to absorb SkillBridge and other programs at midyear drove increases across the programmatic portfolio with the highest increases in IT enhancements, curriculum development, training, contract support, and manpower requirements. TAP provides streamlined and effective transition assistance that effectively supports individualized transition preparation for approximately 200,000 eligible Service members who separate, retire, or are released from active duty each year.

The TAP design and delivery is a federal interagency collaboration led by DoD with MCTO serving as the lead agent for governance, coordination, and collaboration. The TAP Interagency is governed through a multi-agency Memorandum of Understanding (MOU) with its federal partners -- the Departments of Labor, Education, Veterans Affairs, Homeland Security as well as the Small Business Administration and the Office of Personnel Management. The MOU codifies the federal government's long-term commitment to govern, design, staff, resource, and deliver TAP at over 200 locations around the globe.

I. Description of Operations Financed: (Cont.)

The TAP is a statutory requirement for all Service members separating after 180 days of continuous active duty under Title 10. MCTO is leading a change to the Department's culture from an end-of-service transition planning commitment to a career-long approach, with individualized career readiness planning emphasized throughout a Service Member's Military Life Cycle. Through annual curriculum refreshes, MCTO along with our federal partners, ensures career readiness and transition assistance curricula are adaptive, agile, and forward-looking to meet the needs of our Service members. MCTO oversees the Military Departments' implementation of TAP to ensure program delivery in accordance with law, policy, and leadership intent. MCTO's additional collaboration with other governmental and non-governmental entities fosters national support and increased opportunities to enhance Service member career readiness.

The MCTO's interagency TAP Evaluation Strategy and the planned single source, authoritative Transition & Reintegration IT Enterprise System provide a pathway for the development and implementation of enhanced program evaluation, assessment, and compliance to ensure execution of statutory and policy requirements while providing continuous improvement in TAP effectiveness.

For additional information, please visit https://www.dodtap.mil.

DSSC - MCTO Yellow Ribbon Reintegration Program (YRRP):

The YRRP is codified in Public Law 110-181, section 582 and DoD Instruction 1342.28. The YRRP is a DoD-wide effort to promote the well-being of National Guard and Reserve Component Service members, their families, and communities, by connecting them with resources be throughout and beyond the deployment cycle. The YRRP events held around the world provide support before, during, and after activation, mobilization, or deployment for all eligible Reserve Component (RC) Service members, their families, or designated representatives. YRRP provides access to programs, services, resources, and referrals to minimize stress and maximize resiliency during all phases of the deployment cycle. YRRP events also offer information on benefits such as health care, education, and financial and legal counseling.

The YRRP proactively develops and maintains collaborative efforts with federal, state, and local organizations nationwide to streamline the delivery of military information and resources. These actions ensure relevant and timely resources are accessible at YRRP events and via local community-based networks. YRRP coordinates and collaborates with numerous key organizations, including Employer Support of the National Guard and Reserve Components, Small Business Administration, and the Departments of Labor and Veterans Affairs.

The YRRP continuously improves the consistency and standardization of YRRP program delivery across the RCs. In addition, YRRP develops in-person and/or online curriculum to ensure flexible and agile support meeting the changing needs of RC Service members and their families. The centerpiece of this effort is YRRP's prioritization on improving data gathering, analysis, evaluation, and assessment to determine program efficiencies, maintain cost control, and develop program enhancements to enhance the readiness, resilience, and retention of RC Service members.

For additional information, please visit https://www.yellowribbon.mil.

I. Description of Operations Financed: (Cont.)

DSSC - MCTO SkillBridge Program:

SkillBridge is codified in Title 10, U.S. Code, Chapter 58, Section 1143, and DoD Instruction 1322.29. SkillBridge provides eligible transitioning Service members with job training and employment skills training, including apprenticeship programs, to help prepare them for employment in the civilian sector. Participating Service members gain valuable civilian work experience through specific industry training, apprenticeships, or internships during the last 180 days of service.

For Service members, SkillBridge provides an invaluable chance to develop civilian work force competencies prior to separation from active duty. For employers, SkillBridge is an opportunity to access the world's most highly trained and motivated workforce. Service members participating in SkillBridge programs continue receiving their military compensation and benefits, while industry partners provide the civilian training and work experience. Commanders can grant Service members up to 180 days of permissive duty to focus solely on civilian training full-time with industry partners. These employers offer real-world training and in-demand work experience while having the opportunity to evaluate the Service member's suitability for future employment.

SkillBridge bridges the gap between a Service members' end of service and the beginning of their civilian career. Over 6,000 employers have signed MOUs with DoD SkillBridge. These partnerships resulted in over 22,000 Service members participating in SkillBridge in 2024. Those SkillBridge training opportunities resulted in an over 85 percent job offer rate, far exceeding comparative industry standards.
exceeding comparative industry standards.

For additional information, please visit https://skillbridge.osd.mil.

Mission Support:

(Dollars in Thousands)		
FY 2024	**FY 2025**	**FY 2026**
33,012	**31,925**	**33,669**

The DHRA Mission Support provides enterprise strategic direction for and oversees the implementation of strategic services focused on force management, development, and support. Mission Support accomplishes its governance role through the Office of the Director, EEO Office, Comptroller, Facilities and Security, and Human Resources. Additionally, it is responsible for the management of contracting, facilities, training, and security, along with National Capital Region transportation subsidies, Defense Finance and Accounting Services support, and Defense Logistics Agency Human Resources support.

For additional information, please visit https://www.dhra.mil.

I. Description of Operations Financed: (Cont.)

Civilian Pay/Labor:

(Dollars in Thousands)		
FY 2024	FY 2025	FY 2026
237,406	251,362	222,342

The DHRA Civilian Pay/Labor program line funds civilian pay and benefits for 1,205 civilian Full Time Equivalents (FTEs) for FY 2026.

Sexual Assault Prevention and Response Office (SAPRO):

(Dollars in Thousands)		
FY 2024	FY 2025	FY 2026
38,078	54,090	26,297

** In FY 2025, SAPRO was the recipient of a Congressional program increase for Special Victims' Counsel. This funding is vetted by SAPRO and then reprogrammed to the Services for execution.*

The SAPRO represents the Secretary of Defense and serves as the single point of authority, accountability, and oversight for the sexual assault prevention and response program, in accordance with Section 1611 of the NDAA FY 2011. SAPRO promotes military readiness by reducing incidents of sexual assault through prevention, advocacy, execution of program policy, planning, and oversight across the DoD Community. In addition, SAPRO:

- Oversees implementation of Sexual Assault Prevention and Response (SAPR) program to prevent the crime of sexual assault and encourage military personnel, adult military dependents, and others covered by the SAPR policy, who are victims of sexual assault to report and seek victim services.
- Oversees and evaluates Department-wide SAPR program effectiveness via a core set of standardized metrics measured through a standardized methodology.
- Assesses the capability of the Department to respond to the needs of adult sexual assault victims in the SAPR Program.
- Oversee implementation of the comprehensive policy for the DoD SAPR Program and provides oversight to ensure that the military departments are in compliance with the SAPR Policy.
- Collects data through onsite visits, monitors/analyzes reports of sexual assault, and monitors/analyzes DoD surveys and other data sources to determine the efficacy of SAPR policies/programs.
- Prepares annual reports to Congress on progress in eliminating and responding to sexual assault in the U.S. military writ large, as well as SAPRO's assessment of programs to address sexual harassment and violence at the military service academies.
- Oversees policy and programmatic requirements for the Defense Sexual Assault Information Database (DSAID), including DSAID user training.
- Administers the DoD Sexual Assault Advocate Certification Program.

I. Description of Operations Financed: (Cont.)

- Through the Office of Force Resiliency, acts as the Functional Community Manager for the Sexual Assault Response Workforce.
- Manages the DoD Safe Helpline, the 24/7 phone and on-line resource for those members of the DoD community impacted by sexual assault.
- Provides on-demand primary prevention customized support, provision of job-aid products, and job-focused professional development for on-the-job prevention challenges related to planning, implementation, and evaluation of prevention activities.
- Operates the Sexual Assault Prevention and Response Training and Education Center (SAPRTEC) to develop, deliver, and evaluate Integrated Primary Prevention (IPP) and SAPR education and training requirements, as well as promote excellence and standardization in the military population and IPP and Sexual Assault Response workforces.
- Implements the Independent Review Commission (IRC) recommendations to reform Department approaches to address sexual assault, to include fielding a full-time prevention workforce; providing victim advocates with enhanced skill and independence to promote victim recovery, reforming military justice, and improving the Department's research base.

For additional information, please visit https://www.sapr.mil.

II. Force Structure Summary:

Not Applicable.

III. Financial Summary ($ in Thousands):

		FY 2025				
			Congressional Action			
A. BA Subactivities	FY 2024 Actuals	Budget Request	Amount	Percent	Current Enacted	FY 2026 Request
Civilian Pay/Labor	$237,406	$252,317	$-955	-0.38%	$251,362	$222,342
Defense Civilian Personnel Advisory Service (DCPAS)	$39,936	$35,834	$-763	-2.13%	$35,071	$32,333
Defense Equal Opportunity Management Institute (DEOMI)	$5,928	$8,599	$-2,077	-24.15%	$6,522	$5,194
Defense Suicide Prevention Office (DSPO)	$34,614	$45,113	$-9,865	-21.87%	$35,248	$38,197
DMDC - Defense Enrollment Eligibility Reporting System (DEERS)	$70,880	$76,609	$-55	-0.07%	$76,554	$81,921
DMDC - Enterprise Data Services (EDS)	$125,171	$149,568	$-16,644	-11.13%	$132,924	$108,230
DMDC - Enterprise Human Resources Information System (EHRIS)	$64,882	$91,561	$-32,453	-35.44%	$59,108	$36,027
DMDC - Identity Credential Management (ICM)	$92,181	$97,773	$-2,828	-2.89%	$94,945	$112,483
DMDC - Personnel Support Programs (PSP)	$31,770	$27,396	$3,489	12.74%	$30,885	$45,992
DPAC - Office of People Analytics (OPA)	$130,202	$133,432	$-12,644	-9.48%	$120,788	$112,960
DPAC - Office of the Actuary (OACT)	$2,091	$2,505	$0	0.00%	$2,505	$2,702
DSSC - Advance Distributed Learning (ADL)	$38	$0	$0	0.00%	$0	$0
DSSC - Computer/Electronic Accommodations Program (CAP)	$7,532	$6,920	$-1,000	-14.45%	$5,920	$3,733
DSSC - Defense Activity for Non-Traditional Education (DANTES)	$13,585	$11,658	$-612	-5.25%	$11,046	$9,923
DSSC - Defense Language and National Security Education Office (DLNSEO)	$63,471	$49,179	$3,231	6.57%	$52,410	$25,268
DSSC - Defense Travel Management Office (DTMO)	$15,275	$13,437	$-1,271	-9.46%	$12,166	$10,610
DSSC - Employer Support of the Guard and Reserve (ESGR)	$9,397	$9,738	$-249	-2.56%	$9,489	$8,302
DSSC - Equal Employment Opportunity (EEO)	$3,803	$2,561	$-508	-19.84%	$2,053	$1,751
DSSC - Equal Employment Opportunity (EEO)/Workforce Recruitment Program (WRP)	$1,351	$2,113	$-588	-27.83%	$1,525	$0
DSSC - Federal Voting Assistance Program (FVAP)	$4,005	$5,380	$-319	-5.93%	$5,061	$4,974

III. Financial Summary ($ in Thousands): (Cont.)

		FY 2025				
			Congressional Action			
A. BA Subactivities	FY 2024 Actuals	Budget Request	Amount	Percent	Current Enacted	FY 2026 Request
DSSC - Military-Civilian Transition Office (MCTO)	$35,586	$11,341	$-328	-2.89%	$11,013	$9,236
Mission Support	$33,012	$35,183	$-3,258	-9.26%	$31,925	$33,669
Sexual Assault Prevention and Response Office (SAPRO)	$38,078	$35,935	$18,155	50.52%	$54,090	$26,297
Total	**$1,060,194**	**$1,104,152**	**$-61,542**	**-5.57%**	**$1,042,610**	**$932,144**

III. Financial Summary ($ in Thousands): (Cont.)

B. Reconciliation Summary	Change FY 2025/FY 2025	Change FY 2025/FY 2026
BASELINE FUNDING	**$1,104,152**	**$1,042,610**
Congressional Adjustments (Distributed)	-12,085	
Congressional Adjustments (Undistributed)	0	
Adjustments to Meet Congressional Intent	-11,438	
Congressional Adjustments (General Provisions)	-38,019	
Fact-of-Life Changes (2025 to 2025 Only)	0	
SUBTOTAL BASELINE FUNDING	**1,042,610**	
Supplemental	0	
Reprogrammings	0	
Price Changes		16,382
Functional Transfers		0
Program Changes		-126,848
CURRENT ESTIMATE	**1,042,610**	**932,144**
Less: Supplemental	0	
NORMALIZED CURRENT ESTIMATE	**$1,042,610**	**$932,144**

III. Financial Summary ($ in Thousands): (Cont.)

FY 2025 President's Budget Request (Amended, if applicable)	**$1,104,152**
1. Congressional Adjustments	$-61,542
a) Distributed Adjustments	$-12,085
1) Program increase: Special Victims' Counsel	$20,000
2) Program increase: language flagship program	$4,000
3) Overestimation of civilian compensation	$-13,500
4) Unjustified growth	$-12,500
5) Unjustified request	$-10,085
b) Undistributed Adjustments	$0
c) Adjustments to Meet Congressional Intent	$-11,438
1) OSD Requested Reduction	$-11,438
d) General Provisions	$-38,019
1) Sec. 8127 Excessive growth procurement of advisory and assistance services	$-37,268
2) Sec. 8128 Savings attributable to efficiencies and management improvements in funding of misc or other contracts	$-751
FY 2025 Appropriated Amount	**$1,042,610**
2. Supplemental Appropriations	$0

III. Financial Summary ($ in Thousands): (Cont.)

a) Supplemental Funding.....$0

3. Fact-of-Life Changes..... $0

a) Functional Transfers.....$0

b) Technical Adjustments $0

c) Emergent Requirements.....$0

FY 2025 Baseline Funding..... $1,042,610

4. Reprogrammings (Requiring 1415 Actions)..... $0

a) Increases $0

b) Decreases $0

Revised FY 2025 Estimate..... $1,042,610

5. Less: Item 2, Supplemental Appropriation and Item 4, Reprogrammings $0

a) Less: Supplemental Funding.....$0

FY 2025 Normalized Current Estimate $1,042,610

6. Price Change $16,382

7. Functional Transfers $0

a) Transfers In $0

III. Financial Summary ($ in Thousands): (Cont.)

b) Transfers Out $0

8. Program Increases $59,556

a) Annualization of New FY 2025 Program $0

b) One-Time FY 2026 Increases $0

c) Program Growth in FY 2026 ..... $59,556

1) DMDC - Personnel Support Programs (PSP) $22,892
+$16,592 thousand - Program increase to realign the Personnel Data Reporting Systems sub-program from the Enterprise Data Service (EDS) business line to the PSP business line as part of a portfolio re-structure (includes Independent Review Commission on Sexual Assault in the Military funds for the Defense Sexual Assault Incident Database (DSAID)).
+$6,300 thousand - Program increases to rationalize the DHRA Personnel Support Programs utilizing commercial off-the-shelf products to gain efficiencies in the software development lifecycle. Addresses critical deferred backlogs of cyber and technical debt and enhances future cyber posture. Funding streamlines work flow applications utilized by the warfighter including programs that transition Service members to a veterans status.
(FY 2025 Baseline: $30,885 thousand; 0 FTEs)

2) DMDC - Identity Credential Management (ICM) $15,882
+$7,650 thousand - This increase will enable DHRA to accelerate the deployment of essential Zero Trust tools and capabilities across the portfolio to meet the Target Level Zero Trust by Fiscal Year 2027. By proactively strengthening DHRA's security posture through a Zero Trust framework, DHRA will mitigate risks associated with increasingly sophisticated cyber threats. DHRA has successfully implemented 15 Zero Trust solutions but still needs to deploy and configure over 20 more. This funding will allow DHRA to maintain the current momentum we've built in adopting Zero Trust and avoid falling behind in our security roadmap.
+$7,500 thousand - Program increase to support High Impact Zero Trust Protections: Provides an alternative (ALT) multifactor authentication (MFA) for users who cannot use public key infrastructure (PKI) credentials (like CACs) or in situations where PKI is unavailable. myAuth is essential to DoD's ZeroTrust implementation, ICAM federation and achieving DoD clean audit by 2028 as required by the NDAA for FY 2024.

III. Financial Summary ($ in Thousands): (Cont.)

+$732 thousand - Program increase to realign funds from the PSP business line to the ICM business line for Intelligence and Investigations/Personnel Security Investigations Requirements as part of a portfolio restructure.
(FY 2025 Baseline: $94,945 thousand; 0 FTEs)

3) Defense Suicide Prevention Office (DSPO) $9,908
+$6,000 thousand - Increase funds suicide prevention contracts to establish and expand programs to educate suicide responders and modernize existing suicide prevention training.
+$3,908 thousand - Increase funds suicide prevention projects with strategic partners within DoD, the Defense Health Agency as well as all of the Military Exchanges, to establish and expand programs to promote the health of the total force.
(FY 2025 Baseline: $35,248 thousand; 0 FTEs)

4) DMDC - Defense Enrollment Eligibility Reporting System (DEERS) $4,316
+$1,800 thousand – Increase supports changes to implement GAO recommendations for standardized implementation for review of certain medical and financial conditions to be enrolled in the program from Report GAO-20-335, where the GAO identified areas for improving the Incapacitated Dependent (INCAP) program.
+$1,750 thousand - Program increase to prioritize audit capabilities and support for financial management feeder systems (aligns to NDAA for FY 2024 requirements for a DoD FY 2028 clean audit). Identify and address weaknesses in financial feeder systems related to the Federal Managers' Financial Integrity Act (FFMIA) audit. Meet specific requirements of FFMIA, including its sub-reports (Standard Financial Information Structure (SFIS), Statement of Federal Financial Accounting Standards (SFFAS), and Federal Financial Management Systems Requirements (FFMSR)).
+$490 thousand - Program increase for DEERS Modernization for additional laptops, software and supplies for contract personnel associated with approved changes to the Virtual Lifetime Electronic Record (VLER) and Servicemembers Group Life Insurance (SGLI) Online Enrollment System (SOES) Program applications.
+$276 thousand - Program increase to realign funds for application assets from the EDS business line to the DEERS business line to align with portfolio changes.
(FY 2025 Baseline: $76,554 thousand; 0 FTEs)

5) Mission Support $2,296
+$1,197 thousand - Increase to fully fund FY 2026 planned facilities maintenance and repairs.
+$604 thousand - Increased to fully fund FY 2026 planned Mark Center facilities rent.
+$495 thousand - Increased to fully fund FY 2026 planned Defense Finance Accounting Service (DFAS) support costs.
(FY 2025 Baseline: $31,925 thousand; 0 FTEs)

III. Financial Summary ($ in Thousands): (Cont.)

6) DMDC - Enterprise Data Services (EDS)..... $1,401
+$1,000 thousand - Program increase for the Buydown of deferred IT Technical Debt and Expanded Monitoring.
+$401 thousand - Program increase for the EDS share of DoD M365 Enterprise Licensing Upgrade costs.
(FY 2025 Baseline: $132,924 thousand; 0 FTEs)

7) DSSC - Employer Support of the Guard and Reserve (ESGR) $710
+$710 thousand - Increase in communication services to host server costs, other services costs for state committees delivering ESGR employer and military outreach services to customers and volunteer travel, training and support in engagement, and an increase in IT contract support services for projected contract increase for the Managed IT contract and ESGR IT System running concurrently.
(FY 2025 Baseline: $9,489 thousand; 0 FTEs)

8) Civilian Pay/Labor.....$652
+$652 thousand – Increase funds +3 additional FTEs associated with the IRC on Sexual Assault and the recommendations from the Suicide Prevention and Response Independent Review Committee (SPRIRC).
(FY 2025 Baseline: $251,362 thousand; 1,307 FTEs; +3 FTEs)

9) DSSC - Federal Voting Assistance Program (FVAP).....$373
+$373 thousand - Increase in travel, GSA supplies and materials, and other services due to election year. Travel and resources are ramped up to support the engagement and outreach efforts.
(FY 2025 Baseline: $5,061 thousand; 0 FTEs)

10) DSSC - Equal Employment Opportunity (EEO) $367
+$261 thousand - Increase in travel as EEO investigators are anticipating increase in caseload requirements.
+$106 thousand - Increase in training and leadership development, supplies and materials, and postal service to fully fund anticipated FY 2026 costs.
(FY 2025 Baseline: $2,053 thousand; 0 FTEs)

11) Defense Equal Opportunity Management Institute (DEOMI) $298
+$298 thousand - Increase fully funds anticipated supplies and travel requirements. In addition, equipment increase due to IT replacement cycle, which fluctuates annually dependent on plan and agreement increases due to addition of DLA printing agreement vice IT purchase.
(FY 2025 Baseline: $6,522 thousand; 0 FTEs)

III. Financial Summary ($ in Thousands): (Cont.)

12) DSSC - Computer/Electronic Accommodations Program (CAP) $227
+$227 thousand - Increase to IT contract support services due to anticipated need to run CAPX and the Managed IT systems concurrently for FY 2026 while CAPX is sunsetting.
(FY 2025 Baseline: $5,920 thousand; 0 FTEs)

13) DPAC - Office of the Actuary (OACT) $161
+$161 thousand - Increase to support the IT related costs of the Station and Housing Allowances program.
(FY 2025 Baseline: $2,505 thousand; 0 FTEs)

14) DSSC - Military-Civilian Transition Office (MCTO) $73
+$73 thousand - Increase fully funds the fulfillment requirement to expand outreach services in support of the SkillBridge program.
(FY 2025 Baseline: $11,013 thousand; 0 FTEs)

9. Program Decreases ..... $-186,404

a) Annualization of FY 2025 Program Decreases $0

b) One-Time FY 2025 Increases ..... $-24,503

1) Program Increase: Special Victims' Counsel (SAPRO) ..... $-20,420
-$20,420 thousand – Reflects reduction of the FY 2025 congressional add for Special Victims' Counsel.
(FY 2025 Baseline: $54,090 thousand; 0 FTEs)

2) Program Increase: Language Flagship Program (DLNSEO) ..... $-4,083
-$4,083 thousand – Reflects reduction of the FY 2025 congressional add for Language Flagship Program.
(FY 2025 Baseline: $52,410 thousand; 0 FTEs)

c) Program Decreases in FY 2026 ..... $-161,901

1) Efficiency - Contract Services ..... $-65,196
Reduces contracts for Advisory and Assistance Services to promote efficiencies and advance the policies of the Administration in alignment with Executive Order 14222, “Implementing the President’s Department of Government Efficiency Cost Efficiency Initiative”.

- DSSC - DLNSEO (-$24,096 thousand)
- DMDC - EDS (-$13,446 thousand)

III. Financial Summary ($ in Thousands): (Cont.)

- DPAC - OPA (-$10,127 thousand)
- DSPO (-$6,788 thousand)
- DCPAS (-$1,332 thousand)
- DSSC - CAP (-$1,974 thousand)
- DSSC - MCTO (-$1,829 thousand)
- DSSC - ESGR (-$2,031 thousand)
- DSSC - DTMO (-$1,482 thousand)
- DEOMI (-$1,690 thousand)
- DSSC - FVAP (-$401 thousand)

(FY 2025 Baseline: $224,086 thousand; 0 FTEs)

2) Efficiency - Workforce Optimization ..... $-31,077
Reduces civilian personnel Full-Time Equivalents (FTEs) and funding to optimize the workforce in compliance with Executive Order 14210, “Implementing the President’s Department of Government Efficiency Workforce Optimization Initiative”.
(FY 2025 Baseline: $251,362 thousand; 1,307 FTEs; -105 FTEs)

3) DMDC - Enterprise Data Services (EDS)..... $-19,410
-$16,592 thousand - Program decrease to realign the Personnel Data Reporting Systems sub-program from the EDS business line to the PSP business line as part of a portfolio re-structure (includes Independent Review Commission for Sexual Assault in the Military funds for the Defense Sexual Assault Incident Database (DSAID)).
-$2,542 thousand - Program decrease due to IT infrastructure efficiencies tied to mainframe decommissioning and cloud migration.
-$276 thousand - Program decrease to realign funds for application assets from the EDS business line to the DEERS business line to align with portfolio changes.
(FY 2025 Baseline: $132,924 thousand; 0 FTEs)

4) DMDC - Enterprise Human Resources Information System (EHRIS) ..... $-13,609
-$13,202 thousand - Decrease is due to one-time increase in FY 2025 associated with the implementation of the Defense Civilian Human Resource Management System (DCHRMS).
-$407 thousand - Program decrease for reductions to free up resources from non-lethal, lower priority programs to reinvest in rebuilding our military.
(FY 2025 Baseline: $59,108 thousand; 0 FTEs)

III. Financial Summary ($ in Thousands): (Cont.)

5) Efficiency - Defense Civilian Human Resource Management System ..... $-10,498
-$10,498 thousand - Eliminates funding for the Defense Civilian Human Resource Management System per Secretary of Defense memorandum, “Continuing Elimination of Wasteful Spending at the Department of Defense” dated March 4, 2025.
(FY 2025 Baseline: $59,108 thousand; 0 FTEs)

6) Sexual Assault Prevention and Response Office (SAPRO) ..... $-8,509
-$5,943 thousand - Administrative adjustment to reduce duplication for support for Defense Sexual Assault Incident Database (DSAID) Hosting and Sustainment.
-$2,000 thousand - Decrease due to the completion of the IRC on Sexual Assault on the Military (IRC-SAM) work with the Center for Disease Control and Prevention (CDC).
-$566 thousand - Decrease due to the reduction of the IRC-SAM OSD-led peer support capabilities for a survey to be transitioned to the Family Advocacy Program.
(FY 2025 Baseline: $54,090 thousand; 0 FTEs)

7) DMDC - Personnel Support Programs (PSP) ..... $-4,112
-$3,380 thousand - Program decrease due to DHRA decommissioning capabilities to reduce the operational costs and technical footprint within the Synchronized Predeployment and Operational Tracker/Personnel Location and Check-In Online (SPOT/PLACO) for Personnel Accountability Application sustainment.
-$732 thousand - Program decrease to realign funds from PSP business line to the ICM business line for Intelligence and Investigations/Personnel Security Investigations Requirements as part of a portfolio re-structure.
(FY 2025 Baseline: $30,885 thousand; 0 FTEs)

8) Defense Civilian Personnel Activity (DCPAS)..... $-2,144
-$2,144 thousand - Decrease due to a reduction in contract services which include maintenance of external websites and strategic communications.
(FY 2025 Baseline: $35,071 thousand; 0 FTEs)

9) DSSC - Equal Employment Opportunity (EEO)/Workforce Recruitment Program (WRP) ..... $-1,502
-$1,502 thousand - Eliminates the Disability Awards Recognition and the Workforce Recruitment programs.
(FY 2025 Baseline: $1,525 thousand; 0 FTEs)

10) DSSC - Defense Activity for Non-Traditional Education Support (DANTES)..... $-1,324
-$1,054 thousand - Program decrease is due to the elimination of the DANTES Academic Information Management System and in-person professional development institute and reduction of web and prior

III. Financial Summary ($ in Thousands): (Cont.)

learning assessment program contracts, which consist of Joint Services Transcript Modernization and College Credit by Exams programs.
-$270 thousand - Reduction in the Management Services DoD MOU System.
(FY 2025 Baseline: $11,046 thousand; 0 FTEs)

11) Defense Suicide Prevention Office (DSPO) ..... $-911
-$911 thousand - Decrease due to the consolidation of communications contracts to the OUSD(P&R) Infrastructure Support Management (PRISM) contract.
(FY 2025 Baseline: $35,248 thousand; 0 FTEs)

12) Efficiency - Working Capital Fund ..... $-728
Reduces customer rates charged for good and services on identified efficiencies to optimize the workforce in compliance with Executive Order 14210, “Implementing the President’s Department of Government Efficiency Workforce Optimization”.
(FY 2025 Baseline: $18,759 thousand; 0 FTEs)

13) Efficiency - Diversity and Inclusion Termination ..... $-712
-$712 thousand - Eliminates all diversity, equity, inclusion (DEI) and diversity, equity, inclusion, and accessibility (DEIA) funding in compliance with Executive Order 14151, “Ending Radical and Wasteful Government DEI Program and Preferencing,” which terminates mandates, policies, programs, preferences, and activities in the Federal Government for these programs.
(FY 2025 Baseline: $2,053 thousand; 0 FTEs)

14) DSSC - Computer/Electronic Accommodations Program (CAP) ..... $-550
-$550 thousand - Decrease in accommodation services to CAP program for DoD civilians and Service members (analysis and procurement) to align with fewer anticipated requirements.
(FY 2025 Baseline: $5,920 thousand; 0 FTEs)

15) DMDC - Defense Enrollment Eligibility Reporting System (DEERS) ..... $-363
-$363 thousand - Program decrease due to the completion of the Duplicate Identity Resolution Process (DIRP) enhancements to automate resolution of erroneous identities in the DEERS person repository reducing the need for manual data corrections.
(FY 2025 Baseline: $76,554 thousand; 0 FTEs)

III. Financial Summary ($ in Thousands): (Cont.)

16) DSSC - Defense Travel Management Office (DTMO) ..... $-317
-$317 thousand - Decrease reflects the reduction of several contracts (IT support, Program Management support, Data Science, and E-learning) which supported the transition to a cloud environment.
(FY 2025 Baseline: $12,166 thousand; 0 FTEs)

17) Efficiency - Travel ..... $-250
Reduces discretionary travel funding to align with Executive Order 14222, “Implementing the President’s Department of Government Efficiency Cost Efficiency Initiative”.

- DSSC - EEO/WRP (-$55 thousand)
- DSSC - DLNSEO (-$61 thousand)
- DSSC - CAP (-$15 thousand)
- DSSC - MCTO (-$19 thousand)
- DSSC - ESGR (-$41 thousand)
- DSSC - DTMO (-$13 thousand)
- DSSC - DANTES (-$30 thousand)
- DPAC - OACT (-$16 thousand)

(FY 2025 Baseline: $2,812 thousand; 0 FTEs)

18) DSSC - Military-Civilian Transition Office (MCTO)..... $-232
-$232 thousand - Reduction related to revised management and professional and EventPlus IT contract support services costs due to consolidation of functional requirements into two contracts and a decrease to fulfillment contract funding.
(FY 2025 Baseline: $11,013 thousand; 0 FTEs)

19) DMDC - Identity Credential Management (ICM) ..... $-224
-$224 thousand - Program decrease associated with the reduction of RAPIDS legacy system changes as we transition to the new modernized credential My DoD Identity Service (MYDIS) capability which will reach Initial Operating Capability (IOC) by the end of Fiscal Year 2025.
(FY 2025 Baseline: $94,945 thousand; 0 FTEs)

20) DSSC - Federal Voting Assistance Program (FVAP)..... $-159
-$159 thousand - Decrease to the FVAP studies and analysis contract, as a result of a new contract awarded and realized savings.
(FY 2025 Baseline: $5,061 thousand; 0 FTEs)

III. Financial Summary ($ in Thousands): (Cont.)

21) Defense Equal Opportunity Management Institute (DEOMI) ..... $-74
-$74 thousand - Decrease in IT for contract support services (software licenses), and training & postal service efficiencies.
(FY 2025 Baseline: $6,522 thousand; 0 FTEs)

FY 2026 Budget Request $932,144

IV. Performance Criteria and Evaluation Summary:

Defense Civilian Personnel Advisory Service (DCPAS)

Improve Timeliness and Quality of Hires

Performance Statement:
The DoD civilian workforce performs a variety of vital functions that enable our warfighters to fight and win any conflict at home or abroad. The DoD recognizes that our civilian employees are central to maintaining military readiness. Civilians not only enable the military force to concentrate on their warfighter role, but also bring specific non-military capabilities that are necessary to fight and win wars. Civilians help enable the military to execute its role to "fight and win wars" through their continuity, unique skills and competencies, and dedicated commitment to the mission. From depots to shipyards to childcare centers, whether operating shoulder-to-shoulder with the military or executing missions in inherently governmental roles that free up military assets, our civilians are always in demand and must be able to deliver on time and to standards. To maintain readiness, DoD must improve the effectiveness of its recruitment and hiring of the skilled talent necessary to support the DoD's global and emerging mission requirements. Talent acquisition must be accomplished in a manner that delivers the needed resources when mission calls. This strategy includes initiatives focused on tracking timeliness and quality of the hiring process to identify opportunities for improvement.

Performance Evaluation:
Performance will be evaluated through the tracking of key performance measures that will inform opportunities to improve hiring timelines and increase customer satisfaction.

- DoD Average Time-to-Hire (TTH) – Examines the Average Number of Days to Hire from Request for Personnel Action (RPA) to Entry on Duty (EOD). The long-term goal is to achieve an under 80-day TTH standard across the Department. The measure will be monitored quarterly.
- DoD Hiring Customer Satisfaction Rate – Examines the satisfaction rate found within DoD Hiring Manager Survey. The goal is to increase hiring manager satisfaction with civilian hiring process. The measure will be monitored quarterly.

Performance Outcome:
To maintain readiness, DoD must improve the effectiveness of its recruitment and hiring of the skilled talent necessary to support the DoD's global and emerging mission requirements. Talent acquisition must be accomplished in a manner that delivers the needed resources when mission calls. This initiative will use objective data to improve the civilian hiring process. DCPAS will define and track the key performance measures to inform opportunities to improve hiring timelines and increase customer satisfaction. Partnering with U.S. OPM, DCPAS will work to refine the hiring manager satisfaction survey, with a goal of increasing the manager response rate. In addition, DCPAS will work with all appropriate stakeholders to include OPM, to embed standard time-to-hire processes, and measures in USA Staffing.

IV. Performance Criteria and Evaluation Summary:

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Time-To Hire Rate – Average Number of Days to Hire from RPA creation to EOD	94	85	80
DoD Hiring Customer Satisfaction Rate – Average Response Rate through 3 for the DoD Hiring Manager Survey	77 percent	80 percent	85 percent

Defense Equal Opportunity Management Institute (DEOMI)
DEOMI/Education and Training Directorate

Performance Statement:
Ensures the availability of requisite classroom and Advanced Distributed Learning (ADL) training for Equal Opportunity Advisors (EOA), Command Climate Specialist (CCS), EEO Professionals, Alternative Dispute Resolution Program Managers, and Affirmative Employment Program (AEP) Managers, performing throughout the Department of Defense (DoD) and Department of Homeland Security (DHS).

Performance Evaluation:
Deliver professionals equipped with the foundational knowledge and the ability to analyze, assist, and advise all military and civilian leaders in the matters of military equal opportunity, civilian equal employment opportunity and people centered leadership. Ninety percent of students successfully complete the respective courses training requirements.

Performance Outcome:
DoD and DHS Human Relations Subject Matter Experts (SMEs) capable of providing information, needs assessments, prevention, training and awareness of discriminatory and harassing behaviors.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Number of student trained EOAC	193	254	260
Number of Students trained EOARCC	151	198	195
Number of Students trained SEPMC	108	126	144
Number of Students trained EEOMC	175	157	160
Number of Students trained EPS Entry	94	123	115
Number of Students trained EPS Intermediate	55	79	48
Number of Students trained EPS Advanced	0	57	48
Number of Students trained DPMC	96	121	144
Number of Students trained vLTAS	Do not track	800	800

IV. Performance Criteria and Evaluation Summary:

Acronyms:
EOAC – Equal Opportunity Advisor Course
EOARCC – Equal Opportunity Advisor Reserve Component Course
SEPMC – Special Emphasis Program Manager Course
EEOMC – Equal Employment Opportunity Meditation Course
EPS – Equal Employment Opportunity Professional Series
DPMC – Disability Program Management Course
vLTAS- Virtual Leadership Team Awareness Seminar

Defense Suicide Prevention Office (DSPO)
Strategic Readiness across the Department by Increasing Data and Analytic Rigor

Performance Statement:
In alignment with the Department priority of *Increasing Data and Analytic Rigor*, DSPO will continuously improve data and analysis quality and reporting that continues to build our transparency, accountability, and knowledge base.

Performance Evaluation:
Complete 2 or more efforts that improve DSPO data quality, management, accessibility and reporting, assessed annually.

Performance Outcome:
Improving data quality and reporting acumen will create a better environment of knowledge and information sharing, decision-making, and accountability. This will continue to build trust in OFR/DHRA/DSPO/the Department as a trusted voice in suicide prevention.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Identified measure of number of improvements to promote increasing data and analytic rigor.	2	2	2

Defense Manpower Data Center (DMDC)
Defense Enrollment Eligibility Reporting System (DEERS)/Entitlements and Benefits Programs

Performance Statement:
The Entitlements and Benefits programs provides real-time determination of eligibility for benefits and entitlements for more than 10 million individuals. This activity allows all DoD beneficiaries to receive DoD benefits and entitlements in a timely manner worldwide, while protecting DoD from fraud associated with ineligible claimants. With the full deployment of Military Health Systems (MHS) Genesis now completed, DMDC anticipates that eligibility inquiries for DoD facilities will level out, but the overall number of eligibility inquiries and redeterminations will continue to increase as new Federal partners are added to Electronic Health Record Modernization (EHRM) space. DMDC has worked diligently to reduce the

IV. Performance Criteria and Evaluation Summary:

incidence and severity of downtime, both scheduled and unscheduled, as well as improving self-service applications, and increasing processing accuracy to enhance entitlement and benefit services.

This goal aligns with DHRA Strategic Goal 3.5: Increase the Effectiveness of defense healthcare.

Performance Evaluation:
DMDC will evaluate the success of increasing processing accuracy by measuring the number of benefit determination and maintenance activities completed each fiscal year.

DMDC will measure the increased use of self-service tools by tracking the use of self-service enrollment applications and the use of operator-based tools each fiscal year.

DMDC will assess the success of its provision of identity and eligibility services by measuring the total number of identity or eligibility inquiries completed each fiscal year.

Performance Outcome:
Real-time determination of eligibility is vital to individuals receiving benefits. These individuals include military, civilian, retirees, family members, and other populations. The unavailability of these services results in DoD beneficiaries not receiving legislatively mandated medical or other benefits in a timely manner. DMDC is working towards the continuous availability of DHRA/DMDC IT Functions.

Increasing self-service application use allows for real-time updates and enrollment choices, while also offsetting an increase in customer calls. Improving determination accuracy will help increase customer satisfaction, reduce/eliminate rework, and reduce the risk of recoupment.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Number of Entitlement and Benefit Determination and Maintenance Activities Processed	3.4 billion	3 billion	3 billion
Number of successful Beneficiary Web Enrollment transactions	1 million	750 thousand	1 million
Number of eligibility-related inquiries processed (excluding direct care/Electronic Health Record Modernization) Changes made in MHS Genesis reduced multiple inquiries to DEERS for a single patient encounter in early FY 2024	1 billion	1 billion	1 billion

IV. Performance Criteria and Evaluation Summary:

Defense Manpower Data Center (DMDC)
Defense Enrollment Eligibility Reporting System (DEERS)/ Electronic Health Record Modernization / Virtual Lifetime Electronic Record (EHRM/VLER)

Performance Statement:
The EHRM and VLER program provides authoritative and certified identity and personnel information to support the exchange of medical record data among all DoD facilities and with Veterans Affairs (VA) facilities, as well as other Uniformed Service partners, and commercial partners within the Health Information Exchange. DMDC has worked diligently to reduce the incidence and severity of downtime, both scheduled and unscheduled while also improving applications to reduce the total number of identity and eligibility calls required. DEERS continued to maintain synchronization between DoD records and those maintained within the Veterans Affairs systems to better facilitate patient care, registration and processing and to support VA administration of various benefits, including education, life insurance, commissary and exchange patronage, and disability evaluations.

Performance Evaluation:
DMDC will measure the success of reducing unscheduled downtime by tracking the number of hours and minutes that patient identity services are not available to customers, with a goal of maintaining not less than 99.9 percent system availability.

DEERS expects the number of medical identity and eligibility queries supporting the DoD-VA EHRM effort to continue modest growth as they continue to refine processes and move each set of locations to more effective systems.

DMDC will measure the ability to maintain synchronized records with the VA by tracking the number of records synchronized, as well as the overall maintenance activity between DoD and VA systems.

Performance Outcome:
Increasing the number of medical identity and eligibility queries returned to EHRM will ensure that patient information is the most current available, thus decreasing delays in medical care and improving the sharing of medical data among providers.

Synchronizing patient identity and identifiers will support the DoD-VA JEHR and VA benefits determination.

IV. Performance Criteria and Evaluation Summary:

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
System availability of critical patient identity services (Note: This include all EHRM applications.)	99.36 percent availability	99 percent availability	99 percent availability
Number of medical identity and eligibility queries completed successfully	4.4 billion	4 billion	4 billion
Number of records synchronized between DEERS and VA's Master Person Index	44.7 million	44 million	44 million
Number of maintenance transactions between DEERS and VA's Master Person Index	30 million	23 million	23 million

Defense Manpower Data Center (DMDC)
Defense Enrollment Eligibility Reporting System (DEERS)/ Affordable Care Act (ACA)

Performance Statement:
The ACA program supports the DoD participation in ACA Marketplace eligibility determinations, as well as providing DoD health care coverage information to the Uniformed Services pay centers to generate required Minimum Essential Coverage reports to the IRS and to DoD beneficiaries.

Performance Evaluation:
DEERS sets a goal of 100 percent accuracy for all transactions to the IRS.

Performance Outcome:
The IRS bills DoD $2,000 for each inaccurate report, up to the total population of the eligible population of approximately 11 million beneficiaries.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Percentage of DoD personnel with Minimum Essential Healthcare coverage accurately reported to the IRS	100 percent	100 percent	100 percent

Defense Manpower Data Center (DMDC)
Enterprise Human Resource Information Systems (EHRIS)/ Civilian Human Resources (HR) Information Technology (IT) Program Planning and Management

IV. Performance Criteria and Evaluation Summary:

Performance Statement:
The EHRIS program provides services that support Civilian HR Management (CHRM) across the DoD. EHRIS is comprised of the legacy Defense Civilian Personnel Data System (DCPDS) and the Civilian HR IT Enterprise Services that provide HR case, talent and pay management support across the DoD.

The goal is for EHRIS to deliver an out-of-the-box enterprise system that fulfills legislative requirements for Department of Defense Human Resource Specialists, employees, and managers with minimal configuration and no customization. The near- and mid-term objectives are to provide HR IT support services reliably and securely.

Performance Evaluation:
DMDC will assess the success of reducing unscheduled downtime by measuring the number of hours and minutes that the operational EHRIS IT services are not available to customers, with a goal of maintaining 98.5 percent system availability.

DMDC will quantify the success of processing HR transactions through the DoD civilian personnel system(s) by measuring the volume of Requests for Personnel Actions (RPA).

Performance Outcome:
Sustain EHRIS system availability.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Percent of time EHRIS IT services are available to end-users	99.9 percent	98.5 percent	98.5 percent
Number of Requests for Personnel Actions processed by the civilian personnel system(s)	4.1 million	4.2 million	4.3 million

Defense Manpower Data Center (DMDC)
Identity Credential Management (ICM)/Real-time Automated Personnel Identification System (RAPIDS) & Common Access Card (CAC)

Performance Statement:
RAPIDS/CAC provides the global system of software and hardware that produces official DoD ID cards. RAPIDS/CAC continues to improve services for DoD-credentialed persons through implementation of CAC Modernization (certificate update), production of Next Generation Uniformed Services ID (USID) Cards, and expansion of self-service capabilities via ID Card Office Online (IDCO).

IV. Performance Criteria and Evaluation Summary:

Performance Evaluation:
DMDC will measure the rate of successful ID cards issued at RAPIDS workstations, RAPIDS availability, and CAC encoding time. DMDC has set the goals for these metrics as 95 percent successful ID card issuance rate; 99 percent availability outside of scheduled maintenance windows; and 3 minutes (not to exceed 6 minutes), respectively, to encode an ID card. Beginning in FY 2022 with deployment of new self-service capabilities, DMDC measured the rate of successful online USID card transactions, and IDCO availability.

Performance Outcome:
A high successful issuance rate helps reduce overall DoD costs by reducing cardstock, consumable waste and decreasing customer seat time. Increasing self-service will decrease overall volume at ID card offices, leading to long-term reduction in hardware requirements. A high RAPIDS availability allows for decreased transaction times for customers, which increases the number of customers that can be served daily and ensures DoD-credentialed individuals are always mission-ready. Successful online USID card renewals will provide a new self-service option to USID cardholders, including those who are unable to travel to or who live far away from a RAPIDS Site.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Rate of successful ID cards issuance at RAPIDS workstations	95 percent	95 percent	95 percent
RAPIDS availability	95 percent, outside of scheduled maintenance windows	99 percent, outside of scheduled maintenance windows	99 percent, outside of scheduled maintenance windows
CAC Encoding Time	2.7 minutes	3.5 minutes	3.5 minutes
Total successful online USID Card Renewals	96,053	105,000	150,000
IDCO availability	99.9 percent, outside of scheduled maintenance windows	99 percent, outside of scheduled maintenance windows	99 percent, outside of scheduled maintenance windows

Defense Manpower Data Center (DMDC)
Identity Credential Management (ICM)/ Mission Partner Identity, Credentialing and Access Management (MP ICAM) Services

Performance Statement:
In coordination with the Office of the DoD Chief Information Officer (CIO), MP ICAM system has been deployed. MP ICAM provides sponsorship and credential management capabilities for Mission Partners (MP) including the ability to initiate, sponsor, and manage DoD and Non-DoD credentials. The sponsorship enables Applicants to have logical and/or physical access to DoD systems and facilities, depending on credential type and sponsorship of credentials.

IV. Performance Criteria and Evaluation Summary:

This aligns to DHRA Strategic Plan Goal 2.2: Data & Systems: Create a data advantage by providing effective data and systems products and services to stakeholders through partnerships across OUSD(P&R), the DoD, the Federal Government, and beyond.

Performance Evaluation:
MP ICAM is in sustainment mode and continues to develop its functionality. The number of Applicants registered in MP ICAM will be measured. DMDC has set a goal of increasing the amount of mission partners registered by 5 percent annually upon full adoption across DoD.

Performance Outcome:
Increased numbers of Applicants that are registered and sponsored within MP ICAM. The goal is to correlate a reduction in DoD issued credentials by allowing non-DoD credentials to be used.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Number of Applicants who have registered their non-DoD Personal Identity Verification (PIV) credential in the MP ICAM	19	1,000	2,500
Number of Applicants who have been sponsored to receive a DoD credential in MP ICAM	625,563	650,000	685,000

Defense Manpower Data Center (DMDC)
Identity Credential Management (ICM)/Identity Services (IDES)

Performance Statement:
Identity Services consists of systems that DMDC develops and maintains to authenticate CAC and USID eligible beneficiaries, Veterans and other individuals with a continuing DoD or VA affiliation. DMDC has implemented enhanced multi-factor authentication and remote proofing within DS Logon, with the goal of reducing the number of fraud cases reported to the DMDC Customer Contact Center (CCC) and the VA Veterans Benefits Administration Fraud Waste Abuse (VBA FWA) and aligning with latest industry standards for identity and authentication assurance.

This aligns to DHRA Strategic Plan Goal 3.2: Data & Systems: DoD Identity Management Service Leader, by transforming the processes and solutions that enable the right people to have access to the right information at the right time for the right decisions.

Performance Evaluation:
DMDC has set the goal of decreasing the number of fraud cases reported to the DMDC CCC and the VBA FWA by 5 percent annually.

DMDC is investing in improved infrastructure and hosting to include a planned cloud migration to improve the availability of DS Logon.

IV. Performance Criteria and Evaluation Summary:

Performance Outcome:
By improving the DS Logon service offering with enhanced multi-factor authentication and remote proofing capabilities, DMDC anticipates continued reductions in fraudulent cases reported to CCC and the VBA FWA regarding nefarious actors attempting to exploit the DS Logon credential.

By improving DS Logon availability, transaction times for end users are decreased which increases the number of transactions that customers that can perform with regards to critical benefits information daily and reduces the number of calls to the CCC with reports of service degradation.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Number of fraud cases reported to CCC	480	456	434
Number of fraud cases reported to VA VBA FWA	<100	<100	<100
DS Logon availability	99.7 percent	99 percent	99.3 percent

Defense Manpower Data Center (DMDC)
Personnel Support Programs (PSP)/Defense Travel System (DTS)

Performance Statement:
Provides an automated, end-to-end travel management system that enables DoD travelers to create authorizations and travel orders, prepare reservations, receive approvals, generate travel vouchers, and receive reimbursement. Supports analysis of future travel management systems.

Performance Evaluation:
DMDC has set the goal of maintaining a 98.5 percent system availability of the Defense Travel System (DTS).

Performance Outcome:
High availability is essential to ensuring personnel can plan trips and be reimbursed in a timely fashion.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Availability of the DTS	100 percent	98.5 percent	98.5 percent

Defense Manpower Data Center (DMDC)
Personnel Support Programs (PSP)/ Synchronized Pre-deployment and Operational Tracker (SPOT)

Performance Statement:
SPOT provides for accountability and visibility of contracts and contractor personnel authorized to operate in contingency, humanitarian, and peacekeeping operations as the DoD system of record.

IV. Performance Criteria and Evaluation Summary:

SPOT will ensure systems are at high availability, and accountability of personnel is accurate. Additionally, SPOT will improve data quality for duty station check in dates, in theater arrival dates, and DMDC verified records.

Performance Evaluation:
DMDC set a goal of system availability 98.5 percent of the time, and a goal of identifying personnel with a level of 98 percent accuracy. Accuracy measurements are taken during planned exercises.

Performance Outcome:
Improved availability and accountability are essential to the safety and transparency of contracts and contractor personnel.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Synchronized Pre-deployment and Operational Tracker (SPOT) Availability Uptime	99.9 percent	98.5 percent	98.5 percent
Synchronized Pre-deployment and Operational Tracker (SPOT) Reporting Accuracy	99.8 percent	98 percent	98 percent

Defense Manpower Data Center (DMDC)
Personnel Support Programs (PSP)/Personnel Data Reporting Systems

Performance Statement:
Personnel Data Reporting Systems supports applications that use personnel data, received by DMDC from DoD authoritative sources, to provide manpower reporting systems for DoD Agencies, Services, DoD Field Activities, Joint Staff, CCMDs, Service Members, and Veterans.

This aligns to DHRA Strategic Goal 2.3: Information Technology Business Services: Leverage technology to support OUSD(P&R) mission.

Performance Evaluation:
DMDC set a goal of 99 percent availability of IT Systems; 99.9 percent system uptime of the Service Members Civil Relief Act (SCRA) and Military Lending Act (MLA) systems; A one-year cycle time for Joint Duty Assignment List (JDAL); and reducing the number of IT interfaces for Joint Officer data entry.

Performance Outcome:
Enhanced security, reduced technology debt, and improved interoperability.

IV. Performance Criteria and Evaluation Summary:

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
System uptime for SCRA and MLA systems	99.9 percent	99.9 percent	99.9 percent
JDAL cycle time	1 year	1 year	1 year
Total number of applications for joint officer data entry	1,382	2,000	2,000

Defense Manpower Data Center (DMDC)
Enterprise Data Service (EDS)/Data Governance and Data Operations

Performance Statement:
Data Governance and Data Operations oversees the collection, custodial storage, and use of DMDC enterprise data assets. DMDC provides subject matter expertise for and insight into DoD personnel data. DMDC supports policy development and decision making throughout the Federal Government through data reporting. DMDC has set the goal to accurately process received data, reduce database instance counts, and reduce redundant data collections.

This aligns to the DHRA Strategic Plan Goal 3.2: Data & Systems: Transform DMDC data sharing to ensure secure access to timely and accurate information.

Performance Evaluation:
DMDC has set the goal of accurately processing received data within one business day, reducing database instance counts by 10 percent, and reducing redundant data collections by 35 percent and 25 million updates to the Personnel Data Repository annually.

Performance Outcome:
Achieving these goals will significantly reduce computer hardware, human resource/contract support requirement, software licensing requirements, redundant data, and cyber threat points of entry. Additionally, these goals enable accurate research and analysis to inform P&R policy; issue Common Access Cards; determine eligibility for benefits/entitlements; and support other federal/state agency benefit programs.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Data Governance and Data Operations Length of time to accurately process received data sets	72 hours	24 hours	24 hours
Amount of redundant data collections	10 percent	10 percent	10 percent
Number of defined data management processes	8	5	5
Average amount of time from data receipt to data being available to customers	15 days	12 days	12 days

IV. Performance Criteria and Evaluation Summary:

Number of PDR updates	42 million	25 million	25 million

DPAC - Office of the Actuary (OACT)
Office of the Actuary

Performance Statement:
Perform valuations in accordance with generally accepted actuarial principles and practices, produce high-quality actuarial products, and provide objective actuarial expertise to support internal and external customers and stakeholders.

Performance Evaluation:
Each valuation is subject to review and approval by an independent DoD Board of Actuaries at their annual board meeting. These boards determine major assumptions, review methodologies to ensure they are keeping with accepted actuarial principles and practices and approve valuation results. Goal is for valuations subject to audit to have no significant audit findings related to OACT's work.

Performance Outcome:
Auditability of all DoD trust funds is a stated Departmental goal. OACT will contribute to continued long history of unqualified audit opinions of the Military Retirement Fund and will continue to have no significant findings on the actuarial portion of the audit of the Medicare-Eligible Retiree Health Care Fund.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Material weaknesses/significant deficiencies attributed to OACT's valuation work products	0	0	0

Performance Statement:
Provide/promote learning and development opportunities while ensuring work is performed by staff with requisite professional qualifications and skills.

Performance Evaluation:
Continuing professional education is measured by sitting for actuarial courses and exams by junior staff members and attending professional meetings and conferences for senior staff members. An important part of professional development will be accumulating the continuing professional development credits required by the Society of Actuaries for all credentialed actuaries.

Performance Outcome:
Junior staff members progress in achieving Associate of the Society of Actuaries (ASA)/Fellow of the Society of Actuaries (FSA) status. Senior staff members who are currently ASAs or FSAs attest to achievement of required continuing education credits annually.

IV. Performance Criteria and Evaluation Summary:

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
OACT actuarial staff taking at least one actuarial exam or acquiring sufficient Continuing Education credits	10	10	10

Performance Statement:
Keep informed about current military benefit programs as well as potential changes through maintaining relationships with other DoD policy offices, such as Military Personnel Policy, and participating in various departmental working groups, such as the Blended Retirement System working group. Maintain required expertise in relevant databases and systems through a relationship with DMDC and other sources of military benefits data. Reflect current data/benefit provisions in actuarial results as appropriate.

Performance Evaluation:
The OACT measures performance against the goal of keeping abreast of military retirement, education, survivor, and retiree health benefits by having frequent contact with established points of contact in the Department, the Office of Management and Budget, and the Congressional Budget Office, and by being proactive in remaining informed of proposed legislation affecting military retirement benefits.

Performance Outcome:
All legislated changes to military retirement, education, survivor, and retiree health benefits are reflected in valuation and financial statement work. Normal cost percentages promulgated by the Boards of Actuaries are updated to reflect benefit changes taking effect before the end of the fiscal year.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Benefit changes not reflected in valuation/financial statement work	0	0	0

DPAC - Office of the Actuary (OACT)
Station and Housing Allowances Program

Performance Statement:
Overseas Housing Allowance (OHA) for rent is computed for over 500 overseas locations to ensure Service members can procure available, adequate, and suitable housing on the local economy in the vicinity of their permanent duty station; it is an offset to their total housing costs.

Performance Evaluation:
Conduct biannual rental data analyses for each overseas location within 60 days after receipt of complete rental data submission from the DMDC.

IV. Performance Criteria and Evaluation Summary:

Performance Outcome:
Ensures Service members receive a timely, accurate rental allowance to offset their overseas rental housing costs.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
OHA Rental Allowance Completion	60 percent completion in <= 60 Days	<= 60 Days	<= 60 Days

Performance Statement:
The OHA for utility and recurring maintenance is computed and paid monthly to Service members stationed overseas to defray expenses paid directly to utility companies and expenses incurred from recurring maintenance and minor repairs for their leased residence on the local economy.

Performance Evaluation:
Conduct annual utility and recurring maintenance surveys to obtain country-specific data on Service members' expenses for utility and recurring maintenance. Analyze survey results and recommend new utility allowances for each country within 60 days after conclusion of survey.

Performance Outcome:
Ensures Service members receive a timely, accurate allowance to offset their overseas utility and recurring maintenance costs.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
OHA Utility and Recurring Maintenance Allowance Completion	Negligible <= 60 Days	<= 60 Days	<= 60 Days

Performance Statement:
Overseas Cost-of-Living Allowance (OCOLA) is a non-taxable allowance designed to offset higher prices of non-housing goods and services outside the continental U.S. (OCONUS) and equalize purchasing power with Service members stationed in the continental U.S. (CONUS).

Performance Evaluation:
Conduct annual OCOLA analyses and set new OCOLA rates for over 100 DoD OCONUS locations within 60 days after receipt of complete data submission from country allowance coordinators.

Performance Outcome:
Ensures Service members stationed OCONUS receive timely, accurate allowance updates to equalize purchasing power with their CONUS counterparts.

IV. Performance Criteria and Evaluation Summary:

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
OCOLA Completion	Negligible <= 60 Days	<= 60 Days	<= 60 Days

DPAC - Office of People Analytics (OPA)
Recruitment and Outreach Research/ Joint Advertising Market Research & Studies (JAMRS)

Performance Statement:
Target Market Reach of Joint Recruitment Outreach efforts designed to create a receptive recruiting environment by promoting understanding, appreciation, and advocacy of the military among influencers and youth.

Performance Evaluation:
Increase website traffic to TodaysMilitary.com compared to FY 2017 (a non-paid advertising campaign year).
Percentage of influencers who recall seeing joint recruitment outreach will meet or exceed 20 percent.

Performance Outcome:
Maintaining or exceeding performance goals will leverage economies of scale, promote military service, and enhance Service recruiting efforts with a comprehensive advertising campaign across the Department designed to support military service as a brand overall, enhancing Service marketing efforts and fostering a more receptive recruiting environment.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Increase website traffic to TodaysMilitary.com compared to FY 2017 (a non-paid advertising campaign year). Target = increase in traffic by 25 percent	46 percent	40 percent	40 percent
Percentage of influencers who recall seeing joint recruitment outreach will meet or exceed 20 percent	43 percent	35 percent	35 percent

Performance Statement:
Coverage of the prospect market delivered to the Services for direct marketing purposes.

Performance Evaluation:
Deliver to the Services contact information for a minimum of 85 percent of the universe of senior year high school aged students.

IV. Performance Criteria and Evaluation Summary:

Performance Outcome:
The prospect database minimizes the duplication of cost and effort to produce a single list that is used across the Services and Components for recruiting efforts, creating an essential resource at a meaningful cost savings for each of the Services and the Department.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Deliver to the Services contact information for a minimum of 85 percent of the universe of senior year high school aged students	75 percent	90 percent	90 percent

Performance Statement:
Distribution, frequency, and satisfaction of joint market research deliverables designed to meet the shared information needs required for military recruiting.

Performance Evaluation:
Maintain a minimum of 500 stakeholder/visitors viewing market research deliverables on OPA's website.
Maintain an average of at least 150 market research downloads a month by stakeholders from OPA's website.
Maintain an average customer satisfaction rating of at least 3.5 on a 5.0 scale across all major market research deliverables.

Performance Outcome:
Meeting the shared information needs required for military recruiting ensures that duplication of efforts is minimized across the Services and provides leaders the strategic and tactical level trend information and market intelligence to adjust and focus resources to combat problematic issues before missions are missed or resources are wasted.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Maintain a minimum of 500 stakeholder/visitors viewing market research deliverables on OPA's website	500	500	500
Maintain an average of at least 150 downloads a month by stakeholders from OPA's website	400	400	400
Maintain an average customer satisfaction rating of at least 3.5 on a 5.0 scale across all major market research deliverables	4.4	4.4	4.4

IV. Performance Criteria and Evaluation Summary:

DPAC - Office of People Analytics (OPA)
Testing and Assessment

Performance Statement:
The quality and number of Armed Services Vocational Aptitude Battery (ASVAB) and related cognitive and non-cognitive instruments administered to students, applicants, and enlistees.

Performance Evaluation:
Administer valid ASVAB and related instruments to 350,000 military applicants with less than 5 percent of the operational tests identified as fraudulent (due to compromise) and with fewer than 15 percent of the computerized tests experiencing unanticipated (IT related) interruptions.

Performance Outcome:
Higher military training and job performance resulting from more reliable and valid selection and classification test scores.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Number of military applicants administered the ASVAB meeting (above) compromise and IT performance thresholds.	356,306	387,500	405,900

DPAC - Office of People Analytics (OPA)
Multiple Subprograms

Performance Statement:
The quality and timeliness of attitude and opinion DoD surveys and focus groups that meet the Department's needs to evaluate existing programs and policies and establish baseline measures before implementing new ones.

Performance Evaluation:
Ensure the survey results are representative of the DoD population by applying scientific methods such as sampling, weighting, and non-response bias analysis and are available for final analysis within 180 days of closing the survey or focus group for more than 90 percent of the surveys.

Performance Outcome:
Supports data-driven decision making for P&R program and policy evaluation and allows the DoD to effectively focus their limited resources on important personnel and quality of life issues for the military community.

IV. Performance Criteria and Evaluation Summary:

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Survey results available for final analysis within 180 days of survey/focus group closing for more than 90 percent of surveys	100	95 percent	95 percent

Performance Statement:
Distribution of and satisfaction with analytic research deliverables designed to meet the information needs required for maintaining a resilient fighting force.

Performance Evaluation:
Deliver a minimum of 10 analytic research deliverables related to quality of life and resiliency in FY 2026 to at least four policy office stakeholders across the Department.
Maintain a customer satisfaction of good/very good rating based on comments, feedback, emails, and other communications from sponsors, users, or customers across all resiliency-focused analytic research deliverables.

Performance Outcome:
Meeting the information needs required for resiliency ensures that policies and programs supporting resiliency are informed by data and that resources are allocated to mitigate the risks posed by destructive behaviors.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Deliver a minimum of 10 analytic research deliverables related to quality of life and resiliency in FY 2026 to at least four policy office stakeholders across the Department	30	30	30
Maintain a customer satisfaction of good/very good rating based on comments, feedback, emails, and other communications from sponsors, users, or customers across all resiliency-focused analytic research deliverables	Good/Very Good	Good/Very Good	Good/Very Good

Performance Statement:
Response rates on high priority DoD wide surveys maintain or increase.

Performance Evaluation:
Maintain a response rate that is at least as high, or higher than, the most recent administration of the same survey.

IV. Performance Criteria and Evaluation Summary:

Performance Outcome:
Meeting the information needs of decision-makers across domains of personnel policymaking with high-quality and reliable data on the attitudes, opinions and experiences of military members.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Maintain a weighted response rate that is at least 13 percent of sample members	13 percent	13 percent	13 percent

DPAC - Office of People Analytics (OPA)
Statistics, Data Science, and Analytics

Performance Statement:
Distribution and satisfaction of analytic research and tool deliverables in FY 2026 to further research and research efficiency within OPA.

Performance Evaluation:
Distribute a minimum of five analytic products in support of OPA divisions in FY 2026.

Performance Outcome:
Supports data-driven decision making within OPA by improving and augmenting analytical processes and techniques providing efficiencies and novel research strategies.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Distribute a minimum of five analytic products in support of OPA research in FY 2026	7	6	6

DSSC- Computer/Electronic Accommodations Program (CAP)
Computer/Electronic Accommodations Program (CAP)/Accommodations

Performance Statement:
In support of Section 501 and 504 of the Rehabilitation Act of 1973, CAP was established to provide assistive technology (AT) devices and services as reasonable accommodations to support individuals with disabilities and wounded, ill and injured Service members in accessing information and communication technology. CAP measures the percentage of positive feedback from customers and the timeliness of receipt of the requested assistive technology (AT) and employment support service. Customer feedback and timeliness are an important indicator of CAP's success. Workplace accommodations and employment support services promote equal access and opportunity in the workplace. The amount of time it takes for an employee with a disability to receive an accommodation affects their ability to perform the essential functions of their job, or to

IV. Performance Criteria and Evaluation Summary:

enjoy benefits and privileges of employment equal to those enjoyed by employees without disabilities. Insights provided by tracking the positive impacts, enables CAP to identify and implement process improvements, optimize program effectiveness, and increase customer satisfaction.

Performance Evaluation:
The CAP evaluates the effectiveness of program performance by ensuring at least 92 percent of respondents to CAP questionnaires indicate the impact of their accommodation on their ability to perform essential job functions. CAP customer responses yielding a 92 percent average or higher is an indicator that CAP is successful.

The CAP utilizes its website and portal to meet processing timeframes of 26 days for the timely provisions of reasonable accommodations and employment support services. CAP's IT portal streamlines processes from employee request to enhancing workplace productivity. Data collection for this benchmark occurs through CAP's Defense Business System (DBS). Review of the data allows the team to examine factors contributing to delays and develop process improvement standards.

Performance Outcome:
The CAP's benchmark performance contributes to workplace inclusion and ensures good stewardship of government funds. CAP services result in a 90 percent positive impact on CAP customer's ability to perform their job duties with accommodations. CAP orders are processed within 30 days of the initial customer request. Accommodations provided by CAP produce higher productivity, mission accomplishment, and increased job satisfaction across the DoD. Sustained high levels of customer service through the provisions of disability subject matter expertise, AT and employment support services are realized with these measures. CAP's ability to support, equip, and empower DoD personnel with disabilities and wounded, ill, and injured Service members increase awareness and use of AT and employment support services.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Positive impact to work performance, due to CAP accommodations.	93 percent	92 percent	90 percent
Decrease the time from accommodation request received to assistive technology/employment support service is ordered to ensure timely accommodations.	23 days	30 days	30 days

DSSC - Defense Activity for Non-Traditional Education Support (DANTES)
Credit for Prior Learning (CPL) Generation, Acceptance, and Application

Performance Statement:
The DANTES facilitates the Services' ability to offer Service members shorter routes to degree completion by capturing and quantifying returns for human capital investments in military training and occupational experiences. These returns are in the form of college credit recommendations that

IV. Performance Criteria and Evaluation Summary:

are applied to degree programs. However, as military training and higher education standards have evolved separately, the need arose to realign the two to ensure Service members are able to continue to receive college credit for their military experiences.

This effort:

- Improves the efficiency of military course and occupational training evaluations by providing specific service schoolhouse feedback on readiness for virtual reviews.
- Improves the Department's ability to translate human capital investments for military occupational experiences and prior learning into the generation, acceptance, and application of college credit recommendations by academic institutions.

Performance Evaluation:
DANTES will measure the efficiency of military occupational training evaluations by the percentage of positive training site readiness scores for virtual reviews, the percentage of virtual reviews conducted per evaluation year, and changes in college credits recommended post staff assistance through curriculum summits.

DANTES will measure improvements in the Department's ability to translate human capital investments for military occupational experiences and prior learning into the generation, acceptance, and application of college credit recommendations by academic institutions in terms of state university systems utilizing the new automated college credit evaluation system (Military Guide); stakeholder information quality and satisfactions scores; and the amount of credits applied toward completed degrees.

Performance Outcome:
Improving the effectiveness and quantifying the efficiency of CPL programs will enable the Department to:

- Increase recommended college credits generated, accepted, and applied to degrees for military training experiences and prior learning.
- Improve stakeholder access to military training and occupational evaluation data, facilitate the evaluation and application of college credit recommendations, and improve transparency of CPL credits accepted and applied to Service members' degree completion.
- Maximize returns for CPL program investments that facilitate recommended college credit generation, acceptance, and application to Service member degree completion.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Percent of positive training site readiness scores	93 percent	Maintain >90 percent site readiness scores	Maintain >90 percent site readiness scores
Percent of targeted academic institutions sharing credit award decisions through the automated digital guide	Benchmark being established	Benchmark plus 2 percent	Benchmark plus 2 percent

IV. Performance Criteria and Evaluation Summary:

DSSC - Defense Language and National Security Education Office (DLNSEO)

	(Dollars in Thousands)		
Program	**FY 2024**	**FY 2025**	**FY 2026**
Language Training Centers – baseline	0	0	0
Language Training Centers – congressional add	15,000	0	0
Language Flagship Program - baseline	23,800	24,500	16,000
Language Flagship Program – congressional add	0	4,000	0

Language Training Center (LTC): DLNSEO provides OSD-level guidance in the areas of language and culture training, testing, and curriculum development. It develops, recommends, and monitors policies for language, regional, and culture capabilities related to the accession, management, and utilization of members of the Armed Forces and DoD civilian employees.

Language Flagship Program: DLNSEO efforts support language studies among U.S. undergraduate and graduate students who are committed to federal service in national security through nationally recognized Boren Scholarships and Fellowships and expand opportunities to achieve professional level proficiency in critical languages through the Language Flagship Program.

DSSC - Defense Language and National Security Education Office (DLNSEO)
Language Training Center (LTC) Program Strategic Metric; Improving Training Goals and Outcomes

Performance Statement:
Section 529 of the NDAA for FY 2010 authorized the establishment of the LTC Program to leverage the expertise and infrastructure of higher education institutions to train DoD personnel in language, culture, and regional area studies. In 2019, RAND Corporation completed an evaluation of the LTC Program and presented its recommendations for institutions to identify training goals and outcomes for each of its courses to the National Security Education Board.[1] Required grant reports include training goals and measures, and outcomes are reported for the program tracking records quarterly.

Performance Evaluation:
In FY 2025 and FY 2026, the average percentage of students meeting or exceeding course proficiency targets across all LTC courses will be 91 percent. Targeted proficiency outcomes are set by each LTC institution, in collaboration with their DoD partner based on their mission requirement and vary by partner and course.

Performance Outcome:
As of this time, FY 2024 institutional grants to the LTCs are still ongoing and we estimate an average of 90 percent of students will meet or exceed the targeted proficiency outcomes across all LTC courses offered.

IV. Performance Criteria and Evaluation Summary:

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Average percentage of students meeting or exceeding proficiency targets across all LTC courses in the training year.	90 percent	91 percent	91 percent

***** FY 2024 funding is currently ongoing for 2024-2025 grants

Remarks:
[1] As the RAND Report noted, the LTC program has demonstrated its ability to provide hundreds of courses per year tailored to meet the needs of DoD partners. The DoD partners have a range of language requirements for different types of missions and personnel (Foreign Area Officers, intelligence, special operations, general purpose forces, National Guard and reserves). The DoD components work with their academic partner institutions to set performance goals that meet their specific mission requirements.

[1]Jennifer Li, Richard Girven, Norah Griffin, *Meeting the Language and Culture Training Needs of U.S. Department of Defense Personnel: An Evaluation of the Language Training Center Program,* RAND Corporation, 2019.

DSSC - Defense Language and National Security Education Office (DLNSEO)
Language Flagship Program Strategic Metric; Improving the Pipeline of U.S. Graduates with Professional Level Critical Language Skills

Performance Statement:
Improve the percentage of Language Flagship Program undergraduate participants completing the overseas capstone programs that achieve the Flagship Certification level of $3/2^{+}/2^{+}$ Language Proficiency standard in speaking, reading, and listening modalities, as measured by the Interagency Language Roundtable (ILR) performance scale.

Performance Evaluation:
In FY 2024, results to date show 60.5 percent of students completing the Language Flagship capstone programs will achieve a $3/ 2^{+}/2^{+}$ score on the Language Flagship proficiency testing in speaking, reading, and listening modalities. The reduced projected percentages reflect the continuing recovery from COVID related interruptions to undergraduate language study in previous years.

By FY 2025, adjusting for prior year program results, DLNSEO anticipates that 61 percent of students completing the Language Flagship capstone programs will achieve a $3/ 2^{+}/2^{+}$ score on the Language Flagship proficiency testing in speaking, reading, and listening modalities.

By FY 2026, adjusting for prior year program results, DLNSEO anticipates that 62 percent of students completing the Language Flagship capstone programs will achieve a $3/ 2^{+}/2^{+}$ score on the Language Flagship proficiency testing in speaking, reading, and listening modalities.

Performance Outcome:

IV. Performance Criteria and Evaluation Summary:

The Language Flagship program prepares a workforce pipeline for federal service in national security positions. The students who reach certification level proficiency bring needed language, regional expertise and culture skills into federal service. Training through the Language Flagship program plays an integral part in building professionally proficient language speakers who will become future contributors to and employees of the DoD and the broader national security community.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Defense Language, Regional, Expertise, and Culture Program Strategic Metric	60.5 percent	61 percent	62 percent

DSSC - Equal Employment Opportunity (EEO)
Investigations and Resolutions

Performance Statement:
The Investigations and Resolutions Directorate (IRD) provides Equal Employment Opportunity (EEO) complaint investigations and mediations to the DoD Components and Activities. Consolidation and centralization provide cost cutting and consistency throughout the Department. The agency is required to conduct an impartial investigation of the complaint within 180 days of the filing of the complaint unless the parties agree in writing to extend the time. Agencies are to submit requests for investigation within 30 days of the filing of a formal complaint. IRD has 120 days to complete the investigation. IRD will measure/track the investigation processing time in terms of average days to complete investigations.

Performance Evaluation:
By FY 2026, IRD will improve the processing time of EEO complaint investigations, closed by Reports of Investigation (ROI), until DoD complies with Equal Employment Opportunity Commission (EEOC) requirements. The goal is 120 days from IRD receipt of request for investigation to dispatch of the ROI back to the agency requesting the investigation.

Performance Outcome:
Achieving the statutory requirement, the DoD will be less likely to be issued sanction orders based on untimely investigations. Untimely investigations can result in EEOC sanction orders to the DoD, which can include financial judgments for the charging parties without consideration of the merits of the complaint. By IRD achieving the target, the DoD will less likely be issued these sanction orders based on untimely investigations.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Number of processing days of EEO complaint investigations	155	120	120

Remarks: None.

IV. Performance Criteria and Evaluation Summary:

DSSC - Defense Travel Management Office (DTMO)
Reform Travel Management

Performance Statement:
DTMO contributes to DHRA's goal of providing effective Total Force support products and services to stakeholders and customers by effectively managing and modernizing a $10 billion Defense Travel Enterprise. As a result, commercial travel within DoD is cost efficient and effectively managed.

Performance Evaluation:
DTMO executes its mission and evaluates its performance through an integrated management model that combines strategy, operations, policy, governance, programs, and systems to reduce the cost of travel while returning millions of rebate dollars to the Department. The creation of business intelligence to generate return on investment for the Department and the taxpayers underlies the DTMO strategy. Effective strategy execution and travel management requires a data science capability to analyze data and provide the business intelligence to improve programs, strategically source travel services, drive down the costs of travel, and ultimately better understand and respond to customer needs. DTMO maintains a travel data warehouse and associated business intelligence applications to support evidence-based decision-making. This capability allows DoD to benchmark and track the progress of visibility, fidelity, and understanding of DoD travel spending in total and for a given travel category.

Performance Outcome:
Travel spending visibility drives further analysis to support strategic sourcing, policy formulation, program management improvements, and to further promote evidence-based decision-making. The result is increased cost effectiveness and improved customer satisfaction.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Travel Spend Visibility*	80 percent	70 percent	72 percent
Cost Avoidance from Strategic Sourcing			
DoD Preferred Commercial Lodging Program**	$23 million	$23 million	$24 million
US Government Rental Car Program***	$104 million	$10 million	$20 million
Rebates****			
Government Travel Charge Card Rebates**	$100 million	$110 million	$120 million
Preferred Dining Program Rebates**	$142.4 thousand	$250 thousand	$250 thousand
Customer Satisfaction*****			
Integrated Lodging Program	86 percent	80 percent	82 percent
US Government Rental Car Program	83 percent	80 percent	80 percent
Government Travel Charge Card Program	80 percent	80 percent	80 percent
Travel Management Company Services	80 percent	82 percent	85 percent
Commercial Air	81 percent	82 percent	85 percent

IV. Performance Criteria and Evaluation Summary:

* Travel spend visibility is the percent of total DoD direct travel costs supported by validated data identifying travel spend category.
** Cost Avoidance for DoD Preferred Commercial Lodging Program is the total dollars avoided when lodging is booked at DoD Preferred Commercial properties (below 95.6 per cent of per diem: this was the average per cent per diem for all CONUS commercial stays).
*** Cost Avoidance for US Government Rental Car Program is the (Sum ($) of all DoD rental car bookings at the published BTN rate) – (Sum ($) of all DoD rental car bookings at the actual government rate offered and selected).
**** Rebates is the total dollar value of rebates received from DoD corresponding program.
***** Customer Satisfaction is the conversion to a percentage satisfaction of the mean Likert Scale for the questions pertaining to the corresponding topic area.

DSSC - Employer Support of the Guard and Reserve (ESGR)
Employer Support of the Guard and Reserve (ESGR)/Employer Engagement

Performance Statement:
In 1972, ESGR was established with the charter for fostering a culture of employer support for guard and reserve members by promoting both public and private understanding of the Reserve Components in conjunction the transition from using the “Draft” to an all-volunteer military. DoD Instruction 1205.22 establishes ESGR’s mission and is further supported by Title 38 U.S. Code, Section 4333, 10 U.S. Code, Section 1588, 10 U.S. Code 2241(c), and DoD Instruction 1205.12. ESGR develops and promotes supportive work environments using approximately 2,300 volunteers to meet with and educate current and potential civilian employers of approximately 762,000 Guard and Reserve Service members who have rights under the Uniformed Services Employment and Reemployment Rights Act (USERRA).

Performance Evaluation:
This objective is measured using the number of employers and Service members engaged by ESGR volunteers and the number of volunteers formally trained to support the ESGR mission.

In FY 2024, 114,743 employers were engaged and educated in the value of guard and reserve employees and provided USERRA education. Targets for employers engaged/educated in USERRA are: 124,000 for FY 2024 and 124,000 for FY 2025, and 100,000 for FY 2026.

In FY 2024, 280,410 Service members were engaged and educated in USERRA, which is lower than the projected 165,500. Targets for Service members engaged and educated in USERRA are: 124,000 for FY 2024, and 283,000 for FY 2025, and 200,000 for FY 2026.

ESGR is targeting to formally train 500 volunteers per year through FY 2026. Historically, volunteers provide over 185,000 hours of service per year with an approximate value of $6 million per year. The number of attendees is measured using event After Action Reports, Microsoft Teams, Zoom data, and the value of a volunteer hour is determined using Independent Sector averages: https://independentsector.org/resource/value-of-volunteer-time.

IV. Performance Criteria and Evaluation Summary:

Performance Outcome:
In support of the Secretary of Defense's priority "Taking Care of Our People," employers and Service members will gain a better understanding of USERRA rights and responsibilities resulting in fewer workplace disputes related to military service. Achieving these targets will help improve retention because guard and reserve Service members can focus on readiness vs. their civilian jobs while performing military service.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Employers Engaged	114,743	124,000	100,000
Service members Engaged	280,410	283,000	200,000
Volunteers Trained	200	500	500

Remarks:
Use of web-based technology has increased ESGR's effectiveness in training volunteers. For example, in FY 2024, using Zoom for Government, ESGR hosted 35 training sessions that 1,347 volunteers virtually participated. Projecting decreases in employer and service member engagements due to budget decreases.

DSSC - Employer Support of the Guard and Reserve (ESGR)
Employer Support of the Guard and Reserve (ESGR)/Ombudsman Services

Performance Statement:
Per DoD Instruction 1205.22, ESGR's mission includes providing assistance in resolving conflicts between Service members and their employers, which is the function of the ESGR Ombudsman Services section. This effort supports the DoD USERRA outreach efforts per 38 U.S. Code Section 4333. ESGR Ombudsmen answer USERRA inquiries and mediate workplace conflicts between Service members and their employers related to service in the guard and reserve. By providing a Customer Service Center and trained mediators, ESGR assists Service members and their employers; quickly answers USERRA questions; and resolves workplace disputes.

Performance Evaluation:
This objective is measured using the number of USERRA inquiries received and the resolution rate of USERRA complaints (cases) that were mediated.

In FY 2024, ESGR Customer Service Center and volunteers answered 14,617 inquiries from Service members and employers. USERRA inquiry targets are: 15,000 for FY 2025, and 15,000 for FY 2026. The number of inquiries can vary due to the number of mobilizations, natural disasters, ESGR Outreach efforts to Service members and employers, and other unknown factors. This is measured using the Inquiry and Case Management System (ICMS) and event After Action Reports.

IV. Performance Criteria and Evaluation Summary:

In FY 2024, the resolution rate for ESGR cases was 77 percent. The annual target is a 70 percent resolution rate. It is difficult to project actual resolution rates since mediation requires both parties to participate in mediation and agree to a solution. ICMS is used for tracking.

Performance Outcome:
As Service members and employers become more aware of their rights and options due to ESGR's outreach efforts, the number of USERRA inquiries and cases can vary. By answering Service member and employer USERRA inquiries and assisting with resolving issues, military readiness and retention should improve as Service members prepare for guard and reserve service (annual training, active-duty orders, and mobilizations/deployments).

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Inquiries answered	14,617	15,000	15,000
Percent conflict resolution	70 percent	70 percent	70 percent

Remarks: By ESGR resolving 1,297 USERRA cases in FY 2024, it is estimated the federal government avoided $4.94 million in Department of Labor Veterans' Employment and Training Service investigations.

DSSC - Federal Voting Assistance Program (FVAP)
Federal Voting Assistance Program (FVAP)/Voting Assistance, Tools, and Resource Interactions

Performance Statement:
Increase the likelihood of interested the Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) active-duty members (those who live outside of their voting jurisdiction) to use available FVAP resources to increase their level of awareness of available DoD voting assistance resources, which will increase the likelihood of returning their absentee ballot.

The FVAP works to ensure Service members, their eligible family members, and overseas citizens are aware of their right to vote and have the tools and resources to successfully do so - from anywhere in the world.

The Director of FVAP administers the UOCAVA on behalf of the Secretary of Defense. UOCAVA requires states to transmit requested absentee ballots to UOCAVA voters no later than 45 days before a federal election and electronically upon request. Citizens protected by UOCAVA include:

- Members of the Uniformed Services (Army, Navy, Marine Corps, Air Force, Coast Guard, United States Public Health Service Commissioned Corps, and National Oceanic and Atmospheric Administration Commissioned Corps)
- Members of the Merchant Marines
- Eligible family members of the above

IV. Performance Criteria and Evaluation Summary:

- U.S. citizens residing outside the U.S.

The FVAP mission is to assist voters through partnerships with the Military Services, Department of State, Department of Justice, election officials from 50 states, U.S. territories, and the District of Columbia. Increasing the likelihood of interested UOCAVA active-duty members to use available FVAP resources, and conversion to the FVAP.gov website to increase the voter's level of awareness of available DoD voting assistance, helps FVAP meet this mission.

Performance Evaluation:
FVAP will review its survey of active-duty military voters to compare the relative absentee ballot return rate between active-duty military personnel and those who use DoD voting resources versus those who do not. FVAP will also evaluate the number of overseas citizen's website conversions ("# of FVAP website conversions of Overseas Civilians on FVAP.gov " /"Estimate of Overseas Civilian Population eligible for absentee voting visiting FVAP.gov"). Data will be collected from Google Analytics, Social Media Analytics, Post-Election Surveys of active-duty personnel, overseas citizen voters, and voting assistance officers. Electronic data is collected via Google Analytics to capture user web conversions (website and resource click-through), and social media analytics tools available through Facebook and Twitter which allow FVAP to conduct ongoing data gathering and analysis. Licensed information collections occur for all post-election surveys. Electronic data that is collected via Google, Facebook, and Twitter, allow FVAP to identify the location of online visitors and their subsequent interactions with FVAP resources and awareness campaigns. In addition, reports from FVAP's key resources, including Voting Assistance Officers (VAO), Installation Voter Assistance Offices (IVO), and the U.S. Election Assistance Commission (EAC) are analyzed and validated. These reports are reviewed and approved by supervisors to ensure accuracy in reporting. Success will be 20 percent of eligible voters converting to the website.

Performance Outcome:
An increase in the use of DoD Resources would mean an increase in voter awareness and an increase in the number of UOCAVA active-duty members who are able to successfully return an absentee ballot and continues to provide a measure of overall program effectiveness. An increase in overseas civilian conversions would mean a greater number of citizens successfully completing the federal voter registration and ballot request form to return to their state of legal residence for processing.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Difference between active-duty Service member absentee ballot requesters interacting with DoD voting assistance resources or tools, versus those not, on casting an absentee ballot.	Statistically significant difference	Not available due to non-voting periods/years	Statistically significant difference

IV. Performance Criteria and Evaluation Summary:

Percentage of eligible overseas civilian voters website conversions.	20 percent	Not available due to non-voting periods/years	20 percent

Remarks:
FVAP is required by Congress to report voter registration and participation rates for the active-duty military population and overseas citizen populations. These metrics are not a good indicator of FVAP effectiveness as it includes voting rates for domestic active-duty members and does not sufficiently isolate absentee voters. All calculations for these rates are an estimate and are compared to the Citizen Voting Age Population published by the Census Department. Interest in voting plays a key variable in whether an individual is motivated to cast an absentee ballot, and greater awareness in absentee voting may not necessarily be associate/ed with an increase in absentee voting.

DSSC - Military-Civilian Transition Office (MCTO)
Military-Civilian Transition Office (MCTO) / Transition & Reintegration-Information Technology

Performance Statement:
Provide full-spectrum program management that continuously improves design, content, and delivery of timely, relevant, and meaningful information, support, services, and resources to transitioning and reintegrating Service members and their families worldwide.

The Transition Assistance Program (TAP) is codified in Title 10 U.S. Code, Chapter 58, Sections 1142 and 1144, and DoD Instruction (DoDI) 1332.35. MCTO need to absorb SkillBridge and other programs at midyear drove increases across the programmatic portfolio with the highest increases in IT enhancements, curriculum development, training, contract support, and manpower requirements. TAP provides streamlined and effective transition assistance that effectively supports individualized transition preparation for approximately 200,000 eligible Service members who separate, retire, or are released from active duty each year.

The Yellow Ribbon Reintegration Program (YRRP) is codified in Public Law 110-181, Section 582 and DoDI 1342.28. YRRP is a DoD-wide effort to promote the well-being of National Guard and Reserve Component Service members, their families and communities, by connecting them with resources throughout and beyond the deployment cycle.

SkillBridge is codified in Title 10 U.S. Code, Chapter 58, Section 1143, and DoDI 1322.29. SkillBridge provides eligible transitioning Service members with job training and employment skills training, including apprenticeship programs, to help prepare them for employment in the civilian sector. Participating Service members gain valuable civilian work experience through specific industry training, apprenticeships, or internships during the last 180 days of service.

The TAP, YRRP, and SkillBridge constitute the central programmatic elements of MCTO's transition and reintegration portfolio.

IV. Performance Criteria and Evaluation Summary:

Near annual changes to legislation drive increases across the programmatic portfolio with the highest increases in IT enhancements, curriculum development, training, contract support, and manpower requirements.

MCTO's transition and reintegration portfolio operates within a federal interagency collaboration led by DoD with MCTO serving as the lead agent for governance, coordination, and collaboration. This collaboration is governed through a multi-agency Memorandum of Understanding (MOU) with its federal partners -- the Departments of Labor, Education, Veterans Affairs, Homeland Security as well as the Small Business Administration and the Office of Personnel Management. The MOU codifies the federal government's long-term commitment to supporting transitioning Service members and their families.

MCTO's interagency Evaluation Strategy and the planned single source, authoritative Transition & Reintegration IT Enterprise System provide a pathway for the development and implementation of enhanced program evaluation, assessment, and compliance to ensure execution of statutory and policy requirements while providing continuous improvement in transition & reintegration effectiveness.

Additionally, MCTO, in support of Executive Order (EO) 13822 – Supporting Our Veterans During Their Transition from Uniformed Service to Civilian Life, requires a comprehensive DoD Enterprise single-source data collection tool to support and streamline program enrollment, participation, and compliance. This requirement enables the Department to establish standardized performance metrics to measure participation and outcome-based objective benchmarks in accordance with requirements from the Government Accountability Office, GAO 18-23 report, and Title 10 U.S. Code, Sections 1142, 1144, and 1155. Additionally, core precepts for this requirement are based on establishing standardized performance metrics to measure the portfolio, aligning mission and program long-term outcomes with expectations for transitioning Service members while providing a meaningful and consistent structure within which to define and assess transition needs and gaps.

The IT applications suite is crucial to end-to-end compliance and accountability – to include implementing Congressional Legislation (Title 10, U.S. Code, Chapter 58), DoD Policies (DoDI 1332.35), EO 13822, Senate Report (S.R.) 114-255, and providing ad hoc reporting capabilities. The IT System is the Enterprise DoD System of Record in support of compliance; DoD Career Readiness Standards (CRS) – capturing, storing, and recording on DD Form 2648 for SM OMPF; Data collection for Service Members Individualized Transition Plans (ITPs), Warm Handover to the interagency partners or post-transition support; and more to measure programmatic effectiveness.

IT continuous enhancements provide an enterprise single-source data collection tool and an Enterprise Data to Decisions Information Environment, which will allow the Department, to include the Military Departments, to execute statutory requirements, holistically. IT enhancements support MCTO's strategic initiative to implement and execute unbiased, criterion-based mandatory individualized assessments and counseling, codify pathways and tracks, and provide a bidirectional warm handover data, of which best fits the Service member's post-separation goal(s) per Title 10 U.S Code, Sections 1142 (c) and 1144 (f).

In FY 2024, MCTO initiated development of a single source, authoritative Transition & Reintegration IT Enterprise System that will host a secure Client Tracking System (CTS) which: (1) captures reported data as defined in the new statue, (2) enable seamless management of Service member transition across all Military Services and installations; (3) provides Installation and Unit Commanders performance reports and (4)

IV. Performance Criteria and Evaluation Summary:

introduces a streamlined way to provide person-based "data as a service" and "analytics as a service" to all of DoD Military Services and other Federal Agencies, (5) a Learning Management System (LMS) that will provide active duty and Reserve Component Service members with relevant curricula tailored to their individual transition and/or reintegration requirements Lastly, these enhancements fulfill requirements within Title 10 USC 1144 (f) and applicable Congressional mandates requiring updating, modifying, and developing new curriculum to account for new statutorily required topics and framework for delivery.

Performance Evaluation:
The goal is to track 90 percent of known eligible transitioning active-duty Service members who completed programmatic requirements that include:

TAP: (1) individual counseling and (2) pre-separation counseling no later than 365 days prior to date of separation, (3) a self-assessment, attended (4) DoD Training Day, (5) Department of Labor Employment One-Day, (6) Veterans Affairs Benefits and Services brief and (7) selected at least one two-day track prior to their separation or retirement from active duty, as required by Title 10 USC Chapter 58, Sections 1142 and 1144, Public Law 112-56 (VOW Act) and Public Law 115-232.

YRRP: receipt of information support before, during, and after activation, mobilization, or deployment.

SkillBridge: application, participation, job offers, job acceptance, initial salary, job retention.

The MCTO will track the number of users of military departments completing eForms to measure implementation of a transition assistance Enterprise System. The goal is 95 percent completion. Transition Counselors complete the Electronic Form (eForm) 2648 for eligible transitioning Service members which are then electronically transferred to DMDC's Enterprise Solution. These forms are matched with Component-specific Loss Reports generated in the Defense Enrollment Eligibility Reporting System (DEERS) to validate transitioning Service members' eligibility and compliance. Following validation, DMDC develops compliance reports by Military Department and Component. MCTO shares compliance reports with Military Departments and interagency partners.

The transition & reintegration strategy uses a mixed methodology to collect qualitative and quantitative data to assess programmatic efficiency and effectiveness. There are many connections between pre- and post-separation assessments, where MCTO evaluates Service members' preparation to establish and achieve their post-transition goals and assess goal achievement via the long-term outcomes.

There are a series of data elements provided by federal agencies to gauge Service members successful transition, such as employment type, labor force participation, and employment retention rates (including examining financial outcomes data from the IRS, Social Security Administration (SSA) and Census Bureau). MCTO uses this additional data to evaluate Post separation unemployment, education and training (e.g. retention, certification, GI Bill usage).

IV. Performance Criteria and Evaluation Summary:

Included in the transition & reintegration Evaluation Plan are 25 Measures & Indicators (M&I), which capture performance, trends, challenges, data sources, and more to delineate the program's posture. The M&Is are used to target specific variables that assess successful transitions for the Service members.

The MCTO uses participant assessments and surveys to garner feedback on the quality of the course curriculum and materials, facilitators, and facilities. The assessments and surveys are anonymous and administered online.

IT enhancements enable MCTO to gauge the effectiveness and efficiency of programs, projects, and activities executed in accordance with statute, executive orders, agency policy, and leadership intent. MCTO continues to reduce the extent of missing data from the Services. Participant assessments and surveys from Service members who have completed the curriculum, as well as feedback from other stakeholders, demonstrate the efficacy of the curriculum and the annual curriculum review and update processes that are used to continually improve the programs.

Performance Outcome:
To date, the data collected on Service members are concentrated on the period prior to their transition out of the Service. The goal of identifying long-term outcomes will assist in gaining a better understanding of what happens to Service members after transition from active duty following at least 365 days of Title 10 active-duty service. Furthermore, post-separation data is necessary to fully examine how the training provided through MCTO programs impacted the Service members' transition.

The overall goal remains to verify the percent of known eligible transitioning Service members who met Career Readiness Standards or received a warm handover to appropriate partner agencies prior to their separation or retirement from active duty. Identifying and tracking long-term outcomes provides understanding of what happens to Service members post- transition and provides feedback for continuous program improvements. The NDAA for FY 2019 enacted significant changes to TAP to improve individual Service member's transition outcomes and assess and report on the effectiveness of TAP based on long term outcomes. The DoD's ability to recruit and maintain the All-Volunteer Force (AVF) depends, in part, on the perception of how well our Nation cares for its transitioning Service members, Veterans, and their families. Core concepts for the requirements provided here are based on the established performance metrics in the measurement of the effectiveness of TAP, aligning mission and program long-term outcomes with expectations for transitioning Service members. Achieving a single-data source tool will deliver a meaningful and consistent structure within which to define and assess transition needs and/or gaps as well as support the preparation of transitioning Service members for their post-service endeavors.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Percent of users of military departments completing eForms to measure implementation of a transition assistance Enterprise System.	95 percent	95 percent	95 percent

IV. Performance Criteria and Evaluation Summary:

Percent of eligible transitioning Reserve Component Service members completing TAP requirements to ensure transition preparedness.	85 percent	85 percent	85 percent
Percent of eligible transitioning Active-Duty Service members completing TAP requirements to indicate transition preparedness.	90 percent	90 percent	90 percent

DSSC - Military-Civilian Transition Office (MCTO)
MCTO/YRRP/Event Satisfaction

Performance Statement:
The MCTO is analyzing the percentage of National Guard and reserve Service members and their families reporting YRRP event satisfaction. This metric is used to indicate general satisfaction with the resources, services, products, and information provided at YRRP events. It is also an indicator of whether YRRP is being successful in its mission to improve the well-being of National Guard and reserve Service members and their families through the timely provision of relevant and helpful deployment-cycle support and information aimed at improving the health and well-being of National Guard and reserve Service members. The goal is to reach and maintain an overall event satisfaction of 90 percent by and through September 30, 2026.

Performance Evaluation:
The event satisfaction performance metric is captured through YRRP's Post-Event Survey, which asks the respondent to what extent they agree or disagree the YRRP event they attended was helpful. The survey is administered by each of the Reserve Components to National Guard and reserve Service members and their guests following their attendance at YRRP events. All YRRP attendees over the age of 18 are encouraged to complete the online or paper-based survey prior to departing from the event location. Following the event, the Reserve Components scan the paper-based surveys into EventPLUS (YRRP data management system) where the data, through an automated process, is cleaned, analyzed, and available for download. Once scanned, the cleaning and analysis process is automated, reducing the potential for human error. Quarterly quality control checks are completed on the data to ensure the automation process is functioning properly. Data is analyzed and reported on quarterly.

Performance Outcome:
The performance of this metric provides an overall indication of whether YRRP is meeting its stated mission outcome of improving the well-being of National Guard and reserve Service members and their families through the timely provision of information and resources as they navigate the challenges of reserve Component deployments. Additionally, this metric serves as a mechanism to monitor overall program performance of the

IV. Performance Criteria and Evaluation Summary:

Reserve Components, identify trends and inconsistencies in program implementation, and address areas where challenges or program improvements may be achieved, such as the quality, types, and amount of information, support, and resources provided.

By reaching the goal of an overall event satisfaction of 90 percent, it is expected National Guard and reserve Service members, and their families will be provided with information and resources improving their deployment readiness, resilience, and reintegration experience.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Event satisfaction increase, goal 90 percent by 09/30/2026	90 percent	90 percent	90 percent

DSSC - Military-Civilian Transition Office (MCTO)
MCTO/YRRP/Learning Gains

Performance Statement:
The MCTO is analyzing the percentage of National Guard and reserve Service members and their families reporting useful learning gains. This performance metric is used to indicate the usefulness and relevancy of the resources, services, products, and information provided at YRRP events to mobilizing and returning National Guard and reserve Service members and their families. Learning gains, especially among those respondents who have attended multiple YRRP events through multiple deployments, provide an indication of YRRP's success in delivering useful deployment-cycle support and information aimed at improving the health and well-being of National Guard and reserve Service members. MCTO seeks to improve and maintain an overall learning gain percentage of 95 percent by and through September 30, 2026.

Performance Evaluation:
The learning gain performance metric is captured through MCTO/YRRP's Post-Event Survey, which asks the respondent whether they learned something useful across different topic areas, such as finance, employment, legal, medical, mental health, communication, and the VA. The survey is administered by each of the Reserve Components to National Guard and reserve Service members and their guests following their attendance at YRRP events. All YRRP attendees over the age of 18 are encouraged to complete the online or paper-based survey prior to departing from the event location. Following the event, the Reserve Components scan the paper-based surveys into EventPLUS (YRRP data management system) where the data, through an automated process, is cleaned, analyzed, and available for download. Once scanned, the cleaning and analysis process is automated, reducing the potential for human error. Quarterly quality control checks are completed on the data to ensure the automation process is functioning properly. Data is analyzed and reported on quarterly.

Performance Outcome:
The performance of this metric provides an overall indication of whether YRRP is meeting its stated mission outcome of improving the well-being of National Guard and reserve Service members through the timely provision of useful information and resources as they navigate the challenges of Reserve Component deployments. This metric serves as a mechanism to monitor overall program performance of the Reserve Components in

IV. Performance Criteria and Evaluation Summary:

delivery of relevant and useful information, identify trends and inconsistencies in program implementation, and address areas where challenges or program improvements may be achieved, such as the quality, types, and amount of information, support, and resources provided. Additionally, this performance metric also may demonstrate that continual learning is occurring across multiple YRRP events, indicating the efficacy of repeated attendance by National Guard and reserve Service members and their families who undergo multiple mobilizations throughout their career.

By reaching the goal of increasing learning gains to 95 percent, it is expected that National Guard and reserve Service members and their families will be provided with information and resources improving their deployment readiness, resilience, and reintegration experience.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Learning gain increase, goal 95 percent by 09/30/2026	95 percent	95 percent	95 percent

DSSC - Military-Civilian Transition Office (MCTO)
Military-Civilian Transition Office (MCTO) / SkillBridge

Performance Statement:
The MCTO prioritized elimination of backlogged employer MOU requests. MCTO also conducted an internal programmatic review to develop a baseline understanding of “as is” processes and requirements. That internal assessment did not provide verifiable performance measures. MCTO conducted information gathering sessions and performance evaluation at echelon with multiple governmental and non-governmental entities. MCTO will use the information garnered from those engagements and assessments to develop “to be” performance standards.

Sexual Assault Prevention and Response Office (SAPRO)
Governance

Provide a framework of rules and practices by which SAPRO leadership establishes and continuously monitors policies, programs, and procedures to ensure accountability, fairness, and transparency with internal and external stakeholders of the SAPRO and effectively guide the Assessment, Prevention and Response sub-programs.
The Director of SAPRO shall, pursuant to requirements in 10 US Code section 1561;

- Oversee implementation of the comprehensive policy for the DoD sexual assault prevention and response program;
- Serve as the single point of authority, accountability, and oversight for the sexual assault prevention and response program;
- Provide oversight to ensure that the military departments comply with the sexual assault prevention and response program;
- Collect and maintain data of the military departments on sexual assault;
- Act as liaison between the DoD and other Federal and State agencies on programs and efforts relating to sexual assault prevention and response;

IV. Performance Criteria and Evaluation Summary:

- Oversee development of strategic program guidance and joint planning objectives for resources in support of the sexual assault prevention and response program, and make recommendations on modifications to policy, law, and regulations needed to ensure the continuing availability of such resources; and
- Develop metrics to measure the effectiveness of, and compliance with, training and awareness objectives of the Military Departments on sexual assault prevention and response.

Provide Sexual Assault Prevention and Response (SAPR) Program expertise throughout the DoD for public affairs, legislative affairs, strategic planning, and research priority planning.

Consult and advocate excellence in SAPR policy and programs for DoD leadership, Executive Branch agencies, Congress, allies and strategic partners, state and local agencies, academia, the press, federal advisory committees, and the Government Accountability Office.

Performance Statement:
Advocate for innovation and improve upon existing SAPR policies, programs and procedures to ensure accountability, fairness, and transparency with internal and external stakeholders of the SAPRO; and to advocate for excellence in DoD SAPR policy and programs which would enhance military unit readiness.

Performance Evaluation:
Progress will be gauged based on:

- SAPRO engagements to improve the knowledge, skills, and abilities of program stakeholders within the DoD.
- SAPRO public and legislative affairs engagements to advance stakeholder awareness of the DoD SAPR program.
- SAPRO policy reviewed and updated, as required, on an annual basis for compliance with any new provisions from NDAA and appropriations bill, and with recommendations from oversight bodies.

Performance Outcome:

- Improve knowledge skills and abilities of program stakeholders within the DoD, such that all educational activities reach at least 50 people and achieve a satisfaction rating of 3.5 or higher on a scale of 5.
- Improve public, press, and legislative stakeholder access to DoD expertise, ensuring that engagements or products are delivered on the agreed upon date at least 80 percent of the time. (Goal reflects new P&R release approval policy).
- Ensure policy aligns with all requirements from NDAA, appropriations bill, and recommendations from oversight bodies, annually.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Target: educational activities with at least 50 people rating the event 3.5 or higher on scale of 5	50 percent of participants rate at 3.5 or greater	55 percent	60 percent

IV. Performance Criteria and Evaluation Summary:

Target: public, press, and legislative stakeholder engagements delivered on the agreed-upon date at least 80 percent of the time.	92 percent	80 percent	80 percent
Target: annual policy reviews conducted within 60 days of NDAA signature	100 percent	100 percent	100 percent

Sexual Assault Prevention and Response Office (SAPRO)

Assessment & Oversight

A systematic approach to effectively assess and report SAPR Program progress and address programmatic gaps to maintain a resilient force posture and employment. Assessment is an enduring process of data collection and analytics designed to improve program effectiveness. Our aim is to incorporate responsive, meaningful, and accurate systems of measurement and evaluation into every aspect of our program to determine the impact of our efforts to prevent and respond to sexual assault incidents.

Performance Statement:
Improve Assessment and Oversight to better evaluate SAPR program effectiveness.

Performance Evaluation:
Progress will be measured by the percentage of oversight program implementation tasks completed.

By 2024: 95 percent of oversight program implementation tasks complete
By 2025: 100 percent of oversight program implementation tasks complete
By 2026: 100 percent of oversight program implementation tasks complete

Performance Outcome:
O1: Established internal control system that includes processes to identify and assess vulnerabilities and risks related to achieving the objectives of the SAPR Program.
O2: Institutionalized processes to identify deficiencies or pockets of excellence to enhance the SAPR Program further; processes to remediate identified deficiencies.
O3: Advancements in the *Assessment and Oversigh*t program directly support all lines of effort, which are also referenced in the congressionally mandated May 2025 Annual Report on Sexual Assault in the Military. More specifically, Assessment and Oversight implementation will create a cycle of continued SAPR Program evaluation and advancement to foster resiliency and readiness.

IV. Performance Criteria and Evaluation Summary:

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Percent of Oversight Program Implementation Tasks Completed Target: 1 year 10 percent	95 percent	100 percent	100 percent

Sexual Assault Prevention and Response Office (SAPRO)
Prevention

Achieve sustained reductions in the number of DoD Service members affected by sexual assault by executing effective, comprehensive prevention at all levels and across the career cycle through a fully mature prevention system in which people, data, policy, and resources work together.

Performance Statement:
Fully and effectively implement the Integrated Primary Prevention system and workforce described in the Prevention Plan of Action (PPOA) 2.0 across the Department to measurably and systematically reduce sexual assault and other harmful behaviors in the military.

Performance Evaluation:
Progress will be gauged based on PPOA implementation; more specifically SAPRO will gauge progress by the number of PPOA implementing tasks completed. PPOA 2.0, with emphasis on a synchronized approach focusing on shared risk and protective factors to grow and optimize the Integrated Primary Prevention system and workforce by completing the IRC-SAM prevention-related recommendations. So SAPRO's tracking of IRC implementation will also serve as progress implementing PPOA 2.0.
PPOA tasks are divided into Short range, Intermediate range, and Long range tasks. The identified targets for PPOA- 2.0 are reflected in the POAMs DoD components submitted for IRC tracking.

The PPOA 3.0 was not publicly released and is currently being modified with recent reorganization efforts across OSD. It is currently unknown when the document will be formally updated and released. SAPRO can update metrics once PPOA 3.0 and tasks are released.

Sexual Assault Prevention and Response Office (SAPRO)
Response/Victim Assistance

Establish the "Sexual Assault Response Workforce (SARW)" by moving Sexual Assault Response Coordinators (SARCs) and SAPR Victim Advocates (VAs) from the command reporting structure and significantly reducing reliance upon personnel performing SARC and SAPR VA duties as collateral duties (with limited exceptions). Facilitate victim recovery by providing innovative and specialized victim assistance resources, multiple opportunities and pathways to access support resources with the goal of reducing barriers to care, facilitating victim choice, and building trust and confidence in, as well as ultimately increasing engagement with, our response systems.

IV. Performance Criteria and Evaluation Summary:

Performance Statement:
Provide new, and improve upon existing, Response/Victim Assistance policy and initiatives to deliver consistent and effective advocacy for all Service members and their adult dependents, that fosters help-seeking behaviors and reduces stigma for help-seeking. Applies a victim-centered response and advocacy approach, to support victim recovery, increase safety, reduce risk of revictimization, and ensure Service members are fully mission-capable and engaged.

Performance Evaluation:
Progress will be gauged based on the successful implementation of the DoD SARW program across all Military Departments. Key metrics include: adherence to submitted future state and transition plans, removal of SARC and SAPR VA personnel from the operational reporting chain, and significant reduction on reliance of collateral duty uniformed personnel. Progress will be assessed via reports submitted by Military Departments: initial transition plans (October 2024), a progress update on eliminating collateral duties (October 15, 2025), and a final self-assessment upon completion of implementation (end of FY 2027). The effectiveness of the SARW staffing algorithm in ensuring appropriate staffing levels at each Military Installation will also be evaluated

Performance Outcome:
Increase response and resource utilization Institutionalize an evidence-based and research informed victim assistance response system that delivers consistent and effective support to victims of sexual assault within the Department.
Increase positive perceptions of org climate & trust in military system.
Reduce stigma and improved unit climates.
Increase cohesion, morale, and retention.
Improve Total Force readiness and lethality.
Improving access to Victim Assistance resources and constantly adapting response systems, policies, and processes.

Benchmarks	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Estimate
Percent of SARW Implementation Objectives completed Target: 1-year Target 40 percent	25 percent	35 percent	75 percent

V. Personnel Summary:

	FY 2024	FY 2025	FY 2026	Change FY 2024/ FY 2025	Change FY 2025/ FY 2026
Active Military End Strength (E/S) (Total)	**71**	**71**	**71**	**0**	**0**
Officer	26	26	26	0	0
Enlisted	45	45	45	0	0
Reservists on Full Time Active Duty (E/S) (Total)	**24**	**24**	**24**	**0**	**0**
Officer	13	13	13	0	0
Enlisted	11	11	11	0	0
Civilian End Strength (Total)	**1,294**	**1,285**	**1,242**	**-9**	**-43**
U.S. Direct Hire	1,279	1,252	1,205	-27	-47
Total Direct Hire	**1,279**	**1,252**	**1,205**	**-27**	**-47**
Reimbursable Civilians	15	33	37	18	4
Active Military Average Strength (A/S) (Total)	**71**	**71**	**71**	**0**	**0**
Officer	26	26	26	0	0
Enlisted	45	45	45	0	0
Reservists on Full Time Active Duty (A/S) (Total)	**24**	**24**	**24**	**0**	**0**
Officer	13	13	13	0	0
Enlisted	11	11	11	0	0
Civilian FTEs (Total)	**1,260**	**1,340**	**1,242**	**80**	**-98**
U.S. Direct Hire	1,245	1,307	1,205	62	-102
Total Direct Hire	**1,245**	**1,307**	**1,205**	**62**	**-102**
Reimbursable Civilians	15	33	37	18	4
Average Annual Civilian Salary ($ in thousands)	**190.7**	**192.3**	**184.5**	**1.6**	**-7.8**

V. Personnel Summary: (Cont.)

	FY 2024	FY 2025	FY 2026	Change FY 2024/ FY 2025	Change FY 2025/ FY 2026
Contractor FTEs (Total)	**2,183**	**2,222**	**1,703**	**39**	**-519**

Personnel Summary Explanations:

Civilian direct workforce overall decrease of 102 from FY 2025 to FY 2026 reflects: 1) reduction of civilian personnel full-time equivalents (-105 FTEs) and funding to optimize the workforce in compliance with Executive Order 14210, "Implementing the President's Department of Government Efficiency Workforce Optimization Initiative"; 2) support for the Independent Review Commission (IRC) on Sexual Assault (+1 FTE); and 3) Suicide Prevention and Response Independent Review Committee (SPRIRC) related recommendations (+2 FTEs).

Reimbursable workforce increase of 4 from FY 2025 to FY 2026 reflects the National Language Corps Services increase mission support efforts from previous fiscal year efforts.

Military personnel end strength (E/S) remains unchanged.

Contractor FTEs decrease of 519 from FY 2025 to FY 2026 reflects: 1) efficiencies reducing contracts for Advisory and Assistance Services to promote efficiencies and advance the policies of the Administration in alignment with Executive Order 14222, "Implementing the President's Department of Government Efficiency Cost Efficiency Initiative"; 2) the elimination of funding for the Defense Civilian Human Resource Management System per Secretary of Defense memorandum, "Continuing Elimination of Wasteful Spending at the Department of Defense" dated March 4, 2025; and 3) planned decreases from the top line cost in FY 2025 associated with the implementation of the Defense Civilian Human Resource Management System (DCHRMS) prior to Secretary of Defense memorandum, "Continuing Elimination of Wasteful Spending at the Department of Defense" dated March 4, 2025.

VI. OP 32 Line Items as Applicable (Dollars in thousands):

			Change from FY 2024 to FY 2025			Change from FY 2025 to FY 2026		
		FY 2024 Program	Price Growth	Program Growth	FY 2025 Program	Price Growth	Program Growth	FY 2026 Program
101	EXEC, GEN'L & SPEC SCHEDS	237,367	6,900	7,095	251,362	1,405	-30,425	222,342
121	PCS BENEFITS	39	1	-40	0	0	0	0
0199	**TOTAL CIVILIAN PERSONNEL COMPENSATION**	**237,406**	**6,901**	**7,055**	**251,362**	**1,405**	**-30,425**	**222,342**
308	TRAVEL OF PERSONS	5,784	121	-3,093	2,812	59	582	3,453
0399	**TOTAL TRAVEL**	**5,784**	**121**	**-3,093**	**2,812**	**59**	**582**	**3,453**
416	GSA SUPPLIES & MATERIALS	0	0	8	8	0	2	10
417	LOCAL PURCH SUPPLIES & MAT	0	0	391	391	8	-1	398
0499	**TOTAL DEFENSE WORKING CAPITAL FUND SUPPLIES AND MATERIALS**	**0**	**0**	**399**	**399**	**8**	**1**	**408**
633	DLA DOCUMENT SERVICES	0	0	1,200	1,200	0	8	1,208
671	DISA DISN SUBSCRIPTION SERVICES (DSS)	20,226	1,112	-14,190	7,148	-572	491	7,067
672	PRMRF PURCHASES	0	0	6,478	6,478	-418	604	6,664
677	DISA TELECOMM SVCS - REIMBURSABLE	157	5	-162	0	0	0	0
696	DFAS FINANCIAL OPERATION (OTHER DEFENSE AGENCIES)	3,560	165	208	3,933	-255	533	4,211
0699	**TOTAL OTHER FUND PURCHASES**	**23,943**	**1,282**	**-6,466**	**18,759**	**-1,245**	**1,636**	**19,150**
771	COMMERCIAL TRANSPORT	62	1	91	154	3	1	158
0799	**TOTAL TRANSPORTATION**	**62**	**1**	**91**	**154**	**3**	**1**	**158**
912	RENTAL PAYMENTS TO GSA (SLUC)	11,605	244	-11,342	507	11	-4	514
913	PURCHASED UTILITIES (NON-FUND)	815	17	-464	368	8	-3	373
914	PURCHASED COMMUNICATIONS (NON-FUND)	3,055	64	-2,583	536	11	-1	546
915	RENTS (NON-GSA)	221	5	1,136	1,362	29	-9	1,382
917	POSTAL SERVICES (U.S.P.S)	862	18	-336	544	11	3	558
920	SUPPLIES & MATERIALS (NON-FUND)	50,862	1,068	-50,153	1,777	37	51	1,865
921	PRINTING & REPRODUCTION	8	0	79	87	2	52,630	52,719

VI. OP 32 Line Items as Applicable (Dollars in thousands):

			Change from FY 2024 to FY 2025			Change from FY 2025 to FY 2026		
		FY 2024 Program	Price Growth	Program Growth	FY 2025 Program	Price Growth	Program Growth	FY 2026 Program
922	EQUIPMENT MAINTENANCE BY CONTRACT	17,676	371	16,158	34,205	718	-1,170	33,753
923	FACILITIES SUST, REST, & MOD BY CONTRACT	2,800	59	1,125	3,984	84	-14	4,054
925	EQUIPMENT PURCHASES (NON-FUND)	10,706	225	-5,687	5,244	110	-343	5,011
932	MGT PROF SUPPORT SVCS	297,575	6,249	-100,100	203,724	4,278	-169,446	38,556
933	STUDIES, ANALYSIS & EVAL	21,403	449	-1,490	20,362	428	-16,988	3,802
934	ENGINEERING & TECH SVCS	4,429	93	-4,522	0	0	0	0
936	TRAINING AND LEADERSHIP DEVELOPMENT (OTHER CONTRACTS)	0	0	7,932	7,932	167	856	8,955
937	LOCALLY PURCHASED FUEL (NON-FUND)	6	0	-6	0	0	0	0
960	OTHER COSTS (INTEREST AND DIVIDENDS)	1	0	-1	0	0	0	0
964	OTHER COSTS (SUBSISTENCE AND SUPPORT OF PERSONS)	32	1	-33	0	0	0	0
985	RESEARCH & DEVELOPMENT, CONTRACTS	0	0	0	0	0	25,324	25,324
987	OTHER INTRA-GOVT PURCH	25,276	531	43,530	69,337	1,456	-25,937	44,856
988	GRANTS	0	0	0	0	0	22,717	22,717
989	OTHER SERVICES	31,528	662	53,940	86,130	1,809	25,738	113,677
990	IT CONTRACT SUPPORT SERVICES	314,139	6,597	12,289	333,025	6,994	-12,048	327,971
0999	**TOTAL OTHER PURCHASES**	**792,999**	**16,653**	**-40,528**	**769,124**	**16,152**	**-98,643**	**686,633**
9999	**GRAND TOTAL**	**1,060,194**	**24,958**	**-42,542**	**1,042,610**	**16,382**	**-126,848**	**932,144**

Notes:

1. The DHRA did an analysis of costs in OP-32 lines 932 - MGT PROF SUPPORT SVCS and 933 - STUDIES, ANALYSIS & EVAL to see if they were properly aligned to the right OP-32 lines. As a result to this analysis it was determined that $130,719 thousand should be realigned as that review identified the tasks as applied, research-driven, and operational rather than advisory in nature. $114,323 thousand from line 932 and $16,396 thousand from line 933 were realigned into the following OP-32 lines:
   $52,625 thousand into OP-32 line 921 - PRINTING & REPRODUCTION
   $30,053 thousand into OP-32 line 989 - OTHER SERVICES
   $25,324 thousand into OP-32 line 985 - RESEARCH & DEVELOPMENT, CONTRACTS
   $22,717 thousand into OP-32 line 988 - GRANTS