



DoD DIRECTIVE 5105.87

DIRECTOR, DEFENSE DIGITAL SERVICE (DDS)

Originating Component: Office of the Deputy Chief Management Officer of the Department of Defense

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Incorporates: Secretary of Defense Memorandum, "Force of the Future: Maintaining our Competitive Edge in Human Capital," November 18, 2015

Incorporates and Cancels: Secretary of Defense Memorandum, "Defense Digital Service," January 26, 2016

Approved by: Ashton B. Carter, Secretary of Defense

Purpose: Pursuant to the authority vested in the Secretary of Defense by Title 10, United States Code, this issuance establishes the policy, mission, organization and management, responsibilities and functions, relationships, and authorities of the DDS.

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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY. This issuance applies to the OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this issuance as the “DoD Components”).

1.2. POLICY. It is DoD policy that:

a. Given the imperative for advancing capabilities critical to the well-being of the Service members, civilian employees, and mission support of core operations, the Department will:

(1) Adopt modern software development strategies and practices for how the Department builds and deploys technology and digital services to achieve the maximum effect on critical systems and programs.

(2) Build and commit to a talent strategy that attracts, recruits, compensates, and retains expertise in technology, strategy, business, and management in order to import world-class digital services into the Department for application to issues of national significance.

b. Nothing in this issuance should be construed as detracting from the duties and responsibilities of the OSD Principal Staff Assistants (PSAs) and the DoD Component heads. The Director, DDS, will coordinate with those OSD PSAs whose responsibilities and authorities are affected by proposed actions of the DDS.

1.3. MISSION. The DDS:

a. Serves as an organization composed of commercially experienced software developers, software designers, product managers and problem solvers within DoD. DDS works on specific projects or programs in support of the DoD in a “hands-on” way to materially improve digital services.

b. Drives game-changing evolution in the way DoD builds, buys, and deploys digital services and supporting technologies.

c. Brings the best-in-class private sector practices, talent, and technology to transform the way digital services are delivered within the DoD.

1.4. ORGANIZATION AND MANAGEMENT.

a. DDS will be managed by a Director.

b. The Director, DDS, directly reports to the immediate office of the Secretary of Defense and Deputy Secretary of Defense.

c. The Director is selected by the Secretary of Defense, after consultation with the Administrator, United States Digital Services (USDS), to be appointed to a term limited position in accordance with the Memorandum of Agreement between the DoD and the USDS.

d. The Director will exercise supervisory authority over the Deputy Director, DDS, and assigned personnel and provide oversight of all assigned resources.

e. DDS is organizationally aligned within Washington Headquarters Services (WHS).

SECTION 2: RESPONSIBILITIES AND FUNCTIONS

DIRECTOR, DDS. The Director, DDS:

a. Plans and conducts pioneering work to deliver improved digital services to the DoD using knowledge of the latest practices in software development, consumer internet technologies, and technology management approaches by:

(1) Supporting adoption of best-in-class software practices, including agile development methodologies and open-source practices, for the development and deployment of new and existing digital services.

(2) Utilizing the most effective means for improving digital services based upon quantitative and qualitative assessments of users' needs.

(3) Deploying top talent, in a variety of skillsets spanning technology, strategy, business, and management to support redesign of DoD's digital services.

(4) Initiating efforts to identify and evaluate cyber security vulnerabilities and deficiencies in DoD digital services and makes recommendations on the departmental prioritization of cyber security red teams.

b. Identifies and evaluates, in consultation with DoD stakeholders, those projects with the promise and potential to improve DoD digital services.

c. After consultation with respective OSD PSAs and DoD Component head stakeholders, and in coordination with the Secretary of Defense or the Deputy Secretary of Defense, selects projects for execution based on project impact, consistent with the USDS Digital Services Playbook.

d. Identifies, develops, and builds support and tools (technical and policy) for implementing a common customer user experience and brand for digital services across the DoD.

e. Oversees DDS operations, including all DDS personnel and projects, consistent with applicable laws and regulations. Decides on:

(1) The selection of personnel hired by, assigned, or detailed to DDS, in full-time and part-time positions, term appointments, and advisory roles. On matters of standards of conduct and post-employment restrictions, ensures, in coordination with the Office of the General Counsel of the Department of Defense (GC DoD), that DDS personnel, as appropriate, are cognizant of applicable laws and regulations.

(2) All projects undertaken by DDS, in consultation with OSD PSA and DoD Component heads.

f. Supports execution of acquisitions undertaken to further DDS's mission.

- g. Recommends revisions to policy that will improve DoD digital services.
- h. Conducts regular, or as needed or requested, progress and planning updates with the Secretary of Defense or the Deputy Secretary of Defense to review and provide status on all hiring activities of the DDS and project schedules, prioritization, and results.
- i. Conducts regular progress reviews with DoD stakeholders and program managers for those projects identified for support by DDS.
- j. Manages DDS media and social media, in coordination with the Assistant to the Secretary of Defense for Public Affairs (ATSD(PA)).
- k. Attends Secretary of Defense staff meetings to stay informed of emerging Secretary of Defense requirements and provides advice and perspectives on ongoing and prospective technology policy and digital services initiatives.
- l. Attends, as an observer, all formally noticed meetings of the Defense Innovation Board and other advisory boards, as appropriate. Participates in other relevant DoD forums, as necessary.
- m. Performs other duties as assigned by the Secretary of Defense or the Deputy Secretary of Defense.

SECTION 3: RELATIONSHIPS

3.1. DIRECTOR, DDS. Under the authority, direction, and control of the Secretary of Defense, and in performing assigned responsibilities and functions, the Director, DDS:

- a. Reports to the immediate office of the Secretary of Defense and the Deputy Secretary of Defense.
- b. Exercises authority, direction, and control over:
 - (1) Subordinate personnel assigned to, or under the control of, the DDS.
 - (2) Other assigned resources.
- c. Coordinates and exchanges information with OSD officials, the DoD Component heads, and federal officials with collateral or related responsibilities and functions.
- d. Communicates regularly with the Administrator, USDS, in the Executive Office of the President, to assist in the recruitment and hiring of candidates to the DDS by leveraging USDS knowledge and access to top talent in a variety of skillsets to support DoD's digital services projects.

3.2. OSD PSAS AND DOD COMPONENT HEADS. OSD PSAs and the DoD Component heads:

- a. Coordinate with the DDS on matters under their purview related to the responsibilities and functions assigned in this issuance.
- b. Provide access to information and Information Technology systems, as determined by the Director, DDS, consistent with applicable security requirements and any statutory restrictions.
- c. Ensure that all selected projects, to the extent permitted by law, proceed without delay. Any request for waiver to regulation or policy will be adjudicated by the respective OSD PSA or DoD Component head policy proponent within 4 business days and the basis for any denial of any waiver will be fully documented and subject to review by the Secretary of Defense or Deputy Secretary of Defense.

3.3. DOD CHIEF INFORMATION OFFICER. In addition to the responsibilities in Paragraph 3.2., the DoD Chief Information Officer provides technical advice on selected DDS projects as requested by the Director, DDS.

3.4. GC DOD. In addition to the responsibilities in Paragraph 3.2., and pursuant to DoD Directives 5145.01 and 5145.04, the GC DoD selects legal counsel for the DDS and provides

advice and counsel to assigned DDS personnel on all relevant issues, including but not limited to, conflicts of interest and ethics issues.

3.5. ATSD(PA). In addition to the responsibilities in Paragraph 3.2., the ATSD(PA) coordinates with DDS on all media and social media efforts. The ATSD(PA) is the sole release authority for release of official DoD information to the news media representatives.

3.6. DIRECTOR, WHS. Under the authority, direction, and control of the Deputy Chief Management Officer of the Department of Defense, the Director, WHS, in addition to the responsibilities in Paragraph 3.2., provides administrative and common support services, including manpower management, human resources, security clearance services, facilities and facilities operations, financial management, contracting, and other support in accordance with DoD Directive 5110.04 or otherwise as directed by the Secretary of Defense or the Deputy Secretary of Defense.

SECTION 4: AUTHORITIES

DIRECTOR, DDS. The Director, DDS, is delegated authority to:

- a. Communicate directly with OSD PSAs and the DoD Component heads, as necessary, to perform assigned responsibilities and functions, including requests for advice and assistance. Communications to the Military Departments are transmitted through the Secretaries of the Military Departments, as otherwise provided in law, or as the Secretary of Defense directs in other DoD issuances. Communications to the Combatant Commanders will be in accordance with Paragraph 4.b.(3) of DoD Directive 5100.01.
- b. Communicate with other U.S. Government officials, members of the public, and representatives of foreign governments, as appropriate in carrying out the DDS-assigned responsibilities and functions. The Director, DDS, must conduct communications with representatives of the Legislative Branch through the Office of the Assistant Secretary of Defense for Legislative Affairs, except for communications with the Defense Appropriations Committees. In those cases, the Director, DDS, will coordinate with the Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense. Communications will comply with the requirements of the DoD Legislative Program.
- c. Obtain reports and information, as necessary, to perform assigned responsibilities and functions, in accordance with DoD Instruction 8910.01.
- d. Enter into support agreements with DoD Components and other federal agencies, as necessary, to perform assigned responsibilities and functions, in accordance with DoD Instruction 4000.19.
- e. Use existing systems, facilities, and services of the DoD, and other federal agencies, when possible, to avoid duplication and to achieve maximum efficiency and economy.
- f. Execute all necessary acquisition activities through a Military Department, DoD contract administration services component, or a federal agency, as appropriate, to further DDS's mission.
- g. Request waivers to selected requirements of DoD regulations, directives, instructions, or other policy related to the responsibilities and functions assigned in this issuance. As specified in 3.2.c, the respective OSD PSA policy proponent must adjudicate any DDS waiver request within 4 business days. The basis of denial of any DDS waiver request must be fully documented and subject to review by the Secretary of Defense or the Deputy Secretary of Defense.
- h. Receive administrative, acquisition, and logistical support from WHS, unless otherwise directed by the Secretary of Defense or the Deputy Secretary of Defense.

GLOSSARY

G.1. ACRONYMS.

ATSD(PA)	Assistant to the Secretary of Defense for Public Affairs
DDS	Defense Digital Service
GC DoD	General Counsel of the Department of Defense
PSA	Principal Staff Assistant
USDS	United States Digital Services
WHS	Washington Headquarters Services

G.2. DEFINITIONS. These terms and their definitions are for the purpose of this issuance.

digital services. The iterative development and delivery of digital assets (e.g., code, data, content), software (e.g., code, application programming interfaces, applications), and services (e.g., technical guidance, training, best-practices) across multiple platforms, devices, and delivery mechanisms (e.g., the cloud, web applications, mobile applications, connected devices, social media). Digital services may be delivered to internal DoD customers, external customers, or both, in accordance with the Digital Government Strategy.

information and Information Technology systems. The totality of contracts, technical artifacts, code, access to systems, and other documentation related to a DDS project.

project impact. A framework of selection criteria used to guide the evaluation of prospective digital service projects in order to achieve optimal institutional effect(s). The major factors include: alignment with DoD priority goals; broad application and value to the Department; and realization of efficiency improvements, including cost reductions, improved timeliness, or enhanced performance of activities.

REFERENCES

- DoD Directive 5100.01, “Functions of the Department of Defense and Its Major Components,” December 21, 2010
- DoD Directive 5110.04, “Washington Headquarters Services (WHS),” March 27, 2013
- DoD Directive 5145.01, “General Counsel of the Department of Defense (GC DoD),” December 2, 2013, as amended
- DoD Directive 5145.04, “Defense Legal Services Agency (DLSA),” April 16, 2012
- DoD Instruction 4000.19, “Support Agreements,” April 25, 2013
- DoD Instruction 8910.01, “Information Collection and Reporting,” May 19, 2014
- Memorandum of Agreement Between the Department of Defense and the United States Digital Services, January 28, 2016¹
- United States Code, Title 10
- United States Digital Service, “Digital Services Playbook,” current edition²

¹ This document may be obtained from the Office of the DDS.

² This document may be found at <https://playbook.cio.gov/>