



DoD DIRECTIVE 5105.87

DIRECTOR, DEFENSE DIGITAL SERVICE (DDS)

Originating Component: Office of the 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
Secretary of Defense Memorandum, "Defense Digital Service," September 11, 2019

Incorporates and Cancels: Secretary of Defense Memorandum, "Defense Digital Service," January 26, 2016
Secretary of Defense Memorandum, "Defense Digital Service," July 3, 2017

Approved by: Ashton B. Carter, Secretary of Defense
Change 1 Approved by: David L. Norquist, Deputy 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 Director, 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 the Deputy Secretary of Defense.
- c. The Director is selected by the Secretary of Defense.
- d. The Director will exercise supervisory authority over the Deputy Director, DDS, and assigned personnel and provide oversight of all assigned resources.
- e. For organizational- and administrative-support purposes, DDS is organizationally aligned within Washington Headquarters Services (WHS) and is a WHS-serviced office.

1.5. SUMMARY OF CHANGE 1. This change:

- a. Adds responsibilities for the Director, Defense Information Systems Agency (DISA).
- b. Removes the requirements to consult or communicate with the Administrator, United States Digital Service.
- c. Clarifies and consolidates the role of WHS support to DDS.
- d. Updates Section 2 to include development, security, and operations (DevSecOps).
- e. Modifies the waiver process on OSD PSAs and DoD Component head denials to DDS access requests.
- f. Updates the reporting structure for DDS.
- g. Incorporates guidance in accordance with the September 11, 2019 Secretary of Defense Memorandum and the United States Digital Government Strategy; DoD Digital Modernization Strategy; and DoD Enterprise DevSecOps Reference Design.
- h. Updates references and organizational titles for currency and accuracy.

SECTION 2: RESPONSIBILITIES AND FUNCTIONS

DIRECTOR, DDS. The Director, DDS:

a. Plans and conducts pioneering and innovative 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. Activities will include advocacy of modern software development tools and practices, such as DevSecOps.

(2) Utilizing the most effective means for improving digital services based upon quantitative and qualitative assessments of user 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 programs to identify and evaluate cyber security vulnerabilities and deficiencies in DoD digital services and making recommendations on the departmental prioritization of DoD Red Teams and technical resources to the Secretary of Defense and Deputy Secretary of Defense, the OSD PSAs, and DoD Component heads, as appropriate.

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 United States Digital Government Strategy, the United States Digital Service Digital Services Playbook, and the DoD Digital Modernization Strategy, when applicable.

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, that DDS personnel, as appropriate, are cognizant of applicable laws and regulations.

(2) All projects undertaken by DDS, in consultation with the OSD PSAs and DoD Component heads, as appropriate.

- f. Supports execution of acquisition undertaken to further the DDS 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 provides 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, as appropriate, 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. Carries out guidance in the September 11, 2019 Secretary of Defense Memorandum.
- n. 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.

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. OSD PSAs or DoD Component heads will comply with waiver-request procedures from DDS, in accordance with Paragraph 4.g.

3.3. DOD CHIEF INFORMATION OFFICER. In addition to the responsibilities in Paragraph 3.2. and pursuant to DoD Directive 5144.02, the DoD Chief Information Officer provides technical advice on selected DDS projects as requested by the Director, DDS.

3.4. DIRECTOR, DISA. Under the authority, direction, and control of the DoD Chief Information Officer, in addition to the responsibilities in Paragraph 3.2., and pursuant to DoD Directive 5105.19, the Director, DISA:

- a. Ensures that information technology services are provided to support DDS, when requested by the Director, DDS.
- b. Consults with the Director, DDS, on ways to rapidly adapt innovation or modify existing DISA policies to enable modern software development tools and practices, such as DevSecOps, within the DoD.

3.5. GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE. In addition to the responsibilities in Paragraph 3.2., and pursuant to DoD Directives 5145.01 and 5145.04, the General Counsel of the Department of Defense 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.

3.6. ATSD(PA). In addition to the responsibilities in Paragraph 3.2. and pursuant to DoD Directive 5122.05, the ATSD(PA) coordinates with DDS on all media and social media efforts. The ATSD(PA) is the sole authority for the release of official DoD information to news media representatives.

3.7. DIRECTOR, WHS. Under the authority, direction, and control of the 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 OSD PSAs and DoD Component heads 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 the DDS mission.
- g. Request waivers to 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 or DoD Component head policy proponent must adjudicate any DDS waiver request within 4 business days of receipt. The basis of denial of any DDS waiver request must be fully documented and promptly submitted by the respective OSD PSA or DoD Component head to the Secretary of Defense or Deputy Secretary of Defense for their decision.

GLOSSARY

G.1. ACRONYMS.

ATSD(PA)	Assistant to the Secretary of Defense for Public Affairs
DDS	Defense Digital Service
DevSecOps	development, security, and operations
DISA	Defense Information Systems Agency
PSA	Principal Staff Assistant
WHS	Washington Headquarters Services

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

DevSecOps. Aims at unifying software DevSecOps. For more information, refer to the DoD Enterprise DevSecOps Reference Design.

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 Chief Information Officer, “DoD Enterprise DevSecOps Reference Design,” current edition¹
- DoD Digital Modernization Strategy: DoD Information Resource Management Strategic Plan FY19-23, July 12, 2019²
- DoD Directive 5100.01, “Functions of the Department of Defense and Its Major Components,” December 21, 2010
- DoD Directive 5105.19, “Defense Information Systems Agency (DISA),” July 25, 2006
- DoD Directive 5110.04, “Washington Headquarters Services (WHS),” March 27, 2013
- DoD Directive 5122.05, “Assistant to the Secretary of Defense for Public Affairs (ATSD(PA)),” August 7, 2017
- DoD Directive 5144.02, “DoD Chief Information Officer (DoD CIO),” November 21, 2014, as amended
- 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, as amended
- DoD Instruction 8910.01, “Information Collection and Reporting,” May 19, 2014
- Secretary of Defense Memorandum, “Defense Digital Service,” September 11, 2019
- United States Code, Title 10
- United States Digital Government Strategy, “Digital Government: Building a 21st Century Platform to Better Serve the American People,” May 23, 2012³
- United States Digital Service, “Digital Services Playbook,” current edition²⁴

¹ This document may be found at <https://www.milsuite.mil/book/groups/dod-enterprise-devsecops/activity>

² This document may be found at <https://media.defense.gov/2019/Jul/12/2002156622/-1/-1/1/DOD-DIGITAL-MODERNIZATION-STRATEGY-2019.PDF>

³ This document may be found at <https://obamawhitehouse.archives.gov/sites/default/files/omb/egov/digital-government/digital-government.html>

⁴ This document may be found at <https://playbook.cio.gov/>