

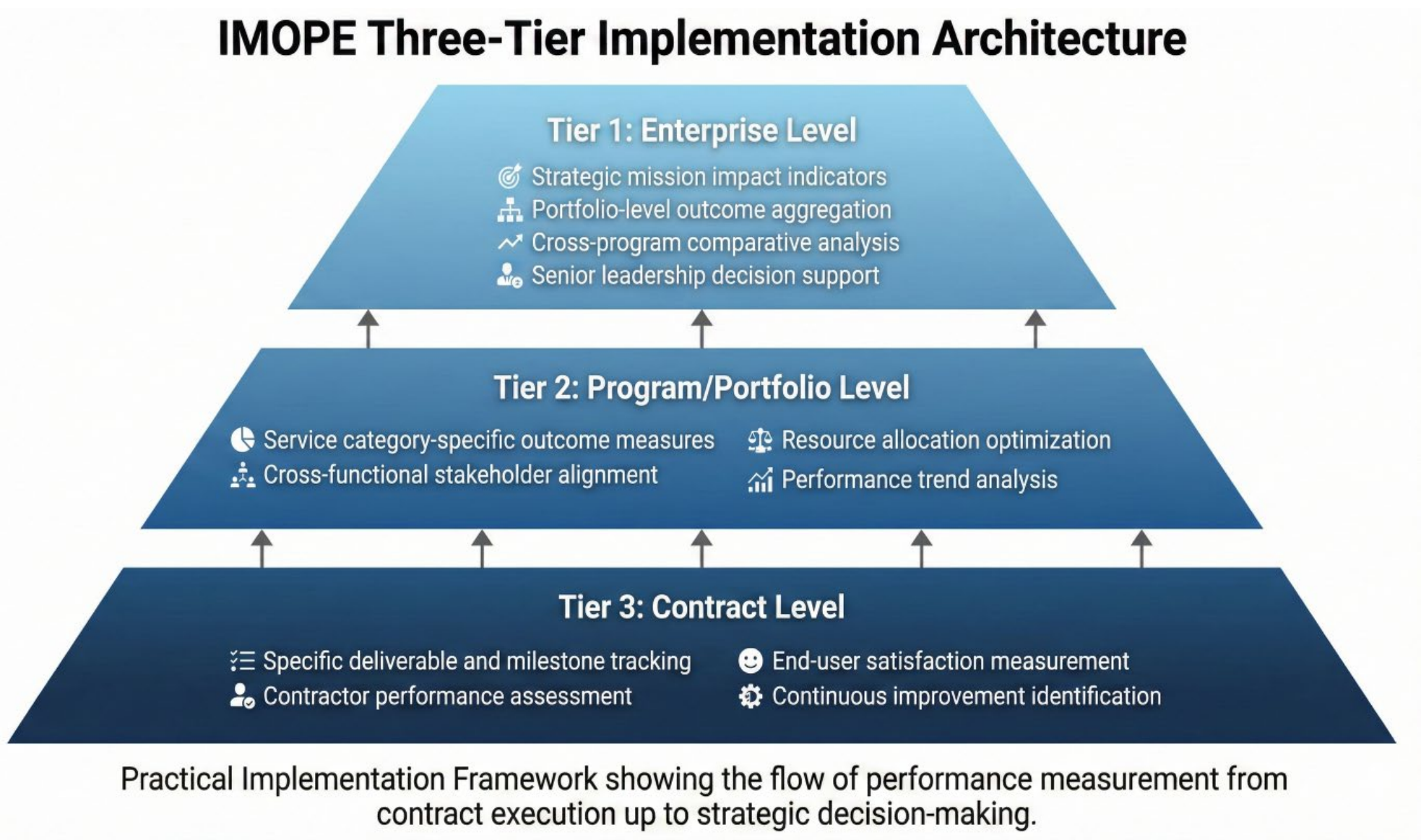
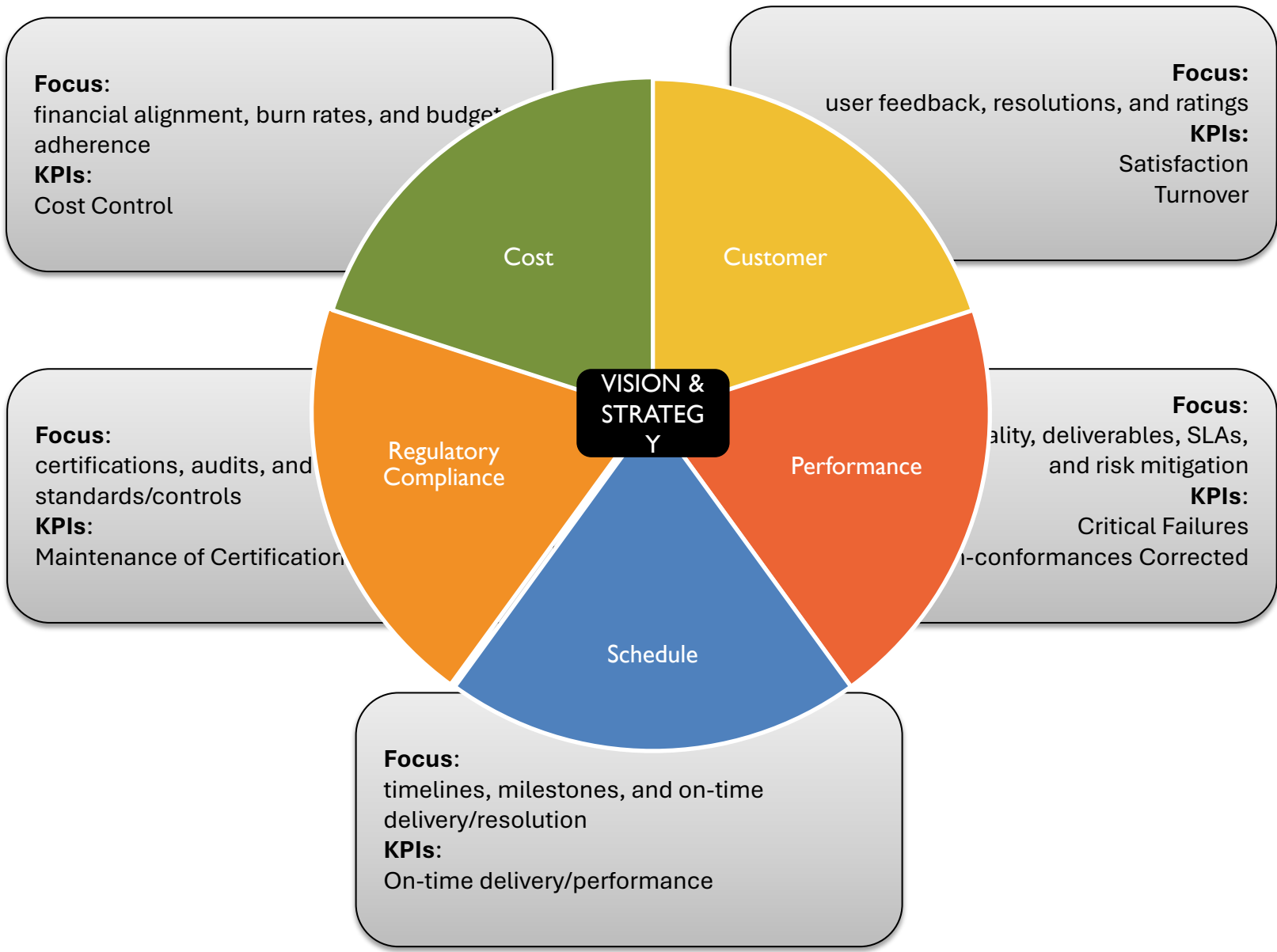
Abstract

The DOD relies heavily on contracted services to support its mission, yet it lacks a standardized, outcome-based framework to assess program health. Current measurement practices prioritize process compliance and obligation rates over mission impact, creating fragmented oversight and limited strategic visibility. This research develops a standardized performance measurement framework for the Acquisition of Services (AoS) pathway to improve accountability and decision-making. Using a qualitative research design, we analyzed policy documents and conducted 24 semi-structured interviews with senior DOD and industry stakeholders to identify and validate high-value performance indicators. Findings reveal that stakeholders redefine “service health” as a measurable contribution to operational readiness rather than administrative compliance. The study validates a “Core-Plus-Tail” governance model, identifying seven foundational “Core” metrics spanning cost stewardship, schedule reliability, performance quality, customer satisfaction, and compliance that enable enterprise reporting while allowing for category-specific customization. We propose the Integrated Mission-Outcome Performance Ecosystem (IMOPE) and a Flexible Balanced Scorecard to operationalize these metrics. Recommendations include updating DODI 5000.74 to mandate this core set, automating data collection to reduce administrative burden, and piloting a three-tier roll-up architecture to shift the acquisition culture from compliance to outcomes.

Methods

- Qualitative and exploratory design to build a standardized, outcome-based metric framework for the AoS pathway using a multi-phase research strategy:
- Phase 1 – Literature & KPI Collection:** Extensive review of academic work, DoD/Service policy, GAO/RAND/IDA/DBB reports, and existing KPI repositories to compile >300 candidate metrics.
 - Phase 2 – Synthesis & Refinement:** Classified and de-duplicated KPIs, identified cross-cutting themes, and aligned metrics to cost, schedule, performance, customer, and compliance priorities.
 - Phase 3 – Validation:** Semi-structured interviews with 24 stakeholders to test realism, relevance, and usability of KPIs.
 - Phase 4 – Framework Development:** Integrated interview themes and document evidence into a standardized, outcome-oriented “Flexible Balanced Scorecard” framework for services.

Flexible Balanced Scorecard and IMOPE



Results & Impact

- Proposed “Flexible Balanced Scorecard” Framework:**
- Provides a scorecard structure with tailored KPIs in each of the 5 categories.
 - Connects contract-level measures to portfolio health enabling roll-up for SRRBs, category management, and AoS oversight.
 - Reduces “metric mania” by focusing on a limited, balanced set of meaningful indicators
- Expected Impact:**
- Strengthens alignment with services performance and mission readiness.
 - Improves comparability and visibility across portfolios for senior leaders.
 - Provides a practical starting point for future data and dashboard initiatives.

Future Research

- Pilot Implementation:** Apply the Flexible Balanced Scorecard in selected service portfolios (e.g., knowledge-based, logistics management, IT services) to test feasibility and refine the KPI menu and roll-up rules.
- Quantitative Validation:** Statistically assess relationships between selected KPIs and mission-relevant outcomes (readiness indicators, cost growth, rework, customer satisfaction).
- Data Architecture & Automation:** Map the framework to existing data environments (FPDS, ADVANA/AVDF, service dashboards) and explore automation/AI tools for KPI extraction, classification, and anomaly detection.
- Governance & Workforce Development:** Design governance processes, ownership roles, and training to support adoption of outcome-oriented metrics and to manage gaming, metric overload, and cultural resistance.



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