Defense Business Board Meeting

August 1-2, 2024

Day 1
Begin Closed Session
PENTAGON LIBRARY CONFERENCE CENTER, ROOM B7

Ms. Cara Allison Marshall
Designated Federal Officer

Chair's Welcome

Hon. Deborah James
Chair, Defense Business Board

Classified Discussion

Supply Chain Risk Management

Mr. Paul Cromwell
Deputy Division Chief
Supply Chain Risk Management –

Mr. Chris Diehl
Senior Intelligence Officer
Threat Analysis Center

Classified Discussion

Strategic Initiatives to Enhance Advanced Technology Integration

Gen Charles Q. "CQ" Brown, Jr.
Chairman of the Joint Chiefs of Staff

Classified Discussion

Current Affairs

Hon. Lloyd Austin
Secretary of Defense

Break

Day 2
Begin Closed Session
PENTAGON LIBRARY CONFERENCE CENTER, ROOM B7

Ms. Cara Allison Marshall
Designated Federal Officer

Chair's Welcome

Hon. Deborah James
Chair, Defense Business Board

Classified Discussion

Reoccurring Themes

Hon. Kathleen Hicks
Deputy Secretary of Defense, Department of Defense

Common Themes
DBB Studies FY22 - FY24

August 1-2, 2024

Common Findings

1. **Pockets of excellence** exist within DoD; the challenge lies in propagating solutions across the enterprise.

2. **OSD's role in managing the enterprise** is often complicated by the roles and functions assigned to the military departments by law.

3. A **culture of risk aversion** persists within the Department.

4. **Unnecessary bureaucracy** hinders efficiency, innovation, and risk-taking.

5. **Hesitancy to embrace** new authorities, processes, and exceptions to the rule.

6. Concerns about attracting the **next generation of DoD workers**.

7. **Real-time access to accurate, authoritative data** is still a work in progress.

Top Recommendations

1. **Instill transformational leadership** – **The DoD needs a full-time senior executive focused solely on affecting lasting transformative change to the business operations of the DoD across the enterprise.**

2. **Harness metrics and data** – **The DoD should continue to emphasize data and metrics to measure outputs across all its business processes.**

3. **Foster a culture that embraces risk taking and change.**

Adjourn Closed Session

Ms. Cara Allison Marshall
Designated Federal Officer

Begin Open Session

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Designated Federal Officer

Progress of
Talent Management Initiatives

Hon. Ashish S. Vazirani
*Performing the Duties of
the Under Secretary of Defense
for Personnel and Readiness*

Mr. Brynt Parmeter
*Chief Talent Management Officer for
DoD*

Chief Talent Management Officer

Defense Business Board Update

Aug 2nd, 2024

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Agenda

- Review the top ten DoD **TM challenges** and the **Labor Market Framework** to better address those challenges.

- Review the December 2023 **TM Action Plan** to address two of the ten challenges: (1) improving applicant pool quantity and quality and (2) reducing time-to-hire.

- Review the status and initial **results of the pilots** underway in three Functional Communities (FCs) (Cyber, Prevention, and Financial Management/Comptroller).

- Next Steps, Discussion, and Questions

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DoD Talent Management Challenges

Stakeholders at the June 2023 Deputy Workforce Council meeting identified 10 Total Force talent acquisition and talent management areas for improvement that remain pressing today:

Future Workforce Requirements

The DoD Employer Brand and Positioning

Talent And Applicant Pools

Legislative and Policy Barriers to Hiring Talent

Candidate and Onboarding Experience

Competitive and Flexible Compensation

Time-to-hire/Clearance Timelines

Modern TM Processes and Technology

Upskilling and Reskilling

Permeability

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Civilian Talent Management Action Plan

To **decrease time-to-hire, improve the user experience, and increase the number of qualified applicants**, the Civilian Talent Management Action Plan has four LOEs to activate enterprise-wide change management in the immediate-, mid-, and long-term and modernize how the Department engages and attracts talent.

EMPLOY THE **LABOR MARKET FRAMEWORK (LMF)** TO ORGANIZE AND INTEGRATE DEMAND, SUPPLY, AND MARKETPLACE ACTIVITIES TO ACHIEVE STATED GOALS.

ACTIVATE A **WHOLE-OF-GOVERNMENT AND A WHOLE-OF-NATION APPROACH** TO BUILD CIVILIAN PIPELINES AND IMPROVE APPLICANT QUALITY.

INTEGRATE TECH AND PROCESS IMPROVEMENTS TO REDUCE TIME-TO-HIRE AND DELIVER A BETTER USER EXPERIENCE FOR JOB SEEKERS AND HIRING MANAGERS.

CONDUCT TTX AND HIRING PILOTS TO VALIDATE APPROACHES, IMPLEMENT PROCESSES, AND ACHIEVE STATED TALENT MANAGEMENT GOALS.

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The Labor Market Framework illustrates the dynamic talent supply and demand system of the People Industrial Base.
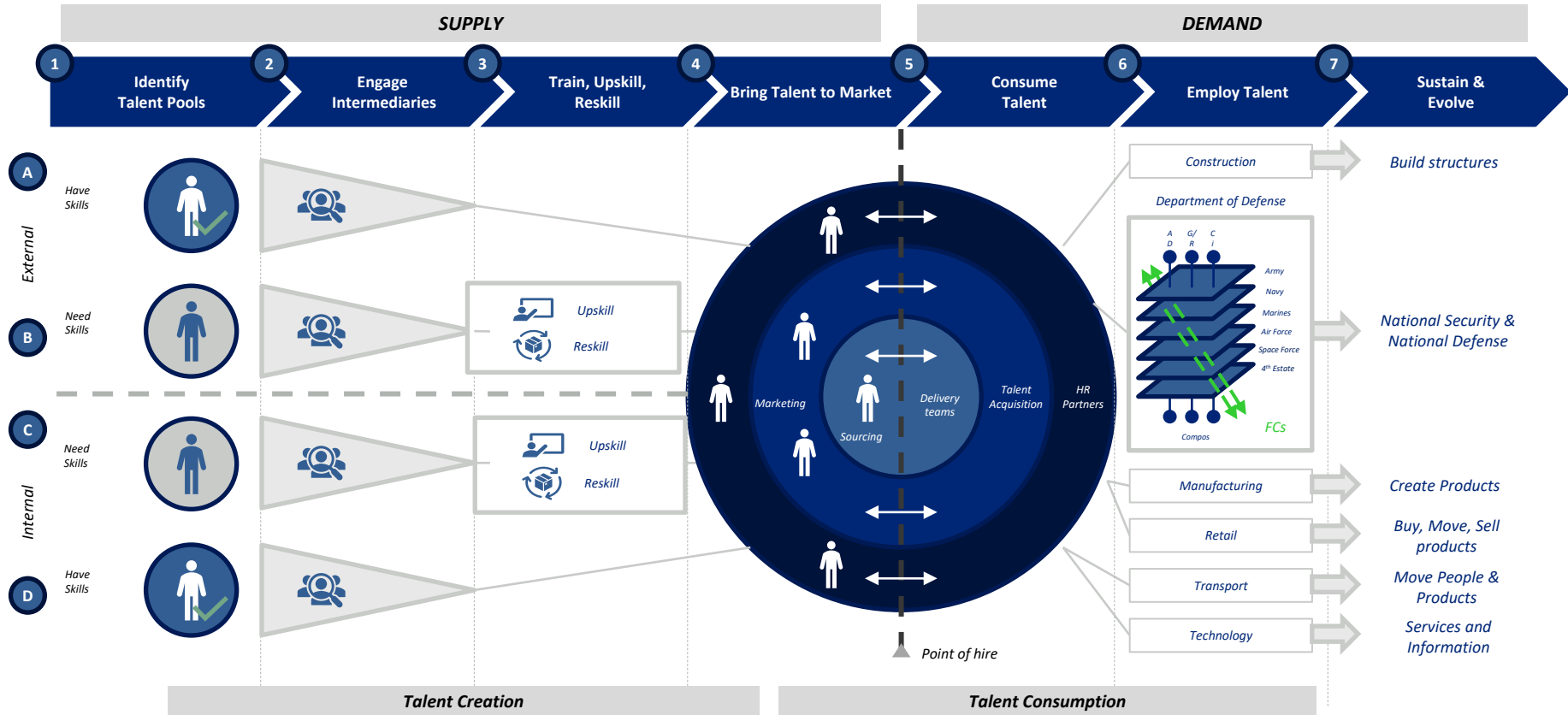
We must move upstream in the labor market, taking a more proactive role in identifying and developing talent pools with the skills and capabilities needed to deter/win in Great Power Competition.

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Review of Metrics

Summary of Talent Management Action Plan Metrics				
Topic	**#**	**Reporting**	**Measure / Metric**	**Calculation**
Applicant Supply	1	Quarterly	Applications Received	Count of applications received
	2	Monthly	Applicant Conversion Rate	Percent of eligible applications referred on at least one non-cancelled certificate for the vacancy
Applicant Quality	3	Quarterly	Source of Competitive Hires	Percent of competitive hires by recruiting source
Time-to-Hire Timeliness	4	Monthly	DoD Time to Hire (DoD Segments)	Number of calendar days from the Request for Personnel Action (RPA) to Entry on Duty (EOD)
Hiring Manager Satisfaction	5	Quarterly	Hiring Manager Satisfaction Survey	Rate of Hiring Manager's satisfaction with the hiring process
Hiring Certificate Metrics	6	Quarterly	Offer Declination Rate	Percent of candidates who decline firm/final job offers
	7	Quarterly	Unused Certification Rate	Percent of certificates returned without selections
	8	Quarterly	RPA Cancellation Rate	Rate of RPA cancellations
Retention Metrics	9	Quarterly	Separations Rate	Percent of employees who separated by service length and separation type
	10	Quarterly	Internal Fill Rate	Percentage of internal fills vs new candidate fills

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Hiring Pilot Updates

	Cyber	Prevention	Financial Management
Pilot Goal & Scope	• <u>Target</u>: Fill **270+** of **11,700** civilian vacancies • <u>Stakeholders</u>: DISA, CYBERCOM, ARCYBER, DFAS, CHRA, CIO, CPP, DCPAS	• <u>Target</u>: Fill **150+** of **1,485** vacancies • <u>Stakeholders</u>: All Services, OFR, CPP, DCPAS	• <u>Target</u>: Fill **150+** GS 5-11 vacancies • <u>Stakeholders</u>: All Services, DCAA, DFAS, FM/Comptroller, CPP, DCPAS
Build the Pipeline	• <u>Quantity</u>: **5,731** in 10 weeks of Cyber Sentinel • <u>Quality</u>: **80%** interested and qualified for a vacant position • <u>Propensity</u>: Only 20% applied in the past, but **81% interested in DoD**	• <u>Quantity</u>: **30** interns provided by PPS; **150+** direct hire candidates will be generated by additional intermediaries once on board • <u>Quality</u>: **20%** eligible for hiring upon completion	• <u>Quantity</u>: **224** resumes received • <u>Quality</u>: 18 offers extended, **10 accepted** • <u>Candidate Experience</u>: Average **35 days** from initial engagement to tentative job offer
Key Takeaways	• **Early indicators of success** using third party intermediaries	• Using **candidate inventory** and **intermediary pre-screening** to hire at scale • Success with **branded search page**	• **Recruitment marketing** and **branding** are critical to success

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Learning Lessons from the Pilots

Talent Management Myths

Myth: *No one wants to work for the federal government.*

- Only 21% of prospects from the Cyber Sentinel campaign had applied to a DoD job before, but 82% reported they were 'very' or 'extremely' interested in DoD.

Myth: *There is a War for Talent, and DoD cannot compete.*

- Amazon is willing to funnel its upskilled talent to support DoD's talent needs in cyber security and other high-priority FCs for free through a program called Career Choice.

Myth: *The Office of Personnel Management (OPM) is unwilling to work with the DoD.*

- DoD and OPM have forged a strategic partnership, leveraging collective expertise to develop creative solutions to get after Department talent management challenges.

Myth: *If we just had the people to fill the vacancies, our talent problems would be solved.*

- In just 10 weeks of the Cyber Sentinel campaign, 5,700+ prospects have signed up – but process and culture barriers continue to make consuming the talent difficult.

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"People Industrial Base"
Thriving whole of nation ecosystems creating the workforce we need

Objectives

Plan
Determine what we need today and in the future

We are clear on the force we have today and the force we need in the future and **how we plan to close identified gaps over time**

Organize
Optimize structure to meet mission requirements

We **consider and organize total workforce mix, including options specific to military and civilian skillsets** to meet mission requirements.

Attract
Acquire the best talent across the labor market

We **increase and improve applicant pools** for uniformed and civilian workforces and **inspire a national interest in service**.

Develop
Build capabilities and cultivate desired skills

We **upskill, reskill, and develop** our people to create more capable, well-rounded, and innovative individuals.

Sustain
Selectively retain talent & redeploy across domains

We retain talent through incentives, and purpose and **create permeable pathways and mechanisms** to redeploy our capabilities to meet mission requirements.

Lines of Effort

Mobilize a Whole of Nation Approach

Engage the labor market through **enduring partnerships** to **create and develop talent** for the DoD and the Nation.

Operate as One DoD

Operate as one **total force**, maximizing **interoperability** and **technology** to enable a truly **joint approach**.

Tell a Unified DoD Story

Build a **unified brand identity** and **market** how uniformed and civilian people power **the mission to deter war and ensure freedom**.

Become a People First Organization

Develop a **human-centric** culture, invest in **customer experience,** and position ourselves as an **employer of choice**.

Modernize Talent Management

Blend **traditional & non-traditional** approaches and create pathways for **permeability** across active, guard, reserve, civilian, & private industry.

Domains

Private Sector (.com)

Private sector entities hire, train, and employ the majority of U.S. based employees. We can **partner to create pipelines** with former, current, and future members of the private sector workforce.

Education (.edu)

Skill providing institutions provide **training and education** to job-seekers and current employees. They are the **conveners and anchors of talent creation ecosystems** at local, regional, and/or functional levels.

Non-Profits (.org)

Non-profits proactively address workforce needs as **intermediaries considering both job-seeker and employer needs.** They are central to identifying, informing, and inspiring job seekers about DoD opportunities.

Government (.gov)

Federal, state, and local government agencies support economic and workforce development through **interagency and cross domain investment and coordination.**

DoD (.mil)

The military receives and redeploys talent and provides people with **transferable skills and capabilities** that can be applied to support all domains.

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Next Steps

- Complete initial three talent management pilots and document lessons **learned and best practices** for future pilots.

- Identify **stressors and barriers** across key policy, cultural, regulatory, and other current processes, and begin to address and mitigate DoD talent management challenges.

- Help FCs stand-up internal **governance** structures (i.e. Cyber WF Mgt Board)

- Use talent management governance structures and Labor Market Framework (LMF) to inform, develop, measure, and refine **solutions** to talent management challenges.

- Create a comprehensive **ecosystem of intermediaries** to identify, engage, and create exceptional quality talent across the entire workforce.

- Enhance existing **technological infrastructure** to encompass tools that support the entire LMF landscape including prospecting, application leveraging existing systems, and internal mobility to promote permeability and foster a cohesive technology ecosystem.
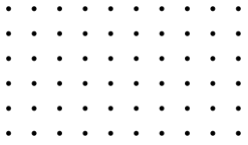
Questions and Discussion

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FY2024
Talent Management, Culture, &
Diversity Subcommittee's
Study on

COMMUNICATING IN LARGE ORGANIZATIONS

Study Update

BACKGROUND

Communicating in large organizations enables:

- Agility to meet quickly evolving threats
- Clarity and efficiency in executing strategy
- Engagement of employees
- Tackling misinformation and disinformation
- Effective response in times of transformation and crisis

While the speed and modes of communication have rapidly increased in the Information Age, the DoD still primarily uses memos and email.

The ToR asked the sub-committee to:

- Analyze communications best practices used by large public and private organizations and determine which fit for DoD;
- Assess supervisory roles in communications;
- Evaluate tools and technologies considering factors such as security, culture, workforce readiness, and innovation potential;
- Assess current internal communication strategies that support the 2022 NS and other subordinate strategies; and
  - Evaluate the purpose metrics and key performance indicators to measure the effectiveness of these strategies

02

In DoD, it's so hierarchical, maybe some people take for granted seeing an upper-level person really matters to field staff. They feel very disconnected from the Pentagon and headquarters. It's not the same to them."

-DBB Interviewee
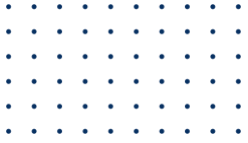
FINDINGS

The DoD:

- Lacks a central internal communications (IC) unit developing/coordinating enterprise-wide non-sensitive communications
- Lacks a central OSD-level/enterprise IC strategy with goals, objectives, editorial calendars, and evaluation criteria
- Sends little to no direct communication enterprise-wide from leadership and created assets live hidden away
- Primarily uses memos and no enterprise email could be sent today, even if desired
- Communicates in a fragmented, inconsistent, and rarely measured way

Private Sector Employers:

- Have large dedicated teams for enterprise-wide comms
- Are highly organized, even in decentralized contexts
- Holds regular virtual town halls or videos from CEO
- Communicates their top of house strategy regularly
- Track numerous metrics, conducts regular surveys, and iterates comms strategy regularly

03

RECOMMENDATIONS

1. OSD PAO and Service PAOs develop a multi-channel top-down IC strategy and organizational architecture
   - Establish an IC Team from existing OSD PAO Staff
   - Create a "Communicator's Community"
   - Establish a shared "editorial calendar"
   - Upskill communicators
2. Develop and deploy new communication tools
   - Enable an enterprise-wide email
   - Deploy new tools that are user-focused (video, mobile app, public social media, etc.)
   - Explore role-based communications application

Hello, I'm Lloyd Austin, the Secretary of Defense.

4

RECOMMENDATIONS

3. OSD and Service leadership and PA teams create a multi-channel communications plan for each pillar of the NDS and other critical initiatives as needed
   - Crisply articulate line "so what…now what"
   - Incorporate managers into NDS and similar initiatives' communications strategies

2. Incorporate voices of OSD and managers to ensure "surround sound"
   - Establish more regular IC from SECDEF, DSD, and other principals
   - Establish regular livestreams and town halls

2. Deploy critical metrics to determine effectiveness
   - Establish critical IC metrics (use of UTMs; open rates; read time, etc.)
   - Conduct regular (but brief) comms surveys and iterate

Adjourn Open Session

Ms. Cara Allison Marshall
Designated Federal Officer

Begin Closed Session

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Classified Discussion

Software Modernization Reform Initiatives

Hon. Gabe Camarillo
Under Secretary of the Army

Adjourn Closed Session

Ms. Cara Allison Marshall
Designated Federal Officer

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