



DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

NOV 12 2021

MEMORANDUM FOR THE DEFENSE BUSINESS BOARD

SUBJECT: Terms of Reference – Reskilling/Upskilling Career DoD Civilians in New and Emerging Technologies

The world is entering the beginning of a 4th Industrial Revolution (or Industry 4.0), as a coming wave of disruptive technology in fields such as artificial intelligence (AI), machine learning (ML), the mobile Internet, and 3-D printing remakes entire industries and opens up untold possibilities in the workplace and marketplace. Industry 4.0 depends on technological innovations such as AI, ML, big data, virtual reality, block-chains, and more.

The Department of Defense (DoD or “the Department”) has difficulty attracting, recruiting, and hiring for critical skill sets in emerging technologies. Compounding this challenge, the DoD struggles to identify and track the skill sets that it already has in its civilian workforce and to match them to the appropriate jobs. In order to be ready as the nature of conflict changes rapidly, the Department must improve its ability to identify and optimize its current talent and, where talent shortages persist, reskill and upskill its existing civilian workforce.

Therefore, I direct the Defense Business Board (“the Board”), through its Talent Management, Culture, & Diversity Advisory Subcommittee (“the Subcommittee”), to examine from a private industry perspective the methodologies and approaches used to identify talent and match it to jobs, as well as reskilling/upskilling its civilian workforce. Specifically, the Subcommittee will:

- Provide case studies and distill best practices from relevant private sector companies on how private industry projects forward the number and types of skills they will need in the future;
- Review the Department’s current civilian workforce planning methods, identify gaps in best practices, and recommend changes leveraging on private sector practice;
- Review the Department’s existing approaches to identifying and categorizing worker skill sets and tracking them over time. Provide comparison examples of best practices from private industry or other public entities, and identify the laws, policies, or practices that inhibit implementation within the Department;
- Review the Department’s approach to matching worker skill sets to the needs of particular jobs or career fields and identify practices that impede effective matching of employee skills to jobs. Drawing on best practices from private industry, identify how the Department could better facilitate this matching and recommend actionable



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changes to existing Departmental policy or current Department practice to improve implementation within the Department;

- Assess and recommend changes to statutory requirements that inhibit the Department's ability to reskill its civilian workforce;
- Assess and provide germane case studies of large companies that structured successful reskilling/upskilling programs either enterprise-wide or within a major sector. Examine current Federal career civilian reskilling/upskilling efforts, to include incentives, within the Office of the Secretary of Defense and the Military Departments and compare them to the private sector case studies provided;
- Provide actionable recommendations for changes to Department policy, current practice, or applicable law to improve reskilling/upskilling efforts for career DoD civilian employees;
- Any other related matters the Board determines relevant to this task.

I direct the Subcommittee to submit its independent assessment and recommendations for attracting, retaining, and upskilling career DoD civilians to the full Board for its thorough consideration and deliberation at a properly noticed public meeting. The Board shall submit its final, approved assessment and recommendations to me not later than June 30, 2022.

In conducting its work, the Board has my full support to meet with Department leaders and all requests for data or information shall be honored that may be relevant to its fact-finding and research under these Terms of Reference. As such, the Office of the Secretary of Defense and DoD Component Heads shall cooperate and promptly facilitate requests by Board staff regarding access to relevant personnel and information deemed necessary, as directed by paragraphs 5.1.8. and 5.3.4. of DoD Instruction 5105.04, "Department of Defense Federal Advisory Committee Management Program," August 6, 2007, and in conformance with applicable security classifications. Components should respond to requests for data/information from the Board within five business days. Material provided to the Board becomes a permanent part of its record.

Components are reminded that all data/information provided is subject to public inspection unless the originating Component office properly marks the data/information with the appropriate classification and Freedom of Information Act exemption categories before the data/information is released to the Board. The Board has physical storage capability and electronic storage and communications capability on both the unclassified and classified networks to support receipt of material up to the Secret level. Each Component is advised that Board members, as special government employee members of a DoD Federal Advisory Committee, will not be given any access to the DoD network, to include the DoD email systems.

The Subcommittee shall not work independently of the Board's charter. The Board and the Subcommittee will operate in conformity with and pursuant to the Federal Advisory Committee Act, the Government in the Sunshine Act, and other applicable Federal statutes and

regulations. The Subcommittee and individual Board members do not have the authority to make decisions or provide recommendations on behalf of the Board, nor report directly to any Federal representative. The members of the Subcommittee and the Board are subject to certain Federal ethics laws, including 18 U.S. Code § 208, governing conflicts of interest, and the Standards of Ethical Conduct regulations in 5 C.F.R., Part 2635.

Thank you in advance for your cooperation and support to this critical undertaking to inform subsequent decisions on how the Department addresses national security challenges in the coming decades. My points of contact for this effort are Web Bridge, DBB Staff Task Group support at (703) 774-7407 or webster.e.bridges.civ@mail.mil, and Ms. Jennifer Hill, Executive Director/Designated Federal Officer, DBB, at (571) 342-0070 or jennifer.s.hill4.civ@mail.mil.

A handwritten signature in black ink, appearing to read "Robert H. Hill". The signature is written in a cursive, flowing style.

cc:
Senior Pentagon Leadership
Directors of Defense Agencies
Directors of DoD Field Activities
Advisory Committee Management Officer, DA&M