



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

SEP 17 2021

MEMORANDUM FOR CHAIR, DEFENSE BUSINESS BOARD

SUBJECT: Defense Business Board – Talent Management, Culture, & Diversity Advisory Subcommittee

I am establishing a subcommittee of the Defense Business Board (DBB). The DBB subcommittee will not exceed nine members and will be known as the Talent Management, Culture, & Diversity Advisory Subcommittee. My objectives for this new subcommittee are outlined in the attached terms of reference (ToR). As sponsor of the DBB, the ToR for this subcommittee shall be coordinated through my office; however, proposals for taskings may come from key stakeholders across the Department of Defense (DoD), but will require my approval.

This subcommittee, like the DBB and its other subcommittees, will be subject to the Federal Advisory Committee Act (5 U.S.C., Appendix). All advice and recommendations from the Talent Management, Culture, & Diversity Advisory Subcommittee will be provided to the entire DBB for its thorough discussion and deliberation at a properly noticed and open meeting, subject to the Government in the Sunshine Act (5 U.S.C. § 552b), prior to submission to me, as the DoD Sponsor for the DBB, or another DoD Component. Any comments from other DoD or Office of the Secretary of Defense Component Heads that may be affected by the recommendations will be condensed by the DBB staff and provided to my office as background for my decision on whether to implement each recommendation by the DBB.

The DBB's Designated Federal Officer will work with the Director of Administration and Management and the DoD Advisory Committee Management Officer to ensure all subcommittee member appointments are completed in accordance with DoD policy and procedures, and approved by me.

Attachment:  
As stated

cc:  
Secretaries of the Military Departments  
Chairman of the Joint Chiefs of Staff  
Under Secretaries of Defense  
Chiefs of the Military Services  
Chief of the National Guard Bureau  
General Counsel of the Department of Defense  
Director of Administration and Management



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## **Defense Business Board Talent Management, Culture, & Diversity Advisory Subcommittee**

These terms of reference establish the Deputy Secretary of Defense's objectives for the Talent Management, Culture, & Diversity Advisory Subcommittee, a subcommittee of the Defense Business Board (DBB).

**Mission Statement:** Consistent with the Federal Advisory Committee Act (FACA) and in accordance with Department of Defense (DoD) policy and procedures, this Subcommittee will not duplicate work that has been performed or is being performed by DoD or any other DoD FACA committee or subcommittee, to include the DBB and its subcommittees. The Talent Management, Culture, & Diversity Advisory Subcommittee will ensure that the Secretary of Defense, the Deputy Secretary of Defense, and senior DoD leaders receive independent advice on the dynamics of the DoD's workforce and to make recommendations as to the application of private sector and academic best practices.

This advice will relate (but is not limited) to: strategic human resources management, leadership development, talent management, recruiting and retention of employees, creating a diverse and innovative workforce, upskilling and reskilling DoD leaders and employees, and improving overall culture and attitudes.

Such recommendations will be based on best practices in the private sector, academia, and the public sector, and help ensure the Secretary and the Deputy Secretary remain current on state of the art commercial and academic practices and innovations in the field.

**Issue Statement:** As arguably the world's largest business enterprise, the Department seeks policies and processes to improve its operations. It is important for senior leaders to have access to and benefit from an independent, external perspective from the broader business community, including industry, academia, and other U.S. Government stakeholders to help define and address current and future challenges and opportunities in the areas of talent management, culture, and diversity.

**Objectives and Scope:** The Talent Management, Culture, & Diversity Advisory Subcommittee's purpose will be to provide the DBB with independent assessments, external perspectives, and strategic, organizational, policy, implementation, and technological recommendations from the broader business, academic, and public sector community on how to address current and future challenges and leverage opportunities from industry, academia and the public. This committee is granted access to those DoD officials and data necessary for the appropriate conduct of their efforts.