



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

AUG - 1 2022

MEMORANDUM FOR DEFENSE BUSINESS BOARD

SUBJECT: Terms of Reference — Building a Civilian Talent Pipeline

The Department of Defense (DoD) civilian subdivision does not have an enterprise accessions program to onboard and prepare private citizens for entry into DoD civil service careers. Rather, the Department has various stand-alone DoD Component and functional career entry and development programs to build the civilian talent pipeline. The Department continues to face challenges to hire civilians with the critical skill sets needed for future technologies.

Therefore, I direct the Defense Business Board (the Board), through its Talent Management, Culture, & Diversity Advisory Subcommittee (the Subcommittee), to examine, from public and private sector perspectives, the approaches and methods used to build talent pipelines to meet emerging mission needs and to cultivate relationships with the general U.S. population. Specifically, the Subcommittee will:

- Identify best practices from the public and private sectors that may be applicable for how DoD can improve its civil service recruiting efforts to attract and retain the skills needed in the future.
- Based on public and private sector successes and lessons learned, recommend new recruiting mechanisms and programs to establish a “pipeline” for a diverse, equitable, and inclusive civil servant talent pipeline to DoD. The instruments will seek to recruit individuals who possess needed skills over a career, short-term, and part-time basis.
- Review existing recruiting incentives and recommend changes to improve the effectiveness of recruiting efforts, messaging, and value propositions based on applicable lessons and ideas learned from the public and private sectors. In addition, identify factors that affect the attractiveness of DoD as an employer.
- Compare the metrics and methodologies DoD uses to measure the success of its civil service recruitment programs against those of public and private industries and recommend changes to improve outcomes and insight.
- Identify and recommend changes to any organizational, policy, or legal impediments to streamlining or improving the civilian accessions pipeline.
- Address any other related matters the Subcommittee determines relevant to this task.

I direct the Subcommittee to submit its independent recommendations to the full Board for its thorough consideration and deliberation at a properly noticed and public meeting, unless it must be closed pursuant to one or more of the Government in the



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Sunshine Act exemptions. The Board shall submit its final, approved assessment and recommendations to the Secretary of Defense and the Deputy Secretary of Defense no later than November 30, 2022. Sufficient time shall be scheduled between the public meeting and the due date listed herein to enable revision based on Board deliberation.

In support of this Terms of Reference (ToR) and the work conducted in response to it, the Subcommittee and the Board have my full support to meet with Department leaders. The Board staff, on behalf of the Board and the Subcommittee, may request the Office of the Secretary of Defense and DoD Component Heads to timely furnish any requested information, assistance, or access to personnel to the Board or the Subcommittee. All requests shall be consistent with applicable laws, applicable security classifications, DoDI 5105.04, "Department of Defense Federal Advisory Committee Management Program," and these ToR. As special government employee members of a DoD federal advisory committee, the Board and the Subcommittee members will not be given any access to DoD networks, to include DoD email systems.

Once material is provided to the Board and the Subcommittee, it becomes a permanent part of the Board's records. 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 unclassified and classified networks to support receipt of material up to the Secret level.

The Board and the Subcommittee will operate in conformity with and pursuant to the Board's charter, 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.C. § 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.



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