



DEPARTMENT OF DEFENSE

Mission

The Department of Defense is America's largest U.S. Government agency. With our military tracing its roots back to pre-Revolutionary times, the department has grown and evolved with our nation. Our mission is to provide the military forces needed to deter war and ensure our nation's security.

Estimated NSM-3 National Security Workforce Size

1,310,603 military Service members; 769,716 appropriated fund civilian employees; all are in the national security workforce (100%).¹

GOAL 1: EXPAND THE PATHWAYS TO RECRUIT AND HIRE NEW EMPLOYEES FROM ALL SEGMENTS OF OUR SOCIETY

GOAL 5: REMOVE BARRIERS THAT INHIBIT AMERICANS FROM SERVING THEIR COUNTRY

NSM-3 YEAR ONE PROGRESS TO-DATE:

- In early 2022, DoD re-chartered its Defense Equity Team (DET) as the DoD 2040 Task Force (D2T) to build on DETs accomplishments. The D2T focus is to connect and institutionalize DEIA as an enduring advantage to accomplishing the DoD mission. Work specifically targets strategies, plans, processes, and concepts; talent management; education and training; and relevant programs/services that impact the American people.
- DoD established a Scientific and Engineering (S&E) Workforce Diversity, Equity, and Inclusion “tiger team” to study and jointly develop a strategic plan to improve the S&E workforce’s diversity, equity, and inclusion (DEI). The strategic plan, informed by, an assessment of the current S&E workforce and a report of ongoing DEI efforts, has been completed. An update briefing was transmitted to Congress in December 2022, with preparations underway to reconvene the tiger team to discuss progress and course corrections required for the strategic plan.
- DoD developed an Historically Black College and University/Minority Institution (HBCU/MI) strategy that outlines specific activities to increase diversity within the

¹ Data as of October 2022.

applicant pool. Sponsored 40-50 university visits (now virtual information sessions) and two webinars in 2021.

- DoD, in response to Section 3(c)(vii) of the NSM-3, assessed methods to improve the ability of the national security workforce to attract and accommodate individuals with disabilities, including methods to make more judicious use of the application of the national security exemption to Section 508 of the Rehabilitation Act of 1973, as amended. The assessment, including recommendations, was approved by the Under Secretary of Defense for Personnel and Readiness and transmitted to the National Security Council on November 12, 2021.
- The Department continues taking steps to implement Executive Order 14035, and to advance diversity, equity, inclusion, and accessibility (DEIA) in DoD as a priority component of DoD's strategies. The Department developed a Calendar Year (CY) 2022 DEIA Strategic Plan, which was approved on September 30, 2022, and made available at <https://diversity.defense.gov/Documents/>.

NSM-3 NEXT STEPS:

- Pursuant to Executive Order 14035, the Department is developing a progress report on the 2022 DEIA Strategic Plan as well as a plan for 2023-2027. DoD is also working with the Department of Labor to explore strategies to expand, advance, and strengthen the Workforce Recruitment Program to affirmatively recruit highly qualified college students and recent graduates with disabilities. We are updating regulations and policies to ensure that individuals with disabilities do not experience discrimination, and establishing policy to ensure that employees and applicants with disabilities are able to seek reasonable accommodations and ensure that employees have access to personal assistance services. DoD components will continue to receive support on these regulatory and policy changes through the DoD Disability Program Managers Working Group (DDPMWG).
- The National Security Innovation Network (NSIN) will host over 125 fellows in the National Service Portfolio's "X-Force Fellowship." This is a full-time, paid summer internship program that provides undergraduate and graduate students and recent graduates a chance to serve their country by solving real-world national security problems in collaboration with the U.S. military.
- In March 2021, the Secretary of Defense directed DoD Components to "take steps to rescind any directives, orders, regulations, policies or guidance" that do not align with the President's direction to undertake actions related to promoting and protecting the human rights of Lesbian, Gay, Bisexual, Transgender, Queer, and Intersex (LGBTQI+) persons. Components are developing plans for meeting the directive.

GOAL 2: RETAIN AND SUPPORT CURRENT EMPLOYEES AND THEIR FAMILIES

NSM-3 YEAR ONE PROGRESS TO-DATE:

- DoD established a monthly collaborative group to document best practices and identify strategies to promote and increase the use of Work Life Programs, and to develop a

strategic work-life implementation plan to increase awareness of work-life and health and wellness programs enterprise-wide.

- DoD entered a contract with a private company to provide a full range of Employee Assistance Program services to support DoD employees experiencing personal and/or work-related problems. Published an employee brochure and flyer to communicate EAP support policies and availability of services.
- DoD established a Telework Coordinators' Working Group to review findings from studies on telework during the pandemic to update DoD's policy on telework and remote work.
- The Department manages Military OneSource, which is a call center and website providing comprehensive 24/7 information, resources, and assistance on every aspect of military life from anywhere around the world. Active and Reserve component Service members, DoD expeditionary civilian employees, and their families can access information about child care and other resources, and are eligible for a range of services, including financial counseling, tax filing, adoption consulting, document translation, and language interpretation.
- DoD's Exceptional Family Member Program (EFMP) provides help to ensure military families with special needs can thrive in overseas environments through family support services such as information and referrals to available community resources and non-clinical case management. Civilian employees may also utilize EFMP family support services on a space available basis.
- The Military and Family Life Counseling Program provides short-term, non-medical counseling to Active and Reserve component Service members, DoD expeditionary civilian employees, and their families concerning a range of issues including: relationships, stress management, grief, loss, adjustment, building resiliency, and other individual and family issues.
- DoD is expanding the Military Child Care in Your Neighborhood (MCCYN) child care fee assistance program, which provides fee assistance for families who are unable to access installation sponsored child care. MCCYN-PLUS is an initiative to expand the number of civilian child care providers eligible to receive fee assistance on behalf of military and civilian families by recognizing states efforts to increase child care quality through their Quality Rating and Improvement Systems (QRIS). The Department piloted MCCYN-PLUS in Maryland and Virginia in 2019 and expanded to Nevada in September 2021 and Washington in February 2022. Through the ongoing rapid expansion effort which began in August 2022, MCCYN-PLUS welcomed Miami-Dade County, FL, Texas, and Colorado by the end of 2022. Kentucky joined the effort in January 2023 and both North Carolina and Arkansas announced March 2023 implementation dates. The Department continues to work with multiple states who are in various phases of the MCCYN-PLUS planning and implementation process and encourages all states with a QRIS to join this effort.

NSM-3 NEXT STEPS:

- DoD is updating policies on workplace flexibilities. The draft DoD Instruction on Workplace Flexibilities is in coordination with DoD Components and is expected to be published in Quarter 4, FY 2023.

DoD is revising DoD policy on telework to specifically address remote work. The draft DoD Instruction on Telework and Remote Programs is in coordinator with DoD Components and is expected to be published by Quarter 4, FY 2023. In addition, DoD is working with the Department of State to explore means of facilitating remote work with Federal agencies by military spouses accompanying DoD sponsors who have been assigned to overseas locations

GOAL 3: IMPROVE PROFESSIONAL DEVELOPMENT IN ORDER TO CLOSE MISSION-CRITICAL GAPS

NSM-3 YEAR ONE PROGRESS TO-DATE:

- DoD continued to execute its Public-Private Talent Exchange (PPTe) program with opportunities for both DoD and Private Sector participants. DoD has led five successful PPTe Acquisition Workforce cohorts since program implementation in 2019, with a total of 43 government and 15 industry participants. A sixth cohort will launch in February 2023.
- DoD manages five enterprise Leadership Development Programs, which provide unique development opportunities that empower DoD civilian leaders, as well as select DoD military and interagency civilian leaders.
 - Defense Civilian Emerging Leader Program (DoD): To develop entry to mid-career level civilian employees in a full range of competencies needed to Lead Self, Lead Teams and Projects, and Lead People. Open to GS-7 through GS-12 civilian employees; graduates up to 288 participants annually.
 - Executive Leadership Development Program (DoD): To develop leaders who understand and appreciate DoD global missions and the complexity and challenge of warfighter missions. Open to GS-12 through GS-14 civilian employees and limited O-3/4 military members; graduates up to 64 participants annually.
 - Defense Senior Leader Development Program (DoD): To develop senior civilian leaders with the enterprise perspective needed to lead organizations, people, and programs, and achieve results in the joint, interagency, and multi-national environment. Open to GS-14 through GS-15 civilian employees; graduates up to 30 participants annually.
 - Vanguard Senior Executive Development Program (DoD): To equip Senior Executive Service (SES) participants with tools to collaborate effectively among DoD Components, Federal agency partners, and mutual stakeholders to form strategic partnerships to overcome evolving challenges. Open to Tier 2/3 SES members; one-week seminars offered for up to 60 members annually.
 - White House Leadership Development Program: To expose senior civilian employees to work concerning the Federal government's highest priority

challenges and to senior decision-makers. Open to GS-15 career employees. On average, DoD has two or more selectees for this program.

- DoD updated the Department's policy on Growing Civilian Leaders, to include the results of the recent revalidation of the DoD Civilian Leader Development Model and Framework. The updated policy was published in August 2022.
- In 2009, DoD formally established the Civilian Expeditionary Workforce program, to support the Warfighter in all phases of DoD Contingency operations, offering opportunities for the DoD civilian community to deploy and use their experience and subject matter expertise to help facilitate the success of Combatant Commands and Uniform Services.

NSM-3 NEXT STEPS:

- DoD is required to expand PPTe exchanges in areas related to DoD modernization priorities as determined by the Secretary (e.g., artificial intelligence, directed energy, machine learning), and specifically in the Offices of the Under Secretary of Defense for Research and Engineering, and the DoD Chief Information Officer, and each of the Military Departments. Expansion plans are under development.

GOAL 4: RECRUIT AND RETAIN TECHNICAL AND OTHER SPECIALIZED TALENT

NSM-3 YEAR ONE PROGRESS TO-DATE:

- In June 2021, DoD launched the DoD Civilian Careers Website to increase awareness of DoD's civilian employment opportunities, and message that DoD is an Employer of Choice. The site can be visited at the following link: www.defenseciviliancareers.com.
- Deployed social media to target highly sought-after talent, and to engage them in conversations about DoD's diverse and impactful civilian career opportunities. DoD social media outlets include:
 - Facebook: [DOD Civilian Careers | Facebook](#)
 - Twitter: [DODCivilianCareers \(@DODCivilians\) / Twitter](#)
 - YouTube: <https://www.youtube.com/channel/UCI3YhtZDUQr4A72TJhNVzkw> (does not work on GFE)
 - LinkedIn: <https://www.linkedin.com/company/dodciviliancareers>
 - Instagram: <https://www.instagram.com/dodciviliancareers>
- DoD secured a vendor to assist in the facilitation of virtual hiring events. The Department has hosted several events to fill critical skills positions such as STEM, cyber, medical and prevention workforce positions. The next event will be held in March 2023 and is targeted to locate high-quality candidates for DoD's skilled trades and labor positions.
- DoD fully deployed a Human Resources talent analytics tool to access real-time, on-demand, and validated labor market intelligence to gain insights on talent demand and supply, providing DoD Components and functional communities external labor market data/reports to assist with talent questions or challenges.

- DoD implemented five of six modules required by the National Defense Authorization Act (NDAA) for FY 2021 to develop a pilot “Training Program for Human Resources Personnel in Best Practices for Technical Workforce.” The final training module, private sector best practices to attract and retain technical talent is underway, and is expected to be released in February 2023. This will complete the training modules for the pilot program. Knowledge check completion rates, scores, and participation rates are all being monitored to ensure refresh of skills, relevant metrics, and to ensure we meet all reporting requirements.
- In September 2021, DoD published guidance on how to maximize the use of hiring flexibilities, including direct hire authorities to attract and recruit critical talent with expertise in artificial intelligence, data science, and software development.
- In September 2021, DoD published the first annual consolidated listing of scholarships and employment programs across the Department to build cohesion and collaboration across the various scholarship and employment programs. The listing can be found at the following link: <https://www.dodciviliancareers.com/civiliancareers/studentsrecentgrads>.
- DoD leads the National Security Education Program (NSEP)/Boren Scholars and Fellows Program, providing opportunities for U.S. students to study critical foreign languages overseas under the David L. Boren National Security Education Act of 1991. On average, 300 award recipients are competitively selected annually for participation, and are afforded noncompetitive eligibility through the scholarship. As of 2023, NSEP award recipients have completed work in more than 4,500 federally-funded positions, with more than 75% in priority agencies such as the Departments of Defense, State, and Homeland Security, and the Intelligence Community.
- DoD is utilizing the John S. McCain Strategic Defense Fellows Program, established in FY 2019, to offer one year paid fellowships designed to provide challenging opportunities to participants to flourish into program solvers, strategic thinkers, and future senior leaders in the DoD. Twenty-one Fellows completed the program in FY 2021. There are currently 30 active Fellows in the program and two who are currently pending; awaiting adjudication of security investigations.
- The Technology and National Security Fellowship Program (TNSF), managed by the NSIN, provides opportunities for technologists and entrepreneurs to serve their country by embedding them with key decision makers at the top levels of the U.S. Government. NSIN selected 15 fellows with STEM backgrounds and technical expertise to be embedded in the offices of key decision makers at the DoD and on Capitol Hill, engaging with policy makers and their immediate staff to help provide technical expertise and advice on a variety of critical subject areas. TNSF is a 12-month fellowship program which runs from January through December each year. Fellows are cleared and billeted at the GS-13 upon entry. DoD continued its Information Assurance Scholarship Program (IASP) which allows the DoD to appoint graduate students and rising junior or senior undergraduates who have been awarded a IASP scholarship. The ISAP helps to increase the number of new entrants to DoD who possess key information assurance and IT skill

sets to support the Department's critical IT management and infrastructure protection functions. This program increases the DoD's ability to compete with the private sector and other Federal agencies for entry talent.

- The Science, Mathematics, and Research for Transformation (SMART) Scholarship-for-Service Program aims to create a diverse and technically proficient flow of new STEM talent into the DoD, and where appropriate, enhances the DoD's existing STEM workforce. SMART accomplishes these goals by providing SMART scholars with full tuition towards the pursuit of a BS, MS, or PhD in a STEM discipline; an annual stipend with allowances for books and health insurance; summer internships at participating DoD laboratories and facilities; and guaranteed employment with the DoD upon completion of their SMART-funded degree. SMART is a one-for-one commitment; for every year of degree funding (between 1 to 5 years), the scholar commits to working for a year with the DoD as a civilian employee. To date, SMART has awarded over 4,200 scholarships. Over 90 percent of SMART scholars have completed, or are currently on track to complete, their SMART service agreement. In 2022, the program awarded its largest and most diverse cohort since its inception in 2006. Of the 482 new scholars awarded, 35% were female, 33% identified as an underrepresented race or ethnicity, and 17% are attending an HBCU, MI, or MSI. The SMART program received over 3,000 applications for consideration in the 2023 SMART scholar cohort, the largest number of applications received in program history.
- DoD enhanced its capability to identify, evaluate, and manage the civilian workforce, by using advanced data analytics tools, including DoD's Advanced Analytics platform (ADVANA), to provide better insight in matching potential candidates and current employees against talent and competency gaps in various locations across the globe, providing real-time solutions to organizational needs.
- DoD used ADVANA to assess the health of the civilian and military workforce by analyzing staffing gaps, civilian funded authorizations, monthly gains and loss rates, and rates of replenishment of critical skills.
- DoD continued to administer several Alternative Personnel Systems (APS), which allow for a variety of hiring, compensation, performance management, and other flexibilities, designed to attract, motivate, and retain high-quality technical and specialized professionals. DoD APS include:
 - Science and Technology Reinvention Laboratory (STRL) Personnel Demonstration Projects
 - DoD Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo)
 - Cyber Excepted Service (CES)
 - Defense Civilian Intelligence Personnel System
- To assess candidates for competitive service positions more effectively, in FY 2022, DoD contracted personnel to provide program and technical support of development and deployment of enterprise-level assessment strategies as well as an assessment tools and

strategies evaluation framework. In FY 2023, the Department continues to support USA Hire licenses for DoD Human Resources practitioners, expanding USA Hire assessments, and piloting the use of strategic assessment tools such as pooled hiring and shared certificates of eligibles across DoD Components and in partnership with other Federal agencies. Additionally, DoD issued “Department of Defense Implementing Guidance for Assessment Requirements for the Hiring and Selection Process,” dated January 5, 2023, in compliance with Executive Order 13932, “Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates,” dated June 26, 2020, that establishes criteria to expand the use of competency-based hiring via effective assessment strategies; and establishes an evaluation process to ensure the quality and integrity of the hiring process.

- DoD has implemented the new Pilot Program on Enhanced Pay Authority (EPA) for Certain High-Level Management Positions, dated April 29, 2022, which is authorized for expertise in innovative leadership and management of complex enterprise-wide business operations, including financial management, health care, supply chain, logistics, and information technology. Additionally, DoD has implemented permanent EPA for certain Acquisition and Technology Positions, dated October 5, 2022, in order to attract and retain acquisition and technology experts; bringing innovation in positions responsible for managing and developing complex, high-cost, technological acquisition efforts of the Department. Lastly, DoD will implement the permanent EPA for STRL positions. Each authority authorizes the Department to offer competitive pay above traditional statutory pay caps to effectively recruit and retain employees in positions that require an extremely high level of expertise.
- DoD utilized foreign language pay incentive authorities that are narrowly applied to critical skills required to meet national security mission needs (1) for civilians assigned intelligence or intelligence-related duties proficient in a foreign language that is important for the effective collection, production, or dissemination of foreign intelligence information (10 U.S.C. 1596); or (2) civilian employees of the DoD proficient in a foreign language necessary because of national security interests (10 U.S.C. 1596a).
- DoD continued to maintain a Language Readiness Information System (LRI) of employees who have been certified as proficient in a language in which proficiency is necessary because of national security interests, or who are assigned duties requiring proficiency in that language. The LRI tracks over 400 languages, with more than 330,000 personnel (military and civilian) with at least one foreign language.
- DoD continued, under the administration of the Defense Language and National Security Education Office (DLNSEO), to manage the National Language Service Corps (NLSC). The NLSC provides highly skilled volunteers with professional proficiency in over 500 languages and dialects. They offer flexible, cost-effective support in interpretation, translation, instruction, and cultural advising with Government-validated language expertise, professional certifications, and cleared support.

- DoD developed a talent management framework to serve as the foundation for current and future talent management initiatives. The framework recognizes all aspects of talent management, from workforce planning to retirement, and ensures consideration of foundational priorities (e.g., DEIA, technology/data, employee experience and well-being) in strategic planning efforts. To best support its implementation and adoption into DoD institutional practices, existing civilian strategic human capital governance was elevated to align to the Deputy Secretary of Defense's Workforce Council and the USD(P&R) Workforce Management Group.

NSM-3 NEXT STEPS:

- DoD is further promoting talent management through the establishment of a Chief Talent Management Officer, who will lead the development and execution of DoD's talent acquisition and management strategy of the total force. Working across the military departments and fourth estate agencies, this position will make transformative change in talent acquisition and management.
- DoD has expanded the functionality and design of the DoD Civilian Careers Website to launch an interactive tool to assist with matching eligibility, skill sets, interests and experience to these respective programs. Additional features will include interfaces with other job posting sites to display DoD job announcements that are not posted through USAJobs and expansion of the current Locations Map feature, which is anticipated in FY 2023.
- In October 2022, DoD implemented a pilot program within the Joint Artificial Intelligence Center, the Defense Digital Service, and at least one activity per military department under which certain applicants for technical positions within the Department will be evaluated, in part, based on electronic portfolios of the applicant's work.
- DoD expanded implementation of its Human Resources training program to include modules on direct hiring authorities, personnel exchange authorities, excepted service authorities, authorities for hiring special government employees and highly qualified experts, special pay authorities, and private sector best practices to attract and retain technical talent. Estimated completion for the final module is Quarter 4, FY 2023.
- The Department has undertaken a review of existing DoD demonstration projects and alternative personnel systems (APS) to leverage best practices in talent management, classification, and compensation. DoD built an APS evaluation framework, to include key performance indicators and metrics. Evaluation of systems is ongoing across the Department, with best practice recommendations expected for publication in FY 2023.
- The Department is considering options for an overall structure to manage DoD's Innovation Workforce. Functional coding is underway to identify Artificial Intelligence and Data Science skillsets in the workforce. The functional coding process for Software Engineering began in Quarter 3, FY 2022.

- The Department is pursuing the implementation of function and work role coding to enable Total Force workforce planning (manning requirements compared to current capabilities). Specifically, evaluation is underway to determine the viability of expanding the Defense Cyber Workforce Framework (DCWF) coding construct to the entire workforce.