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

The Department of Defense (DoD) has 770,101 onboard appropriated fund employees and 100,016 non-appropriated fund employees, all 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 PROGRESS TO-DATE:

- DoD created a 15th university-affiliated research center associated with Howard University in Washington, D.C. The research center is sponsored by the U.S. Air Force and focused on tactical autonomy. This effort represents two firsts for the U.S. military: the first university-affiliated research center associated with one of America's historically Black colleges and universities (HBCUs), and the first sponsored by the Air Force. DoD, in support of its efforts to build enduring advantages for the military force, continues to seek the latest innovations in science and engineering and, through this effort, is building more bridges to America's STEM community.

- In early 2022, the Department rechartered its DoD Equity Team (DET) as the DoD 2040 Task Force (D2T) to build on the DET's accomplishments. The D2T's focus is to institutionalize diversity, equity, inclusion, and accessibility (DEIA) across the Department as an enduring advantage critical to accomplishing the DoD mission. The work specifically advances DEIA across four lines of effort, specifically within strategies, plans, processes, and concepts; talent management; education and training; and relevant programs/services that impact the American people. The effort is designed to

---

[1] Data as of October 2023.

ensure DoD is best positioned to apply its asymmetric advantage, its people, to the challenges it faces.

▪ 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 DEIA in DoD as a priority component of the Department's strategies. The Department developed the 2022-2023 DEIA Strategic Plan, which was approved on September 30, 2022, and made available at https://diversity.defense.gov/Policy/.

▪ The Department launched a pilot called "STEM CHATS" to connect with students and teachers in underserved and underrepresented communities to inspire and address the gaps of STEM talent in targeted middle and high school students throughout the year and partnering with community universities as a pathway of graduates to fill mission critical occupations. In 2023, DoD hosted five STEM CHATSs across the Washington, DC Metro area, touching nearly 200 students in the 9-12 grades. Offerings included hands-on training in technology, e.g., drones, and on-site assistance for students to compete for STEM internships and other mission critical occupations.

▪ The Department continues to support White House Initiative efforts to bolster the capacity and infrastructure of minority serving institutions (MSI) and provide advice on empowering them as vital pillars for the national security mission. Over the past 3 years, DoD has partnered with several MSIs to cohost 7 successful DoD Taking The Pentagon To The People (TTPTTP) program events, with over 6,000 registrants, including HBCUs, Hispanic Serving Institutions (HSIs), Tribal Colleges and Universities (TCUs), Asian American and Native American Serving Institutions (ANNAPISIs), and other MSIs. The TTPTTP program's goal is to help advance the development of the nation's full human capital potential and equity in higher education and serves as a conduit to provide essential DoD information and technical assistance to MSI partners.

▪ Pursuant to Executive Order 14035, the Department is developing a progress report on the 2022-2023 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. Additionally, DoD is updating regulations and policies to ensure that individuals with disabilities do not experience discrimination, as well as establishing new policy to ensure that employees and applicants with disabilities are able to seek reasonable accommodations and all 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 PROGRESS TO-DATE:

▪ The Department's Spouse Education and Career Opportunities (SECO) program, accessed through Military OneSource, continues to support military spouses through their educational and employment journey. This support includes no cost access to the SECO Career Center where spouses can utilize the services of master's level, certified career coaches and advisors to enhance their career readiness with full spectrum career coaching/counseling. In addition, the Department continues to increase employment opportunities for military spouses through the Military Spouse Employment Partnership (MSEP), and in 2023, the Department expanded MSEP membership to over 700 employer partners, inducting the largest class of partners (~120) since the program's inception in 2011. MSEP membership also includes offices within the Military Services and multiple Federal agencies to ensure that employment opportunities within the federal government especially are presented to military spouses. In 2022, MSEP began daily job feeds from USAJobs for all Federal MSEP partners to the MSEP Jobs Portal, connecting military spouses directly to employment opportunities. Since inception, MSEP employer partners have hired more than 325,000 military spouses across all industry and employment sectors.

▪ In January of 2024, the SECO program co-hosted with the U.S. Department of Agriculture the second Federal Interagency Military Spouse Career Expo. This virtual event connected more than 800 military spouses to more than 20 Federal agencies regarding employment opportunities. The full day event featured various seminars on the federal hiring process, to include the various hiring authorities that military spouses may utilize to find federal employment as well as a variety of workshops geared towards military spouses.

▪ 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 (EAP) 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 (https://www.militaryonesource.mil/). 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 implemented a standardized minimum 50 percent child care discount on the first child of direct-care staff members.

- DoD implemented Dependent Care Flexible Spending Accounts for Active Duty Service members which allows members to contribute up to $5,000 per household per year to a pretax account for eligible dependent care services (Dependent Care Flexible Spending Accounts).

- 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, North Carolina, Arkansas, New York, Oklahoma, Nebraska, and Michigan joined the effort in 2023 with Minnesota joining in January of 2024. 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.

- 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.

▪ Since 2004, the Department, through the work of the Defense State Liaison Office (DSLO), has educated governors, state legislators and other policymakers on personnel and readiness issues that are primarily within the purview of state governments to resolve and passed over 1,200 state laws to help improve the economic and quality of life for military service members and their families. The 2024 DoD State Policy Priorities continue to focus on spouse employment, economic opportunity, childcare, educational needs for military children, discrimination and other issues related to the well-being of military families.

▪ DoD is developing a Workplace Flexibilities Guide for publication by Quarter 4, FY 2024. This guide will provide information on the available DoD work-life programs and will be located on the DCPAS website for easy access.

▪ In January 2024, DoD revised its policy to provide new guidance on the differences in the Telework and Remote Work Programs and information on the Domestic Employees Teleworking Overseas (DETO) Program.

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

NSM-3 PROGRESS TO-DATE:

▪ DoD continues to execute its Public-Private Talent Exchange (PPTE) program with opportunities for both DoD and Private Sector participants. DoD has led six successful PPTE Acquisition Workforce cohorts since program implementation in 2019, with a total of 52 government and 16 industry participants. A seventh cohort is scheduled to launch in May 2024 with an anticipated 20 government participants. Cohort 2023 concluded in September 2023 with 10 exchanges engaged in various DoD modernization priorities to include Artificial Intelligence, cyber, hypersonics, and directed energy. The PPTE Community of Practice under the Defense Chief Learning Officers Council has finalized a strategic plan to continue PPTE expansion efforts.

▪ 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.

- o <u>Defense Civilian Emerging Leader Program (DoD)</u>: 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.
  - o <u>Executive Leadership Development Program (DoD)</u>: 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.
  - o <u>Defense Senior Leader Development Program (DoD)</u>: 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.
  - o <u>Vanguard Senior Executive Development Program (DoD)</u>: 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; two one-week seminars offered for up to 60 members annually.
  - o <u>White House Leadership Development Program</u>: 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 the Uniformed Services.

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.DoDCivilianCareers.com. DoD expanded the functionality and design of the website to launch an interactive tool to assist with matching eligibility, skill sets, interests, and experience to DoD programs and careers. 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 "Locations Map" feature.

- 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
    - X (formerly Twitter): www.twitter.com/DoDCivilians DODCivilianCareers (@DODCivilians) / Twitter
    - YouTube: www.youtube.com/c/DoDCivilianCareers
    - LinkedIn: https://www.linkedin.com/company/2619961
    - 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, prevention workforce and skilled trades and labor positions. The most recent event in February 2024 focused on building a pipeline of high-quality entry-level candidates for artificial intelligence, cybersecurity, and information technology positions across the Department.

- 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.

- 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. DoD has since expanded the functionality and design of this listing to include an interactive tool which matches candidates' eligibility, skill sets, interests, and experience to the respective programs to help them refine their search. The listing and interactive tool 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, 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. Thirty-one Fellows completed the program in FY 2023. There are currently 29 active Fellows in the FY24 program.

- 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 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.

- An integral part of the Department's collective approach to STEM talent development across the K-20 grade levels under DoD STEM (dodstem.us), the Science, Mathematics, and Research for Transformation (SMART) Scholarship-for-Service Program (smartscholarship.org) 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 B.S., M.S., or Ph.D. 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 4,700 scholarships. Over 90 percent of SMART scholars have completed, or are currently on track to complete, their SMART service agreement.

- In 2023, the SMART program awarded its largest and most diverse cohort since its inception in 2006. Of the 468 new scholars awarded, 33% were female, 31% identified as an underrepresented race or ethnicity, and 20% are attending an HBCU, MI, or MSI. The SMART program received ~3,000 applications for consideration in the 2023 SMART scholar cohort, the largest number of applications received in program history. To increase the applicant pool, the Department attended 28 events that were specifically HUI (HBCU, MI, MSI and WC), and 2 additional events that were with summer bridge programs (the universities that hosted these summer bridge programs were not HUI but the programs were geared towards increasing diversity). Additionally, our University Liaisons connected with all 41 of their Tier 1 schools, of which 25 are HUIs.

- In FY 2024, the Department implemented its new SMART Program Mosaic, which includes the Ronald V. Dellums Memorial Scholarship, the SEED Grant Program, the Creative Research and Engineering Advancing Technical Equity in STEM (CREATES) Grant Program, and the International Internship Program Opportunity.

- 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 (DCIPS)

- 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's Chief Talent Management Officer has been engaging with DoD Functional Communities and associated stakeholders in the Military Departments to create a foundation to achieve recruiting and personnel goals for our critical talent. Ongoing tabletop exercises and hiring pilots will validate innovative approaches and implement modernized processes, which focuses on engaging with potential candidates early in the job market environment. Lessons learned within these efforts will provide well-informed input to scaling DoD talent acquisition and management efforts.

- In October 2022, DoD implemented a pilot a 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. The Department is evaluating the use of e-Portfolios and its effect on time-to-hire and quality of hires, and to identify other occupational series that could benefit by using e-Portfolios; whether the use of e-Portfolios should be expanded or made permanent; and any changes needed to support the goals of the pilot program. The authority to carry out this pilot program expires January 1, 2026.

- In April 2023, DoD implemented six training modules required to training Human Resources personnel in best practices for the technical workforce. The modules include training on appropriate direct-hiring authorities (DHA), excepted service authorities, personnel exchange 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.

- The Department has undertaken a review of existing DoD Personnel Systems (DPS) to include demonstration projects and alternative personnel systems. DoD built a DPS framework, to include key performance indicators and metrics. The DPS framework is in Phase II of its proof-of-concept with outcomes projected in Q3 of FY 2024.

- The Department continues its implementation of function and work role coding to enable Total Force workforce planning (manning requirements compared to current capabilities). Work roles for Software Engineering and Data/AI have been incorporated into the DCWF, with additional functional communities posturing to begin work role development efforts.

- DoD is leveraging the use of validated assessment tools in hiring practices, when appropriate, rather than relying solely on candidate self-evaluation or degree attainment to determine qualifications. Assessment tools may include cognitive ability tests, work samples, situational judgment tests, and structured interviews to evaluate the extent to which applicants possess relevant knowledge, skills, competencies, and abilities. These assessment practices help the DoD to secure top talent by accurately assessing applicants as positions evolve to meet mission needs.

- DoD established a DoD Hiring Assessment and Selection Guide[2], which serves as a resource for best practices and strategies. The guide details steps to design and implement assessment tools for specific needs, establish an assessment strategy and platforms, and provides examples of tools currently used. The Department is also assessing and planning for the expanded use of shared certificates and pooled hiring to improve the ability to access interested and qualified applicants for current and future vacancies, as well as collaborating with DoD Components to build talent teams to address hiring challenges.

---

[2]https://www.dcpas.osd.mil/sites/default/files/Department%20of%20Defense%20Hiring%20Assessment%20and%20Selection%20Guide.pdf