



DEPARTMENT OF THE NAVY

Task Force Innovation Working Groups



**EMERGING
OPERATIONAL
CAPABILITIES**

ADAPTIVE WORKFORCE

INFORMATION

VISION

Manage the Innovation Talent of the DON Workforce.

The Department of Navy has a diverse and highly talented workforce, unmatched by any other in the world. To attract, develop, and retain world-class talent in the 21st century, we must create a modern work environment to solve our most challenging problems of today and tomorrow. We must create risk-tolerant settings which encourages broad participation in the development of innovative ways to improve the effectiveness of the Department without fear of discouragement or personal retribution. Leaders must incentivize, recognize and mentor members of the workforce who are empowered to propose thoughtful ideas to improve the full spectrum of mission challenges - from basic day-to-day operations to creating solutions to our most strategic problems.

Comprehensive community and talent management is required to effectively put the skills and talents of the workforce to use today and to shape the career fields of the future. This responsibility must encompass an understanding of new competencies, technical skills and leadership abilities necessary to thrive in a culture that encourages workforce contributions to the betterment of the organization. We will collectively embrace the advantages of technology and employ improvements at an increasingly rapid pace. Simply put, to foster and sustain an adaptive workforce the Department of the Navy must be an employer that empowers, challenges, and rewards innovation and collaboration.

This also means that our civilian and military personnel systems must incorporate a strategic lens, and leverage data analytics to optimize the workforce and identify strategic talent gaps. In this way it can more effectively influence career paths, and provide the workforce more transparent career options and greater career flexibility and fluidity. Crucial changes to workforce practices include knowing the skills and training our people possess.

ADAPTIVE WORKFORCE WORKING GROUP





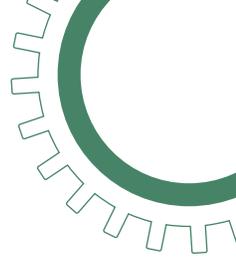
ONGOING EFFORTS

The working group identified initiatives that anticipate personnel demands to ensure that the talents and skills of our Sailors, Marines and Civilians match the challenges they will encounter in the complex operational environment of the future. The naval workforce of the future will be a balanced mix of military and civilian personnel that leverages the unique strengths of both components, while serving as a model of agility and adaptability. We will strive to ensure mission demands, workforce talent, and career desires are aligned to the benefit of both the DON and the individual. To foster, sustain and manage the talent of an adaptive workforce, the DON must be an employer which empowers, challenges, and rewards innovation and collaboration.



KEY OBJECTIVES:

- Assess Innovation in the Workforce
- Anticipate Future Military Personnel Demands
- Modernize the Civilian Hiring Process
- Improve Community Management of the Workforce
- Implement Ready, Relevant Learning Programs
- Create a Data Savvy Workforce
- Use the Civilian Talent of Navy and Marine Corps Reserve Forces
- Modernize Personnel Systems in the DON





LONG TERM EFFORTS

ASSESS INNOVATION – RE-EXAMINE HOW WE VALUE INNOVATORS AND INNOVATION LEADERS

- Support and encourage all Sailors, Marines, and Civilians to contribute ideas, insights, and resources which will advance the Naval Services. The following criteria will be considered in assessing the contributions of all Officers, Senior Enlisted, and Civilian at GS-13 and above:
 - Develop innovative ideas to improve the organization.
 - Champion innovative ideas of the workforce.
 - Determine how well individuals help create an environment which fosters innovation.
 - Identify and remove unnecessary bureaucratic barriers.

ANTICIPATE FUTURE MILITARY PERSONNEL DEMANDS – ENSURE THE TALENTS AND SKILLS OF OUR SAILORS AND MARINES ALIGN TO A RAPIDLY CHANGING ENVIRONMENT

- Evaluate officer billet codes to include specializing in emerging fields of manufacturing, computer/data science, energy, and robotics/autonomy.
- Modernize officer training to ensure naval officers have a fundamental understanding and are trained in emerging operational capabilities and complex problem-solving techniques.
- Determine the extent to which data analytics should enhance the assessment process for potential recruits and those undergoing

initial training. Evaluate use of psychological screening, which may include personality and interest assessments to augment our existing testing of physical and mental aptitude.

- Assess alternative and more accessible training and certification methods to enable Sailors and Marines to adapt to a rapidly changing environment.

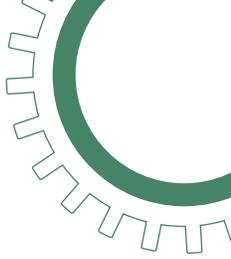
MODERNIZE CIVILIAN HIRING PROCESS

- Institutionalize the lessons learned from Operation Hiring Solutions.
- Provide organizations within the DON the proper guidance and flexibility for use of hiring incentives.
- Eliminate unnecessary bureaucratic methods in the hiring process.
- Identify innovative hiring authorities which support the DON's ability to attract talent utilizing data analytics.
- Implement hiring flexibilities and use incentives to improve the talent of the workforce.

IMPROVE COMMUNITY MANAGEMENT FOR THE DON WORKFORCE – DEVELOP AND IMPROVE TALENTS FOR CURRENT AND FUTURE WORK DEMANDS

- Increase collaboration with commanders at multiple levels to meet mission needs.
- Develop communities based on required skills of each group and ensure recruitment and development are driven by the requirements.

- Create professional development opportunities to expand skillsets and experience of personnel.
- Identify qualification standards and ensure these standards influence workforce performance plans and training requirements.
- Identify areas where data analytics can increase the effectiveness of community management.





IMPLEMENT READY, RELEVANT LEARNING PROGRAMS – MODERNIZE MILITARY LEARNING AND IMPROVE LEARNING DELIVERY METHODS

- Provide our workforce with professional development at the right time using state-of-the-art methods to ensure service members are able to meet the operational demands of the 21st century Navy and Marine Corps.
- Modernize the military learning enterprise to deliver a world-class knowledge continuum across a career.
- Improve delivery methods by pursuing innovative changes to DON's learning enterprise to better leverage technology, existing "off-the-shelf" training/education offerings, and best practices resident in civilian institutions.

CREATE A DATA SAVVY CIVILIAN WORKFORCE FOR A RAPIDLY EVOLVING, DATA-CENTRIC ENVIRONMENT

- Make a concerted effort to modernize the skills and proficiency of our workforce.
- Develop a tiered strategy to cultivate a data savvy civilian workforce with the requisite skills for information sharing, data analytics and knowledge management.
- Ensure requisite training opportunities are available for the professional development of our current workforce for this capability.

USE THE CIVILIAN TALENTS OF NAVY AND MARINE CORPS RESERVE FORCES – RECOGNIZE THIS CRITICAL ASSET AND MAXIMIZE ITS FULL POTENTIAL

- Identify and catalog the civilian skills, training and experience of members of the Reserve Forces.
- Develop a means for DON organizations to search for and identify personnel with civilian skills which align to emerging technology/mission demands.
- Explore opportunities to align new commands with emerging workforce demands.
- Provide options for highly qualified members of the Reserve Force to participate in analytical studies, wargames and innovation initiatives.
- Develop flexible options to retain highly talented naval officers with skills in high demand in the private sector within the Naval Reserve Force.

MODERNIZE THE PERSONNEL SYSTEMS IN THE DON - UTILIZE DATA-DRIVEN PERSONNEL MANAGEMENT

- Implement flexibility into career paths, better recognizing and rewarding performance, and ensuring the skills resident in our force are being put to best use.
- Develop an Information Technology infrastructure to support data-driven Talent Management.

