Workforce of the Future
Now Is The Time.

The Department of the Navy’s (DON) civilian workforce – more than 220,000 strong – plays an integral role in supporting our Sailors and Marines and building, manning, and maintaining our ships and submarines.

But today, the world is changing fast. The DON must do more than just keep pace – we must get ahead of the curve. Just like organizations in the private sector, we are constantly shifting in response to global forces around us, whether they are geopolitical, technological, or beyond. Our talent is, unequivocally, our most critical resource in shaping the future of the DON, and it is our responsibility to identify and access the skills we need, and curate and engage the best career journeys for our people. Simply put, the day-to-day experience of our workforce has not kept pace with the private sector, while the nature of our work has become increasingly complex and demanding.

This document, the DON’s 2019-2030 Civilian Human Capital Strategy, is our commitment to proactively address this challenge. It is guided by industry-leading best practices and builds directly upon our Business Operations Plan for 2019-2021. Our workforce strategy must go hand-in-hand with the DON’s broader vision for its future—because our people will help us achieve it.
The stewardship of the DON’s workforce is my #1 priority. By acting now, we enhance mission readiness by ensuring we have the right people, with the right training, serving in the right places at the right time. These people-centric elements are critical to enhancing the lethality, toughness, and sustainability of our DON operating forces across the spectrum of conflict into current and future operating environments.

- Greg Slavonic
  Assistant Secretary of the Navy
  (Manpower & Reserve Affairs)

Our Vision.

The Department of the Navy will build a world-class workforce experience, motivated by the mission, operating within a modern environment with “always on” opportunities for continuous learning and career mobility to drive optimal organizational and individual performance powered by unfettered access to consumer-grade digital platforms.

We are committed to moving fast to realize this vision. The DON will implement impactful programs that enable our workforce to realize the benefits of our strategy.
The Imperative for Change.

The impact of unprecedented global disruption in people and technology affects our workforce just as much as any other organization. But the DON is behind the curve. Unlike the private sector, we face additional challenges—such as a rigid Federal hiring structure and necessary security constraints that limit our ability to deploy innovative technology—that our global commercial peers like Microsoft, Amazon, and Walmart do not face.

On a daily basis, many of our people navigate antiquated systems and processes, and tools that are fragmented, slow, and unreliable in comparison to private sector organizations of large size with similarly complex workforces. Therefore, we have a twofold mandate: Solve our basic challenges around how we work today, while preparing to respond to the global forces changing both our mission and our talent needs.

There are seven aspects of global disruption that animate this strategy. Changes in both technology and people have converged today in a watershed moment for us, driving our need to act now.

<table>
<thead>
<tr>
<th>Technology is Everywhere</th>
<th>Explosion in Contingent Work</th>
</tr>
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<tbody>
<tr>
<td>We will harness the exponential rise of new technologies to build an entirely new way of working, allowing our people to unleash creativity in the pursuit of our mission.</td>
<td>We should make strategic decisions about what components of the work can be done by an alternate source of talent (contractor, temporary, intermittent, and part-time).</td>
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<table>
<thead>
<tr>
<th>Tsunami of Data</th>
<th>Diversity and Generational Change</th>
</tr>
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<tbody>
<tr>
<td>Sourcing skills such as data synthesis and data visualization will become mission critical across all occupations.</td>
<td>There is an opportunity to create bespoke career paths that align with the values and aspirations of diverse demographic groups.</td>
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<tr>
<th>AI, Cognitive Computing, Robotics</th>
<th>Jobs Vulnerable to Automation</th>
<th>Change In Nature Of A Career</th>
</tr>
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<tbody>
<tr>
<td>We will connect the implications of technology on our work to what they mean for the workforce—in terms of changing tasks, activities, or jobs, and the changes in technical and human skills required to complete them.</td>
<td>We will analyze work done today and confirm what work will be new, displaced, disrupted, and durable in the future, and redesign key jobs to highlight the human-machine teaming opportunities.</td>
<td>We can embed learning into the “flow of work” and shift from episodic learning to continual on the job learning.</td>
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</table>
Access, Curate, & Engage.

With the launch of this strategy, the DON begins a journey to rapidly evolve its approach to talent. Global trends place power in the hands of top-tier talent. People demand more of the DON, and for the DON to compete with both industry and our adversaries the DON will access, curate, and engage talent differently. These are not simply new words to describe old habits – they represent a fundamental shift in how we think about our talent strategy, putting in place practices and tools designed to enhance the human experience.

**ATTRACTION**
Rely on employment brand and industry expectations to attract top talent for the long-term

**DEVELOPMENT**
Depend upon commands to identify and develop point-in-time skill demands and learning needs

**RETENTION**
Offer extrinsic motivators to influence employee career choices and keep them traditionally employed for the long-term

**ACCESS**
Tap into the best people, capabilities, and skills from across the workplace spectrum including smart technologies, traditional employees, temporary workers, and crowd-based solutions

**CURATE**
Create and deliver intuitive, always-on development experiences for our workforce and provide world-class workplace services like collaboration tools to optimize individual and team impact

**ENGAGE**
Provide people with greater opportunity by integrating, redesigning, and creating platforms and policies to maximize performance and engagement through incentives, goals, and rewards
Strategic Anchors.

Over the next decade, the DON will deliver on five strategic anchors, with the workforce experiencing positive impact from many of these actions much sooner. Altogether, these strategic anchors represent a transformational shift in how this Department accesses, curates, and engages talent. Designed for immediate activation, these strategic anchors are the bedrock of our human capital strategy.

<table>
<thead>
<tr>
<th>Strategic Anchors</th>
<th>Key Actions</th>
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<tbody>
<tr>
<td><strong>Access &amp; Curate Best in Class Talent</strong></td>
<td>• Refresh the DON Employment Brand</td>
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<td></td>
<td>• Proactively Access Top Talent</td>
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<tr>
<td></td>
<td>• Curate Exception Employee Experiences</td>
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<tr>
<td><strong>Develop Skills for the Future</strong></td>
<td>• Identify Skills Needed for the Future Civilian Workforce</td>
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<td></td>
<td>• Rethink Jobs Intentionally</td>
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<td></td>
<td>• Develop Modern Learner Experiences Focused on Building Future Skills</td>
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<tr>
<td><strong>Harness the Power of Data</strong></td>
<td>• Establish a Data Driven Foundation for Workforce Planning</td>
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<td></td>
<td>• Expand People Analytics for Decision-Making</td>
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<tr>
<td><strong>Strengthen the Bench of Future Talent</strong></td>
<td>• Assess Current Talent Pipeline</td>
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<td>• Refresh the Succession Planning Process</td>
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<td></td>
<td>• Enhance Leadership Learning and Development</td>
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<tr>
<td><strong>Enable a Technology Augmented Workforce</strong></td>
<td>• Augment Work with Technology</td>
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<tr>
<td></td>
<td>• Train a Digital Workforce</td>
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<td></td>
<td>• Enhance a Digital Experience for the DON’s HR</td>
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</tbody>
</table>
Access & Curate Best in Class Talent.

Why This Matters

To achieve its mission, the DON must compete for talent with top-tier private and public organizations – and win the battle. From scientists to shipyard artisans, the DON will play to its biggest strength – the mission of supporting United States Sailors and Marines. If the DON cannot connect the day-to-day work of every single employee to this broader mission, and create a compelling and engaging workforce experience, top-tier talent will bypass the Department for other organizations that have other perks to offer.

For the DON to effectively access and curate best in class talent, there are three key actions on which the Department will focus: Refresh the DON Employment Brand, Proactively Access Top Talent, and Curate an Exceptional Employee Experience.

1. Refresh the DON Employment Brand

**Challenge:** From nuclear engineers to underwater welders to cybersecurity experts, the DON continually staffs an enormous variety of mission-critical roles. However, nationwide trends like low unemployment and rising wages make staffing these positions harder. For top data science and cybersecurity talent, competition from tech giants like Google, Amazon, and Apple further challenge the DON’s ability to compete for “hot” or niche skills. The Department recognizes that it cannot offer the pay or perhaps some of the unique perks that these companies offer. But it can offer something different: the mission—coupled with the experience. No other civilian workforce works daily to support the greatest naval expeditionary force the world has ever seen, and there is real value here to a prospective employee. But the mission alone might not be enough: the DON also needs to offer people a world class experience at work, career mobility that extends across many years of service, and ample access to the best tools, technologies, and processes that free people up to do their best work in jobs that continue to have meaning and purpose.
Initiatives and Impact: There is compelling power in this two-part brand. The DON will more tightly align the civilian workforce brand with the mission of the U.S. Navy and Marine Corps, while upgrading the human experience at work, to highlight the benefits of the job and attract mission-driven, service-oriented, highly-talented individuals.

The journey to rebrand the DON value proposition requires the identification of experiences and differentiators that only the DON can offer. The DON will embed these experiences in the daily work of the workforce, market these experiences to the external talent market, and continuously evaluate the Department against the aspirations of the DON brand.

2. Proactively Access Top Talent

Challenge: As illustrated above, the DON faces challenges in its ability to proactively access top talent. First, the rigid structure of occupational series and job descriptions limits who the DON can hire into certain roles. Further, it is difficult to predict future needs, resulting in untimely demand signals, causing talent acquisition efforts to be behind the curve from the start, and creating a perception that jobs take too long to fill. Finally, access to the latest tech-enabled talent acquisition tools is not consistently available across the DON. In comparison, leading commercial organizations have the flexibility to quickly create and refine job descriptions to meet their talent needs, source talent through innovative and predictive channels, and use technology to streamline the recruitment process and enhance the candidate experience. A proactive and streamlined talent acquisition strategy that is branded and managed like private industry and augmented with smart technologies will enable the DON to better access and engage top tier talent.

Initiatives and Impact: The DON must leverage best in class technology enabled recruitment tools, simplify recruitment processes and seek out new applicants that have never considered working for the DON to continue filling hard-to-fill roles in a timely manner. In the short-term, this means continuing to aggressively utilize tools like Direct Hiring Authorities, and educating hiring managers on how to use them most effectively. In the long-term, it means pursuing policies that make it easier for hiring managers to hire the people they need across the board.

3. Curate Exceptional Employee Experiences

Challenge: For the DON to engage and retain the best talent, the employee experience must be individualized, exceptional, and intentionally curated. The feeling you get when you walk into an Apple Store or a Disney Theme Park is no accident – the experience is curated down to the smallest detail, taking into account what is known about individual preferences, customer history, and the overall experience. This level of intentionality, customization, and relentless focus on the end consumer is the model that the DON should adopt to compete with private sector organizations for top-tier talent. DON’s competitors invest in workforce experiences that build high engagement, identify high-potential employees and rotate them through development opportunities that constantly expose them to the exciting possibilities that exist within their enterprise. The DON must recognize that there is no “one size fits all”
approach for employees’ career journeys, and offer personalized opportunities that appeal to the diversity of the DON’s workforce in terms of skill development, location rotations, and leadership roles.

**Initiatives and Impact:** To compete, the DON must provide its employees opportunities for growth and development across a variety of roles within the Department, enable employees to feel a deep sense of purpose in their work and encourage a culture of continuous feedback. The DON must provide access to new career paths and opportunities to learn new skills and gain an enterprise perspective, enabling employees to derive a deep sense of purpose in their work.

## Making it Happen

To achieve the kind of meaningful impact described here, the DON will launch a series of strategic initiatives designed to deliver tangible impact – things people can see and feel in their everyday experience within the Department. Here are examples:

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Impact</th>
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<tbody>
<tr>
<td><strong>Workforce Experience:</strong></td>
<td>– Continually crowdsource feedback from the DON’s employees via real-time pulse technologies, focus groups, and engagement surveys.</td>
</tr>
<tr>
<td><strong>Brand:</strong></td>
<td>– Embed the Navy / Marine Corps mission and the DON’s modernized workforce experience in civilian recruiting, as well as employee’s day-to-day experience.</td>
</tr>
<tr>
<td><strong>Talent Acquisition:</strong></td>
<td>– Deploy game-changing talent acquisition technologies like predictive talent modeling to anticipate hiring needs and artificial intelligence to tap into new talent pools.</td>
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<tr>
<td><strong>Mobility:</strong></td>
<td>– Create enterprise-wide policies and programs for internal mobility and career progression that allow people to move more easily across roles, capabilities, commands, and experiences throughout the DON.</td>
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**What Success Looks Like**

*The DON establishes itself as a talent magnet, evidenced by a surge in the pipeline of qualified candidates, allowing hiring managers to pick from the best. This will be measured by:*

- Increased number of qualified applicants for hard-to-fill jobs
Recognition from external ranking agencies, e.g., “Forbes Best Places to Work” and the Partnership for Public Service’s “Best Places to Work in the Federal Government”

Increased scores from hiring managers on surveys evaluating the quality of candidates

The DON leverages best-in-class technology enabled recruitment tools which enable reduced vacancies, better forecasting of hiring requirements, and reduction in time-to-fill. This will be measured by:

- Widespread adoption of technology enabled recruitment tools
- Reduction in vacancies among critical workforce segments
- Successful forecasting of required vacancies
- Reduction in time to fill

The DON’s employees are more engaged, have access to new career experiences and derive a sense of purpose from their work. This will be measured by:

- Increased rates of internal mobility for certain occupational series
- Actionable data on how to improve the employee experience
- Improved scores and response rates on surveys, for example, Federal Employee Viewpoint Survey (FEVS), pulse surveys, and exit interviews
Industry Successes in Action

**Becoming the Employer of Choice in a Tight Labor Market**

A large national retailer needed an employer brand strategy to attract and retain talent across a full spectrum of jobs. To effectively communicate and engage with these disparate audiences, the organization developed an overall employer brand, while communicating targeted messaging for each segment. The retailer then created micro career sites, with strategically developed content designed to resonate with each segment. And the organization recognized mobile applications were critical to meeting applicant’s needs, which led to pioneering fully mobile applications, for 9.4m annual applicants.

**Implications for the DON**

Like this retailer, the DON’s workforce contains a diverse mix of backgrounds and work, requiring a tailored approach to each community. As the DON refreshes its employment brand, attention will be given to how different communities of workers will engage with the brand. Nuclear engineers and pipefitters will find different parts of the DON’s employment brand appealing. Weaving these differences into a coherent, unifying brand – with targeted messaging to each community – is critical to the success of this strategy.

**Using Artificial Intelligence to Improve the Candidate Experience**

A luxury vehicle manufacturing company looking for a creative way to improve the candidate experience for service technicians combined gamification with video/AI to create a digital recruiting process with the Recruiting Car. The car used smart technologies to conduct interactive job interviews and identify technicians and engineers able to service the car. The car created a report, sent to HR, to recommend a follow-up human interview as warranted. The campaign was advertised across social media to reach as many service technicians as possible.

**Implications for the DON**

Like this car manufacturer, the DON has the ability to use technology to create a truly unique candidate experience that reflects the exciting projects and opportunities workers get to engage in. From ships, subs, and planes to cutting edge security technology, the interview experience can become a recruiting tool. Further, AI can complete the first screening check-point, allowing recruiters and hiring managers to focus on a well-curated set of candidates.
Develop Skills for the Future.

Why this Matters

To successfully execute its mission, the DON must continue to align the skills for which it hires and cultivates people with the changing nature of its work. In order to successfully develop the right talent, the DON must first anticipate and define what these skills will be. The need for niche, technology-focused skills (e.g., cybersecurity, artificial intelligence) is growing and the supply is limited. For example, there are fewer than 10,000 AI specialists worldwide and by 2022, cybersecurity will experience a workforce gap of 1.8 million. With the rapid rate of technological change, the average half-life of technical learned skills today is only five years. The DON will need to invest in upskilling and reskilling its workforce to be prepared to do the work of the future.

For the DON to “Develop Skills for the Future,” this strategy calls for three key actions: Identify Skills Needed for the Future Civilian Workforce, Rethink Jobs Intentionally, and Develop Modern Learner Experiences Focused on Building Future Skills.

1. Identify Skills Needed for the Future Civilian Workforce

**Challenge:** The DON is faced with global forces that are changing its talent needs. The DON must continue to evolve the skills it hires for and cultivates to match the changing nature of the DON’s work and ensure employees have the right skills to execute the mission. Unless the DON clearly understands the skills needed for tomorrow, it risks creating and filling jobs that will quickly become obsolete, while training for skills that are no longer needed. To prepare the workforce of tomorrow, today, the DON needs to understand how its work will change in the future and conduct a detailed skills review to identify and close skill gaps.

**Initiatives and Impact:** To conduct a detailed skills review, the DON will analyze the critical workforce segments within the organization to assess the most mission critical work first before moving on to the rest of the Department. The DON will need to determine which skills and capabilities will be required of the DON’s employees in the future, assess the current skills of the workforce, and develop learning programs and new jobs to fill identified skills gaps.

2. Rethink Jobs Intentionally

**Challenge:** The DON faces several challenges in hiring new talent with in-demand skills and moving current talent within the organization to expose people to new experiences and build new skills. First, rigid job criteria and other limitations prevent the organization from hiring top talent from industry or academia based on fit without a specific job that aligns with their previous work experiences. Second, role descriptions do not always adequately highlight the skills and capabilities needed given anticipated changes to work within the role. To address this challenge in the short-term, the DON must continue to use tools like Direct Hiring Authorities and create jobs tailor-made for these required technical skills. In the longer-term, the DON will need to intentionally rethink the ways its most critical jobs are structured to accurately reflect the skills employees need with a focus on building a more agile workforce.

**Initiatives and Impact:** To ensure that the DON has employees with the right skills, in the right place, at the right time, the Department will need to redesign jobs to better highlight the necessary skills and capabilities required to complete the work now and in the future. This will include reviewing the current occupational series to identify when the work does not appropriately match an available series.

### 3. Develop Modern Learner Experiences Focused on Building Future Skills

**Challenge:** Across both public and private sector organizations, there has been a significant evolution in the role of learning. From the organization’s perspective, it is recognized more than ever that continuously identifying and building future critical skills is central to being a high-performing organization. From the individual’s perspective, having the ability to continually grow new skills, leading to fresh opportunities over the course of a career, is a required feature of a great experience at work. Moreover, learning must be ‘always on’ and happen right in the flow of work, not as a separate event. New digital learning delivery technologies support these aims, enabling short bursts of learning at the time of need to complement traditional classroom or other face-to-face approaches. In the DON’s case, “doing” learning this way requires a transformed approach.

**Initiatives and Impact:** The DON’s workforce has longer tenure than most private sector organizations, which reinforces the need for the Department to provide a variety of experiences and learning opportunities to engage employees across an entire career and prevent stagnation. To develop modern learning experiences focused on future skills, the DON will designate resources to both military and civilian learning efforts and align civilian learning with the Education for Seapower (E4S) military initiative. Additionally, the DON will listen to the voice of the workforce to understand learning preferences and needs before selecting an appropriate digital learning platform. Finally, successful learning programs that are already operating within parts of the organization will be scaled Department-wide to have a larger impact and broaden the skills of the civilian workforce at large.
Making it Happen

To achieve the kind of meaningful impact described here, the DON will launch a series of strategic initiatives to develop skills for the future:

<table>
<thead>
<tr>
<th>Initiative</th>
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<tbody>
<tr>
<td><strong>Skills Review:</strong></td>
<td>+ For the DON’s most critical workforce segments, conduct a detailed skills review to understand what skills will be needed in the future and what gaps need to be filled.</td>
</tr>
<tr>
<td>+ The DON evolves the right jobs, identifies the right candidates, and develops the right skills.</td>
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</tr>
<tr>
<td><strong>Digital Learning:</strong></td>
<td>+ Create a culture of lifelong learning enabled by digital learner experience technologies to curate and provide access to world class content, delivered in the flow of work.</td>
</tr>
<tr>
<td>+ The DON’s workforce will continually develop new skills that enable people to be resilient, think critically, and adapt to new challenges quickly.</td>
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<tr>
<td><strong>Partnerships:</strong></td>
<td>+ Expand partnerships with educational institutions to deliver sponsored curricula.</td>
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<tr>
<td>+ The DON expands its pipeline of prospective candidates with niche or hard-to-find skills.</td>
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</tbody>
</table>

✔ What Success Looks Like

The DON workforce is cross trained on in-demand skills and people can be more readily deployed to different parts of the organization as needed. This will be measured by:

- Reduction in number of skill gaps in critical workforce segments
- Increase in mobility of highly-skilled employees across roles, commands, and/or organizations

Hiring Managers can access top talent with in-demand skills based on fit. This will be measured by:

- Reduction in time to fill open positions
- Reduction in number of skill gaps in critical workforce segments
- Ability to access talent outside of traditional roles and occupations

Critical workforce segments are used to target learning efforts to upskill the DON workforce and quickly fill skill gaps. This will be measured by:

- Increase in standardization and accessibility of learning programs across commands
- Reduction in number of skill gaps in critical workforce segments
Industry Successes in Action

Developing a Tech Savvy Workforce

A global professional services firm sought to develop a program that would help its employees confidently understand and discuss disruptive technologies and the many opportunities for driving business impact and value for the clients they serve. The organization launched a Tech Savvy program in 2018 to build a company culture that supports and inspires all employees to learn, understand, and deliver the latest disruptive technologies impacting their clients. Tech Savvy provides a number of resources including an internal podcast, Tech Savvy self-assessments to help employees identify where they are on the “Savvy Scale” and provide tailored action plans to increase their tech fluency, and an interactive, educational mobile app. Through Tech Savvy, the organization is ensuring its employees can best support their clients in a technology-enabled world.

Implications for the DON

Like this professional services firm, the DON employees will need to learn new skills and capabilities in order to keep up with technological change. Whether focused on tech savviness or other skills such as data analytics, the DON’s employees can be empowered to learn with digitally enabled and real-time learning resources.
Harness the Power of Data.

Why This Matters

The rapid evolution of threats to the United States of America, and the shifting capabilities required to counter adversaries, demand increased flexibility across the DON’s workforce to place qualified and capable talent where it is needed most. Further, as shifting demands ripple through the workforce, the DON must know how its organization interacts with itself, where the highest-performing talent resides, how current workforce circumstances and the talent market will influence future needs, and identify innovative methods for sourcing hard-to-find resources.

Today, the DON has invested time and money in collecting a range of data about the workforce but does not have user-friendly, real-time, unified tools to facilitate decision-making enterprise-wide. In order to close this gap, there are two key actions on which the DON will focus: Establish a Data-Driven Foundation for Workforce Planning and Expand People Analytics for Decision-Making.

1. Establish a Data-Driven Foundation for Workforce Planning

**Challenge:** The DON does not yet have an enterprise-wide foundation of knowledge and technological infrastructure to make data-driven workforce planning decisions. Existing command-based pilots are instructive examples of what is possible but do not position the Department for the rapid enterprise-wide workforce deployments that will be required in the future. The DON will end the “have/have not” problem through the development of an enterprise-wide workforce planning tool, cloud-based from the start, that will allow the Department to leapfrog into the ranks of leading companies using a data-driven approach to workforce planning.

**Initiatives and Impact:** The DON will first determine its people analytics needs for workforce planning. Next, the Department will educate employees on how they can use people analytics including the suite of tools currently provided to them. Then, the DON will create the necessary infrastructure to enable workforce planning at all levels and across organizational units. This includes identifying which data needs to be captured to empower future insights and laying the foundation upon which future workforce planning applications can be scaled.

2. Expand People Analytics for Decision-Making

**Challenge:** Organizations with cutting edge people analytics capabilities have begun using the power of AI, neuroscience, and gamification to allow HR to focus on strategic initiatives while technology removes human flaws from the talent
lifecycle. The DON must be better positioned to use the combination of people and technology to drive greater value and reduce human flaws from the experience.

**Initiatives and Impact:** The DON will apply cutting edge technology to empower smart and predictive decision making. Technology, like AI, will help hiring managers predict things like rates of attrition and employees at risk of burnout as well as conduct the first round of candidate screening. Managers will combine predictive analytics and visualization tools to improve workforce planning.

## Making it Happen

To achieve the kind of meaningful impact described here, the DON will launch a series of strategic initiatives designed to harness the power of data for the Department:

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<tr>
<td><strong>New Center of Excellence:</strong></td>
<td>+ Establish a People Analytics Center of Excellence (COE) responsible for executing initiatives and leveraging the analytics workforce.</td>
</tr>
<tr>
<td><strong>Predictive Analytics:</strong></td>
<td>+ Dedicated DON leadership oversees and standardizes all people analytics efforts across the organization.</td>
</tr>
<tr>
<td><strong>Artificial Intelligence:</strong></td>
<td>+ The DON's leaders have real-time access to unified workforce data to enable key strategic decisions.</td>
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</table>

### What Success Looks Like

The DON effectively predicts its workforce requirements, thereby enabling agile civilian workforce deployment, which is proven by the Department's ability to maintain day-to-day throughput during times of acute shifts in talent demands.

- Employee engagement results remain consistent during times of workforce redeployment
- Reduced vacancy time for niche or hard-to-fill positions
- Increased capability to predict attrition and organizations or occupations where employees are at risk for burnout

The DON uses cutting-edge technologies to reduce human flaws in the hiring process, becoming recognized as a world-wide leader in accessing top-tier talent in underrepresented communities.
Higher employee pulse survey results for people hired via predictive analytics, game-based assessments, and/or video interviews as compared to the rest of the workforce

Recognition by industry leading organizations like Gartner or Forrester Research as a global leader in people analytics technology

Industry Successes in Action

Developing Analytics Talent Within the Current Workforce

A multinational energy corporation began an analytics journey to address three specific shortcomings in its existing business: (1) analytics capabilities were too inwardly focused on the effectiveness of HR programs, (2) there was a lack of data science, analytics, and business skills throughout the company, and (3) there was not a single source of data truth on which all parts of the company agreed. As a result, the organization refocused people analytics on solving business problems, established a Community of Excellence to govern transformation of learning across the company, and continuously evaluated the metrics being tracked to align with shifting business needs.

Implications for the DON

Like this energy corporation, a capital intensive business, the DON’s workforce plays a critical role in the cost-effective development of expensive military equipment. By expanding the DON’s people analytics capability beyond typical demographic datapoints, the Department will begin to understand the value that the workforce drives in meeting mission requirements. To do this, the DON will need a widely distributed analytics-capable team of HR professionals.

Shifting to Centralized Workplace Metrics and Analytics

A global retailer struggled to navigate the different HR practices of its six decentralized brands—each of which had their own methods and metrics for reporting employment trends like turnover. In transitioning to a centralized data-driven decision-making process, the organization had to address three critical challenges: (1) identification of key stakeholders across brands, (2) train appropriate staff on the new technology, and (3) most critically build credibility of the centralized tool. Moving to a single system of record enabled smarter HR data-driven decision making.

Implications for the DON

Like the retailer, the DON will face a credibility challenge in building Department-wide analytics capabilities. This corporation found success through a sharp focus on standardizing clear language to describe the new technology and processes. Further, the DON should be hyper-focused on including the perspectives of all communities involved with this new technology in determining how to collect, measure, and process the data, as well as in developing an internal definition of success.
Strengthen Bench of Future Talent.

Why this Matters

Imagine if the top performer on your team left tomorrow. Would you have internal options to backfill? Would you have a contingency plan in place so there is minimal disruption in day-to-day activities? Now, imagine this problem cropping up across multiple roles and departments within the DON. Existing processes and tools do not allow DON leadership to visualize the workforce composition today nor can the DON predict how the workforce will evolve in the future. Talent management occurs in silos with informal, reactive processes. Given the potential retirement wave impacts on the DON, it is essential to ensure that succession planning happens proactively instead of reactively.

For the DON to effectively strengthen the bench of future talent, there are three key actions on which the Department will focus: Assess Current Talent Pipeline, Refresh the Succession Planning Process, and Enhance Leadership Learning and Development.

1. Assess Current Talent Pipeline

**Challenge:** It is impossible to prepare for the future without a clear understanding of where you are today. Increasingly, organizations are seeking comprehensive, data-enabled approaches to manage their talent pipelines, especially in hard-to-fill and critical roles. To assess the current pipeline of talent, the DON will need to undergo an extensive due diligence process that surfaces a complete birds-eye view of the workforce today.

**Initiatives and Impact:** The DON will conduct a rigorous assessment of its talent pipeline by identifying talent requirements and leveraging current best practices, engaging leadership to ensure buy-in, and looking closely for anticipated talent gaps, especially in key and hard-to-fill roles. This approach will enable the DON to make smarter talent management decisions that are future-focused and anticipate changes in talent needs that the DON may face.

2. Refresh the Succession Planning Process

**Challenge:** Successful succession planning should be a dynamic, iterative process backed by real-time data. But, current succession planning efforts occur in silos with a lack of a consistent processes for assessing and reviewing the DON talent pipeline.

Of the DON total workforce is aged 55+, the U.S. workforce average is 23%
Initiatives and Impact: The DON will build a more rigorous and frequent succession planning process, including standardizing the approach to talent management, refreshing the succession planning framework that is used across commands, and defining the skills, capabilities, and experiences required for high-potential talent. Standardizing processes like these across the Department will help leaders prepare for the potential impact of higher-than-average retirement eligibility within the DON workforce.

3. Enhance Leadership Learning and Development

Challenge: Leading organizations are expanding their focus on learning beyond the needs of today by crafting an approach that better engages and prepares the leaders of tomorrow. Future-focused leadership development programs are individualized and curated and are integral to the employee experience. These programs both train future leaders for the unique challenges of leading in a digital world and encourage ongoing creativity and passion for the employee’s chosen career. The DON must build a bench of future talent not just for one area of the organization but the entire enterprise.

Initiatives and Impact: The DON will focus efforts in this area by designing and implementing an accelerated leadership development program for high potential talent. By doing so, the DON will expand opportunities for leadership development and learning to the next generation of leaders and will ensure that there are targeted enterprise learning and development programs and career rotations that will strengthen the bench of high-potential talent.

Making it Happen

To achieve the kind of meaningful impact described here, the DON will launch a series of strategic initiatives designed to refresh the Department’s approach to cultivating future leaders:

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Impact</th>
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<tbody>
<tr>
<td>Succession Planning &amp; High-Potential Talent:</td>
<td>The DON will be prepared for a retirement cliff by equipping its leaders with consistent and effective succession planning around high-potential talent.</td>
</tr>
<tr>
<td>Leadership Development:</td>
<td>The DON’s leadership development programs will keep pace with leading practices to provide a world-class experience for participants.</td>
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Initiative: + Design a dynamic succession planning framework across critical workforce segment roles based on detailed criteria identifying high-potential talent. + Review of current leadership development programs across DON to identify best practices and opportunities to scale, including Leadership and Career Development Training (LCDT) and Bridging the Gap (BTG).
What Success Looks Like:

The DON will have an accurate snapshot of its talent pipeline across the enterprise to enable a real-time view of future readiness. This will be measured by:

☐ A comprehensive, digitally enabled report, accessible to DON leadership, that provides a birds-eye view of the Department’s talent pipeline

The DON will have an effective succession planning process including built-in mechanisms to ensure planning remains a dynamic and continuous activity, and not just an annual event. This will be measured by:

☐ Reduced time to fill and turnover in critical and hard-to-fill roles
☐ Succession planning decisions are made throughout the performance year

The DON will craft targeted development offerings that focus on building the bench of next-gen talent. This will be measured by:

☐ Design of an accelerated leadership development program that will quickly prepare future leaders for greater leadership roles
☐ Increased number of identified high-potential employees who are ready to move into leadership roles

“[We’ve] assigned an objective for each senior leader to develop a succession plan for themselves as well as one for their direct reports.”

DON Executive Interview, June 2019
Industry Successes in Action

Training Future Leaders with Academic Rigor

A multinational technology company, with a variety of organizational functions, brought academic rigor to their succession planning process with the creation of a corporate university. The university focused on capturing and teaching the leadership principles and ethos pioneered by the organization’s founder. The current CEO, who replaced the founder, was required to spend time at the corporate university while being groomed for the role. The university targets high potential mid-level management (corporate managers at the director level or above) and it is an invitation-only program. Courses at the university focus on understanding the history of the organization as well as lessons from outside the company.

Implications for the DON

Similar to this technology company, the DON emphasizes leadership development within the Senior Executive Service (SES) ranks and has an opportunity to expand “further down” in the organization. Establishing a learning “campus” for immersive and hands-on development would both demonstrate the DON’s commitment to employee learning and lead to increased employee engagement while maintaining organizational knowledge management of best leadership practices across the Department.

Accelerated Leadership Training to Prepare for a Retirement Cliff

One of the largest mutual life insurance companies in the world faced a looming retirement cliff with at least 50 percent of its top tier executive officers eligible for retirement in the next five years. The impending gap led the company’s CEO to task the learning and development team with creating a program that would prepare the company’s high-potential midlevel leaders for executive leadership roles. To confront these challenges, the team developed a 14-month multifaceted accelerated leadership program. As a result, more than one-third of the participants from the first two cohorts have moved into executive leadership positions.

Implications for the DON

Like this insurance company, the DON is facing a likely talent shortage due to a large contingent of its workers retiring in the near future. While the DON has a host of development programs, a focused accelerated leadership program could help the DON quickly identify high-potential talent in the organization and put them through a fast paced program to strengthen the bench of talent for critical leadership roles.
Enable a Technology Augmented Workforce.

Why This Matters

For the first time in history, technology is pervasive and affordable enough that everyone is using it with little to no learning curve, thereby creating business models and opportunities that never existed before. Technology is transforming every business and touches every employee in a unique way. The impact of enabling a technology-augmented workforce is that it is inherently more empowered, responsive, accountable, and less hierarchical. The DON can better leverage technology to optimize business processes by making data-driven decisions, unleash capacity for the workforce, and enhance the human experience for the DON’s workforce.

For the DON to do enable a technology augmented workforce there are three key actions on which the Department will focus: **Augment Work with Technology, Train a Digital Workforce, and Enhance a Digital Experience for the DON’s HR.**

1. Augment Work with Technology

**Challenge:** Augmenting work with smart technologies is a critical opportunity to unlock capacity, efficiency, productivity, and build an improved employee experience for the DON, and it goes hand-in-hand with strategic decisions about the future evolution of critical skills and roles. The strategic use of technology to augment human employees enables a spectrum from “extending” human capabilities to automating the “dull, dirty, or dangerous” parts of work entirely – allowing human employees to focus their critical time on the elements of their work that require essentially human skills, like collaboration, problem-solving, leading teams, and strategic thinking. In connection with Strategic Anchor 2, Action 1 (Identify the Skills Needed for the Future Civilian Workforce), the DON must proactively and strategically consider implementing specific technologies tied to the changes in work. The DON will proactively pilot technology while considering the downstream workforce impacts to ensure that the Department’s workforce is equipped to work alongside smart machines.

**Initiatives and Impact:** The DON must uncover existing efforts to augment work with smart technologies and search the marketplace for new tools that can be
embedded into work. The Department will pilot new technologies and scale them across the enterprise.

2. Train a Digital Workforce

**Challenge:** Advanced tools and predictive analytics are useless if no one understands them or knows how to use them. To truly become a digital workforce, the DON will move its focus beyond technology changes and transition to ensuring the workforce is equipped to work in a tech enabled environment, across numerous types of technological and analytical capabilities. To train a digital workforce, the DON will establish baseline knowledge expectations required across critical workforce segments within the Department. This will enable improved digital capability across the DON as technology expertise will no longer reside solely in the IT business unit.

**Initiatives and Impact:** The DON must identify the digital capabilities and skills that are required of the workforce of today and in the future. After reviewing current capabilities to uncover the required level of tech fluency across commands, the DON will create targeted learning and development offerings to upskill and reskill the workforce on these critical components.

3. Enhance a Digital Experience for the DON’s HR

**Challenge:** The workforce has different expectations of their work environment, culture, and technology enablement. The nature of work itself is changing, requiring different skills and greater collaboration to develop and execute strategies. To compete for top talent, the DON must offer digitally enabled HR experiences – core HR processes enabled by technology – to enhance the employee experience at work. These will be specifically focused on processes like the candidate interview experience, onboarding, benefits, and performance management.

**Initiatives and Impact:** The DON will conduct an audit of the HR technology tools currently in place and build upon best practices to improve the employee experience, refresh its HR technology strategy to keep pace with the rate of technological disruption, and digitize talent processes across the talent lifecycle.

Making it Happen

To achieve the kind of meaningful impact described here, the DON will launch a series of strategic initiatives designed to achieve a technology-augmented workforce:

> The whole Navy is moving towards Digital, [we] asked ourselves where it made sense to move faster with data analytics [and] human capital was an area where we were data rich.

DON Executive Interview, May 2019
Workforce Technology Center of Excellence:

+ Establish a Center of Excellence at the enterprise level to centralize and streamline the DON’s approach to workforce technology augmentation.

Impact

+ Senior level focused attention and urgency that will drive successful pilots and subsequent scaling of automation across the enterprise.

Digital HR:

+ Continue the push to make talent and HR transactions as streamlined as the user experience of booking a car on Uber or making a purchase on Amazon.

Impact

+ The DON offers digitally enabled and seamless workforce experience in key HR areas (e.g., interview scheduling, benefits selection, performance management) allowing employees to spend more time on their core mission.

What Success Looks Like:

By proactively preparing to augment work with technology, the DON will have time to develop learning programs to upskill or reskill where needed and employees will have time to plan their career development accordingly. This will be measured by:

- Increased internal mobility as employees will explore new career paths that align with the strengths they choose to develop
- Increased productivity in work across the DON
- Decrease in maintenance down time
- Decrease in overall cost (e.g. labor, wasted inventory, downtime, etc.)
- Increase in quality control
- Improved scores from employees on employee experience surveys

By training a digital workforce the DON is connecting how technologies are used in daily work, helping employees understand the data produced by these technologies, and developing employees’ aptitude for data analytics. This will be measured by:

- Quicker decision making due to data-backed confidence
- Decrease in volume of calls to technology support teams
- Increase in learning programs completed per employee
- Improved scores from employees on employee experience surveys

Expanding the DON’s HR technology business model will embed technology seamlessly into everyday work and life. This will be measured by:

- Increased productivity in work across the DON
- Access to real time data collected by new technology
- Quicker decision making due to data-backed confidence
Improved candidate and employee experiences scores

Industry Successes in Action

Deploying Artificial Intelligence Assistants to Augment the Workforce

An international navy piloted the use of AI Assistants to augment the workforce and redeploy humans to critical functions and tasks. Following a successful 12 week ‘pilot’, the organization established an AI - Assistant Centre of Excellence, to design and implement the transition to an AI augmented organization over the next 3 to 5 years. The AI Assistants realized an 85% reduction in manual effort, with follow-on savings of $1.068m per year and reallocation of 10% of existing staff capacity to more productive use.

Implications for the DON

The challenges facing this international navy are very similar to those the DON faces. They are undertaking a huge fleet modernization program involving technology upgrades and continuous ship building. While implementing this program, they are faced with the challenge of reskilling and redeploying their workforce, and reducing staff numbers by a significant amount. It’s a situation that made this organization innovate and overcome misperceptions about AI such as cost, managing sensitive processes, concerns about risk or cyber security, and political implications of reducing government workers. To implement AI successfully DON will need to approach barriers innovatively.
Mobilizing to Action.

This document both sets the imperative and lays out the roadmap to the DON’s Workforce of the Future. The accompanying Implementation Plan and Public Affairs Strategy documents round out the strategic overview. To ensure that these strategic documents create and maintain momentum, swift action is required to gain traction.

The implementation of this strategy will require enterprise-wide action. Leadership buy-in is critical. Equally important is activation in the broader DON by demonstrating strong executive commitment to change.

- **Governance Structure:** To ensure quick action and implementation across the five strategic anchors, the DON should establish a strong and decisive governance structure. The governance team will be responsible for implementation and deconfliction throughout the project journey. See the Implementation Plan for further guidance.

- **Political Engagement:** The political challenges facing the DON are vast and complex. Risk of budget pressures, concern about workforce changes, or the risk of disruption to the status quo could impact the success of executing this strategy. The DON will proactively engage with Congress and relevant personnel reform advocacy organizations in a concerted effort to gain support and buy-in for the human capital agenda outlined here.

- **Communications and Change Management:** The DON must gain both leadership and employee commitment and enthusiasm for this strategy, to be accomplished by following a comprehensive public affairs strategy with supporting materials for distribution. The goals of this communications and change management effort are:
  - Engage leadership and stakeholders with the civilian HC strategy and equip them with key messages through established communication channels at an appropriate cadence
  - Consolidate human capital strategy information releases across an agreed upon set of communication channels
  - Identify a single authority to track the status of planned communications

  See the Public Affairs Strategy for further guidance.

- **Resourcing and Timeline:** Additional guidance on estimated resourcing and timing for each activity is found in the Implementation Guide. This includes estimated resource requirements and recommended ownership by strategic anchor and action, as well as a guide to gaining and maintaining momentum in the near term.
Conclusion

The DON faces an inflection point in the size, scope, and capabilities of its workforce. This strategy enables the DON to leverage the best practices of industry to develop a future-ready workforce for the year 2030.

The U.S. Navy and Marine Corps face a shifting threat landscape, including non-state actors, reintroduction of multipolar competition, and the ambiguity of cyberspace. The DON must provide a civilian workforce that evolves and innovates even quicker, helping to ensure that our Sailors and Marines are prepared for the future.

This strategy drives the DON into the future through a series of coordinated enterprise-wide activities designed to achieve the future vision that is embedded in the strategy. The workforce of the future will be agile, motivated by the DON's mission, strengthened by the brand, empowered by continuous learning, mobilized for expansion across the enterprise, and supported by unfettered access to consumer-grade technology.

By implementing this strategy, the DON will continue to grow in its role as a world-class employer, responsible for defending the Nation from threats across the globe.