



# PRESERVING OUR COMPETITIVE ADVANTAGE

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PERSONNEL AND READINESS STRATEGY FOR 2030

OCTOBER 2020

# FOREWORD

All Americans can be very proud of their Department of Defense. The U.S. military remains the most powerful the world has ever known, always guided by the democratic values of our free Republic. However, our military dominance is not a birthright, nor is it guaranteed. The 2018 National Defense Strategy provides us the roadmap to ensure we are earning and preserving our competitive edge every day, while not taking it for granted or resting on our laurels.

We live in a relentlessly evolving and fiercely competitive world. Technological advancements are driving immense change across political, economic, and social landscapes, and impacting governments, labor markets, and society at large. Our main competitors, an emerging China and revanchist Russia, are seeking to exploit new capabilities to further concentrate their power, bolster their military capabilities, disrupt democratic nations, and reshape international norms.

During these consequential times, and in step with the National Defense Strategy, the Office of the Under Secretary of Defense for Personnel and Readiness (P&R) is setting its sights on the year 2030—driving to cultivate a technologically dominant force that is strategically ready, globally relevant, and flexibly sustainable. The cornerstone to this vision is achieving data dominance through digital modernization, seamlessly connecting all our data in real-time, and harnessing the skills of a generation of digital natives.

I first joined the U.S. military over four decades ago when most game-changing technologies were developed in America, and many of those right here in the Department of Defense. Today, the technology base is more global, and our great power competitors are quickly catching up in the technological arena, using sophisticated strategic information pathways to reinforce their messages, and seeking to contest America's leadership role in the world.

It is time to reassert our competitive edge. We must channel the spirit of great innovators such as Billy Mitchell, the iconoclastic trailblazer who nearly a century ago advocated for and demonstrated the importance and promise of airpower, fundamentally changing the character of warfare. We must have the resolve to achieve difficult and long-term challenges and embrace the competitive spirit to win, inspired by leaders such as President John F. Kennedy who challenged America to be the first to the moon.

Similarly, we must challenge ourselves and embrace change in this new technological era of great power competition. P&R must support the Joint warfighter by enabling, guiding, and assessing optimized warfighting readiness and enhanced talent management. Visionary leadership, world-class technological talent, and an innovative, data-driven, and results-oriented organizational culture are key to reaching these goals.

Every member of P&R has an integral role to play in achieving our objectives, and I look forward to your contributions!



**Matthew P. Donovan**

*Under Secretary of  
Defense for  
Personnel and  
Readiness*

A handwritten signature in black ink that reads "Matthew P. Donovan".





# INTRODUCTION

This document describes P&R's strategy for realizing its vision of a Department of Defense, enabled by data dominance, that is strategically ready, globally relevant, and flexibly sustainable. The United States finds itself facing a rapidly changing world with a dynamic security environment constantly evolving at ever-increasing speed. How we recognize and adapt during a series of inflection points will determine our ability to compete, deter, and defeat our adversaries, now and into the future. To compete and win, we must lead change and re-examine everything we do within our organization.

P&R must be at the forefront of the Department's efforts to drive the transformation needed to meet the challenges of the 21st century. We must optimize warfighting readiness by providing senior leaders the ability to rapidly make data-informed decisions with real-time and predictive knowledge that accounts for risk. P&R must also ensure the Department has a force that is resilient and adaptive across myriad strategic geopolitical and threat environments, and can effectively operate in all domains.

History abounds with examples of leaders and organizations that did not recognize and make necessary changes at pivotal moments, and therefore failed to prevail. We will not repeat these examples, as we clearly see the road we must follow.

There is no substitute for the timely recognition and exploitation of new ideas, new technologies, and new approaches to securing our national defense. The 2018 National Defense Strategy provides us the roadmap for how to thwart challenges to our military overmatch, and its implementation requires the full focus of each Military Service and all organizations within the Department. We must find ways to challenge our competitors—where we possess advantages and where they lack strength—to sustain the strategic initiative and expand the competitive space through innovative means.

Expanding the competitive space entails enhancing areas of competitive advantage through amplifying existing gains, reinforcing success, and then creating new areas where we can compete through innovation and technology. Maintaining our military's advantage during this new era of competition requires strategic, operational, and tactical readiness through technological superiority that can globally compete in the Information Age to deter aggression and win in conflict. The Department's success depends on a digitally savvy military and civilian workforce that can operate within a security environment fueled by groundbreaking technology, and exploit information as the connective tissue to dominate in competition and conflict.



## THE 2030 STRATEGIC ENVIRONMENT

The specter of conflict we will face in 2030 will, in some ways, rhyme with the challenges we faced during the Cold War years. The Cold War strategic environment was driven by a sophisticated peer adversary, coupled with emerging complex global trends across the political, economic, and societal spectrums. Our armed forces had to adapt to modern warfare by shifting from a focus on asymmetric warfare to one capable of prevailing in high-intensity conflict. The U.S. military conducted an overhaul of its strategy and tactics, and modernized and expanded its arsenal to meet this challenge.

While in 2030 we will confront some similarities to those we experienced during the height of the Cold War, there will be significant differences due to the evolved security and societal environments. Instead of facing a single peer competitor with a modernized and large standing force, we must be prepared to deter and potentially defeat either of two technologically advanced peer adversaries, with an aging force currently half the size of the U.S. force we had fielded when we triumphed during Operation DESERT STORM. China and Russia will present the greatest threats to U.S. national security in 2030.

Both nations seek military and technological superiority over the U.S. and will continue attempts to overcome competitive disadvantages by fusing their national capabilities to destabilize the international order. We will be fully engaged in great power competition with China and Russia, made increasingly complex by the continuing rogue actions of North Korea, Iran's malign influence, and threats from violent extremist organizations.





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China will continue its far-ranging efforts to expand their national power and global prestige and move closer to achieving political and social modernity. It will continue on its track to fusing its full array of national instruments of power—political, military, economic, and information. China will have made significant inroads to influencing all hemispheres of the globe through continuing implementation of its 2013 Belt and Road Initiative, 2016 National Innovation-Driven Development Strategy, and 2018 Arctic Policy. Through the completed modernization of its military forces and fusion of all its national capabilities, China continues progress toward achieving its goal of becoming the world’s leading superpower by its self-proclaimed Rejuvenation date of 2049.



Despite facing increasing internal disorder and economic challenges, Russia still seeks revanche and continues to prioritize increasing its global influence and power by upending the established international order. Russia will continue its long-term campaign to return to its former status as a global power and actively resist North Atlantic Treaty Organization (NATO) expansion. Its invasion of Georgia in 2008, annexation of Crimea in 2014, and continued aggression in Ukraine demonstrated its inclination to use force to expand territorial claims, and it will aggressively foment unrest and probe for areas of advantage with its neighbors. Russia has modernized its nuclear and conventional forces and advanced its designs on the Arctic region. It continues to aggressively seek ways to undermine European and U.S. strategic interests and subvert democratic processes in adjacent regions by operating in areas below the threshold of conflict.





## SOCIETAL TRENDS

Technology will have greatly shifted the talent and skills landscape where the demand for a highly educated and skilled workforce exceeds the supply of technically skilled labor. The Department's workforce requirements, requiring the ability to recruit and retain quality candidates for the Information Age with technical skills and digital literacy, will be in an accelerated competition with the private sector, resulting in significant shifting of power and choice from employers to employees.

Substantial changes have occurred in the American labor market as a result of technology advances permeating through society as a whole and the economy in particular. Technological advances continue to revolutionize many aspects of daily life and generational value shifts have transformed the way military service is viewed.

Generational shifts continue to change values and attributes of the American population eligible for voluntary military service. The expectations and behaviors of emerging generations continue to evolve during a period when there is a declining propensity for military service. Additionally, the pool of eligible candidates for military service in the U.S. continues to decline from today, where only 29 percent of the current 34 million of 17-to-24-year-olds qualify for military service.

Demographic shifts continue, with minority populations by race and ethnicity continuing to represent increasingly larger percentages of the U.S. population.





# CRITICAL ASSUMPTIONS AND CONSTRAINTS

P&R's 2030 strategy is underpinned by critical assumptions and constraints for the projected security environment and the role the Department of Defense will play in the 2030 landscape. Critical assumptions are necessary to fill gaps in knowledge, must be continually reviewed and challenged, and provide guideposts for the strategy:

- 1** Adversaries will continue to strive to further reduce U.S. competitive advantages, disrupt international norms, and undermine American global leadership.
- 2** DoD's capability overmatch will continue to erode if the status quo is maintained.
- 3** Global technology advancements will continue to accelerate.
- 4** Significant global demand for DoD activities will continue through 2030.
- 5** The U.S. defense budget will consist of zero real growth or even downward pressure that will constrain the modernization, size, and readiness of our forces.
- 6** The U.S. military will remain an all-volunteer force.
- 7** The Department of Defense will continue to experience increased competition for human talent with needed knowledge, skills, and abilities.

# VISION

## Enabled by Data Dominance, a Strategically Ready, Globally Relevant, and Flexibly Sustainable Department of Defense.

P&R's 2030 vision serves as a guide to unify our organization so we can align our efforts to effectively meet the imperatives of the National Defense Strategy. The strategy recognizes we require "a clear-eyed appraisal of the threats we face, acknowledgement of the changing character of warfare, and a transformation of how the Department conducts business."

### DATA DOMINANCE

Our nation's history is replete with examples of American ingenuity unleashed as a collective effort to meet challenges and defeat threats. During World War II, American industry transformed Detroit, Michigan into a military industrial complex to become the arsenal of democracy. During the Cold War, the United States created DARPA and NASA to ensure dominance of the space race after Sputnik was launched. While big data analytics and the Internet of Things have altered societies and economies, the Internet of Battlefield Things has transformed the character of war. The speed of information and warfare is exponentially faster, fueled by expansive data sets and technological advances in quantum computing, machine learning, and artificial intelligence. The future is now and data is the key to dominance.

Data dominance describes the connective tissue of the strategically ready, globally relevant, and flexibly sustainable P&R enterprise. This requires robust IT infrastructure to support machine-to-machine connections between relevant data sources for real-time analysis, and to exploit leading indicators and advanced algorithmic tools to glean insights for rapid decisions. In alignment with DoD's Digital Modernization Strategy for FY19-23, P&R must become a distinctly data-centered organization that enables readiness for the Joint warfighter, and manages our talent through a comprehensively linked digital architecture to support rapid, data-informed decisions at all levels. Attaining this data-centric culture requires an appropriately educated and trained P&R workforce, possessing an inherent appreciation for the need to rapidly manipulate and exploit voluminous data, to bring wisdom to senior leaders in real-time at the speed of relevance.



### STRATEGICALLY READY

During the Cold War, America's credible military readiness served as a strategic deterrent, convincing the Soviet Union the likely costs of hostile acts would more than outweigh any possible gains. In today's reemergence of long-term strategic competition between great power nations, enhancing military readiness is foundational to the National Defense Strategy first line of effort to build a more lethal force.

The core of a strategically ready force is the timely conversion of resources into combat power capable of delivering strategic outcomes. Strategically ready forces are enabled by real-time data and predictive analytics that inform decision making across the Department; measuring, assessing, and predicting the traditional readiness elements of personnel, training, and equipment. However, it must also consider military and civilian education, robust training and exercises against threat-representative capabilities, talent management, family support, and other contributing factors that support the Department's ability to provide trained and ready forces to the Joint warfighter.



The Department must be ready to perform the missions and functions with which it is tasked that span the operational status of equipment and hardware, to the medical and mental preparedness of Service members and their families. To accomplish this, senior leaders need real-time data and predictive analytics on readiness factors to make informed strategic decisions and assess risk.

## GLOBALLY RELEVANT

Following World War II, democratic nations formed alliances for the purpose of collective defense and collective security, most notably through NATO. To implement collective defense measures, NATO established standing maritime forces, Allied fighter jet patrols of airspace, integrated air defense systems, and conducted exercises to enhance interoperability. Alliances and partnerships will be even more crucial in the future. The successful execution of the National Defense Strategy second line of effort to strengthen alliances and expand partnerships requires a robust global posture, with a strong commitment to allies and partners.

The Department of Defense must deliver relevant military education and joint training for our men and women to hone the art and science of warfare, exploit the interconnected international environment, and possess the language, cultural, economic, technological, and political savvy to sustain U.S. advantages on the global stage. Through vigorous exercising of joint war plans, and dynamic employment of our forces, the Department of Defense must continually demonstrate U.S. power projection capabilities in strategically predictable and operationally unpredictable ways that deters adversaries and assures allies and partners.

## FLEXIBLY SUSTAINABLE

The first responsibility of a leader is to create new leaders to sustain the enterprise. The Department of Defense must recruit and retain the right talent to develop and sustain a lethal, ready, capable, and diverse Total Force that captures necessary knowledge, skills, and abilities, manages talent, and flexibly meets the expectations of our people. It must then provide adaptive and relevant professional military and civilian education that emphasizes innovative thinking and ingenuity in warfighting concepts, ensures responsible management of national defense assets, and builds expertise through a concentration on data-centric digital skills and culture. In today's highly complex situations, our Service members are increasingly charged with higher levels of responsibility, making decisions that can have tactical, operational, and strategic-level implications.

The success of our people in operating in complex and multi-domain environments, enabled by technology, and maximizing the use of mission command, requires increased emphasis on the need for the Department of Defense to attract talented and virtuous individuals. It must nurture them through high quality professional military education, imparting to them the ability to make rapid, moral decisions in complex and ambiguous environments.



Department of Defense talent management policies must align with the needs of the force providers (Military Departments) and Joint warfighters (Combatant Commanders) in the complex global operating environment, and enable the development of leaders capable of strategic decision making across the enterprise. The Department's approach for the retention of the modern and technologically advanced Total Force must also match the needs of the contemporary generation of Service members, civilians, and families, and provide tailorable flexibility for their career paths. A career within the Department of Defense must be a professional calling that attracts and retains people who desire to serve their nation, associate with world-class professionals, and work with cutting-edge technology.

Comprehensive talent management also includes the transition from Service member to veteran. America owes its Service members, who sacrifice so much during their service to the nation, a seamless transition to the care of the Department of Veterans Affairs following their separation or retirement. A smooth transition from Service to civilian life sustains the enterprise by demonstrating our strong commitment to honoring their sacrifices, and thereby enhancing the expectations of following generations.

# MISSION

In support of the Joint warfighter, meet National Defense Strategy imperatives through effective policy, guidance, and oversight to enhance the readiness of the Department of Defense, and optimize talent management and personnel programs, relevant training and education, world class health care, quality family support, and force resilience through diversity, inclusion, and equal opportunity.

A credible military deterrent requires lethal and ready forces postured appropriately, with requisite training and education, and the policies, guidance, and oversight to achieve the mission objectives of the Joint warfighter. P&R's mission supports our strategy and vision by prioritizing readiness, and optimizing talent management and personnel programs.

To build a more lethal force, readiness is a top priority of the National Defense Strategy. P&R will develop enhanced readiness analysis, assessment, and prediction tools that harmonize measurement, evaluation, and validation of readiness levels for senior leader decisions across the Department. Cultivating a more lethal force requires recruiting and retaining a diverse 21st century Total Force with the appropriate aptitude, training, education, and comprehensive support.

P&R must guide the abandonment of industrial-age human resource management practices, enable the transition to comprehensive talent management fit for the Information Age, and meet the expectations of the generations of 21st century people we must attract.



P&R will enhance our warfighters' intellectual overmatch by enabling, guiding, and assessing an optimized professional military education structure. As the challenges we are facing toward 2030 require nimble, connected, and more technologically proficient military forces, the 21st Century Service member must have the cognitive capacity to conceive, design, and implement approaches to integrate our capabilities across all warfighting domains in a complex global strategic environment.

P&R must enable, guide, and assess policies and programs to ensure our Service members and civilian workforce reflect the nation they serve, and all Department of Defense people feel safe, supported, and have equal opportunity to thrive and succeed in their careers. P&R must also enable, guide, and assess a Military Health System that optimally supports the Joint warfighter, and provides access to quality care to all Service members, their families, and other beneficiaries.

# STRATEGY GOALS

To achieve P&R's vision, we specify five goals to serve as the pillars of our strategy and the required lines of effort for developing supporting objectives:

## 1 Data-Dominant P&R Enterprise

Digitally savvy workforce with robust information technology infrastructure, data management, and business processes to enable the rapid analysis and flow of relevant and accurate information.

## 2 Real-time and Predictive Readiness Acumen

Agile approaches to provide broad insight, informed recommendations, and predictive calculations for strategic warfighting and policy decisions.

## 3 Educated, Trained, and Prepared for the Global Environment

Relevant military and civilian education, robust training and exercises, and a digitally-centric mindset to infuse our Total Force with the knowledge, skills, and abilities to sustain U.S. advantages on the global stage.

## 4 A Resilient and Adaptive Total Force

A safe and inclusive workplace environment, and impart the ability to endure, overcome, and succeed.

## 5 Talent Management Fit for the Times

Attract, cultivate, retain, and dynamically manage a technologically advanced military and civilian workforce to achieve national security objectives.







# I

## DATA-DOMINANT P&R ENTERPRISE

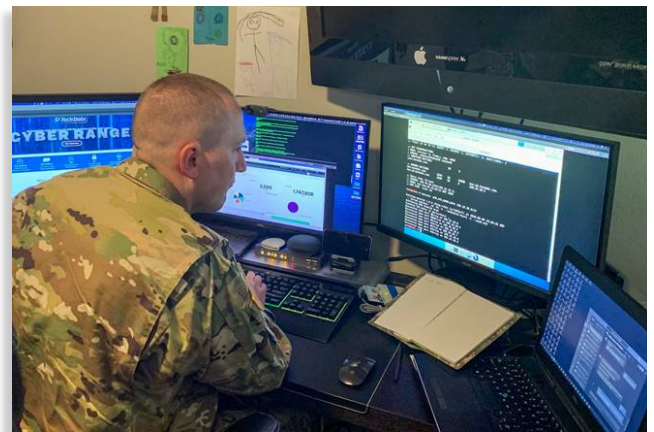
On October 4, 1957, the Soviet Union launched the world's first satellite, Sputnik, into space and took a major leap forward ahead of the U.S. in technological capability. This moment, spurring the U.S. to action, became known as the "Sputnik Moment."

The U.S. cannot afford another "Sputnik Moment." The National Defense Strategy emphasizes the need for DoD to "deliver performance at the speed of relevance" and to "organize for innovation." Our DoD Digital Modernization Strategy emphasizes the need to organize massive amounts of data and transform it into actionable information for enhanced decision making.

To become a data-dominant P&R enterprise, P&R must be powered by robust information technology infrastructure, data management, and business processes to enable the rapid analysis and flow of relevant and accurate information, and facilitate effective, interconnected work centers and individuals. P&R data, systems, and decision processes must be authoritative and real-time, and analyzed and exploited by a data-centric workforce.

We must ensure P&R data is complete, accurate, and provided at the speed of relevance, presenting the Joint warfighter and senior decision makers with data dominance. We must connect all relevant sources and harness data for real-time analysis, and combine the use of leading indicators and advanced algorithmic tools to glean insights for rapid decisions. Winston Churchill opined "never let a good crisis go to waste," and the DoD response to the COVID-19 global pandemic clearly demonstrates how the infusion of data-enabled services is fundamental to successful crisis management.

In the end, digital modernization to achieve data dominance is less about technology and more about people and culture. P&R's data architecture must be modernized and integrated, but the benefits of such improvements will only be fully realized if the necessary digital skills and mindset of our workforce are developed concurrently. To do so requires a commitment and drive toward a digital culture, providing the current workforce with new digital skills, and attracting new technologically savvy talent.



P&R must develop and realize a workforce possessing the digital knowledge, skills, abilities, and attributes needed to create and operate effectively within a data-centric enterprise. P&R must be culturally data-centric, with an educated workforce possessing the inherent recognition of the need to rapidly manipulate and exploit voluminous data to its full potential for wise decisions. This digitally savvy workforce must intuitively understand how to effectively validate, analyze, interpret, and extrapolate data to provide information, knowledge, and wisdom for Department leaders. The culture of the P&R workforce must include an enterprise perspective, facilitating insights through the rapid exchange of information.



# 2

## REAL-TIME AND PREDICTIVE READINESS ACUMEN

The National Defense Strategy calls for the Department to build a more lethal and dominant Joint Force, that “possesses decisive advantages for any likely conflict,” so it can deter and defeat our adversaries. Strategic readiness defines the relationship between risk, time, and the required capabilities of forces and assets to prevail simultaneously across multiple warfighting domains and deter or defeat adversaries around the globe.



In June 1950, 1st Battalion, 21st Infantry Regiment, known also as “Task Force Smith,” deployed from Japan to Korea to curtail the invasion of North Korean forces into the south. Up to that point, U.S. forces in Japan had maintained low levels of readiness, under the assumption that a post-World War II conflict would first be preceded by a long period of mobilization.

Task Force Smith had achieved the highest level of abstract “paper readiness” score of units in Japan for individual and collective training. However, once Task Force Smith made contact with a vastly larger enemy force, it was evident the under-strength and under-equipped battalion was woefully unprepared. U.S. military and civilian leadership did not have an understanding of Task Force Smith’s true level of readiness, resulting in decisions not fully informed by risk.

We must ensure a Task Force Smith scenario is never repeated. P&R must enable, guide, and assess a strategically ready Department of Defense for employment by the Joint warfighter when and where it is needed, adaptive to the strategic geopolitical and threat environments, and evolving military-technological advances. P&R must guide an agile approach to real-time assessments and predictive readiness insights for the Secretary of Defense, Military Department leaders, and the Joint warfighter through fused, authoritative data sources, using tools for meaningful analyses.





# 3

## EDUCATED, TRAINED, AND PREPARED FOR THE GLOBAL ENVIRONMENT

The National Defense Strategy also charges the Department to “emphasize intellectual leadership and military professionalism in the art and science of warfighting, deepening our knowledge of history while embracing new technology and techniques to counter competitors.”

Years prior to being appointed Supreme Allied Commander of the Allied Expeditionary Force in Europe, General Dwight Eisenhower was a formal student of global strategy and the strategic dimensions of military thinking at the Army’s Command and General Staff College. He augmented his formal professional military education with self-study of history and strategic theory.



Eisenhower understood his training and experience at the tactical and operational levels would only partially prepare him for the complexity, ambiguity, and theoretical intricacies encountered at the strategic level. Through his education, training, and subsequent staff assignments within the War Department, Eisenhower was prepared to forge his path for being transformed from soldier to strategist.

Similarly, P&R must enable, guide, and assess the development of relevant education and training for our Total Force to hone the art and science of warfare, exploit the interconnected global environment, and possess the knowledge, skills, and abilities to sustain U.S. advantages on the world stage. P&R must also provide policy, guidance, and oversight for the robust training for and exercising of joint war plans in threat representative environments. This encompasses the assessment, evaluation, and dynamic employment of our forces to continually demonstrate U.S. power projection capabilities in strategically predictable and operationally unpredictable ways, deterring our adversaries and assuring allies and partners.





# 4

## A RESILIENT AND ADAPTIVE TOTAL FORCE

The National Defense Strategy requires we “prioritize what is most important to field a lethal, resilient, and rapidly adapting Joint Force.” Modern warfare is fast-paced, occurring in complex and uncertain operating environments. American Service members will encounter the most challenging circumstances across these environments, and must possess the necessary resilience to endure, overcome, and succeed. For the human dimension, resilience refers to the mental, physical, emotional, and behavioral ability to face and cope with adversity, adapt to change, recover, learn, and grow from setbacks.

Brigadier General George “Bud” Day was a veteran of three wars, serving as a Marine during World War II, and an Air Force pilot during the Korean and Vietnam conflicts. During a combat mission in Vietnam, General Day was shot down, wounded, captured, and tortured by the enemy. Despite his injuries, he was able to escape capture, traveling 25 arduous miles barefoot, through the dense jungle, for ten days with no food. After crossing the border into South Vietnam, and being within two miles of reaching a U.S. Marine base, General Day was re-captured. He was sent to the “Hanoi Hilton” to endure 67 grueling months of torture and captivity as a POW, and lost 100 pounds of body weight. Upon release by his captors in 1973, General Day returned to flight status within a year. He was awarded the Medal of Honor, completed a PhD in political science, and served as Vice Commander of a tactical fighter wing.

After retiring from the military, General Day practiced law to advocate for veterans’ rights, and was instrumental in establishing TRICARE for Life. He was posthumously promoted to the rank of Brigadier General in 2018.



As demonstrated by General Day, the level of resiliency possessed by the American warfighter is an aggregate of interrelated factors impacting one’s physical and psychological state, woven across an interconnected network of the individual, unit, family, and the broader community. Within DoD, resiliency also includes the imperative to reflect the nation we represent, and ensure a culture of safety and respect. P&R must enable, guide, and assess all these elements to create a safe and inclusive workplace environment, and achieve a resilient and adaptive Total Force.



# 5

## TALENT MANAGEMENT FIT FOR THE TIMES

In a time of break-through technology, advanced weapons, and accelerating innovation, people remain the vital element to achieving success. The National Defense Strategy states warfighting success requires “recruiting, developing, and retaining a high-quality military and civilian workforce,” and calls for a “broad revision of talent management.” Today, only 0.43 percent of the U.S. population serves on active duty, and because we have had an all-volunteer force since 1973, this trend is likely to continue. The Department of Defense remains in fierce competition for technical, flexible, and innovative talent. The modern labor marketplace encourages individuals to change organizations frequently to pursue greater job fulfillment and realize personal growth.

A recent study by Tim Kane, a former Air Force officer and PhD economist, found the military historically attracts a population of recruits possessing greater talent than their private sector peers. However, the military struggles more than the private sector to both properly manage and retain that talent. Two factors were found to be driving the retention deficit. First, the lack of control Service members felt they exercised over their careers; and second, the military’s use of industrial-age personnel management in a seniority-based, up-or-out system largely blind to individual talent attributes. Kane’s research validates what is already intuitive—the military cannot expect to recruit and retain the talented and innovative people needed to operate in a highly complex environment by managing them within rigid and dated personnel systems.



P&R must enable, guide, and assess the Department of Defense’s ability to attract, cultivate, retain, and dynamically manage a technologically advanced military and civilian workforce to achieve national security objectives. We must enable the tailoring of the Total Force to the right roles based upon an individual’s knowledge, skills, abilities, and career preferences, and shift away from dated personnel management processes of arbitrary qualifiers based on rank, time-in-grade, or position. P&R must leverage modern tools that provide accurate information on the knowledge, skills, behaviors, and preferences across the DoD workforce, and appropriately employ individuals to roles that maximize the development of their talents and interests to the mutual benefit of the person and the Department.



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The Department of Defense must maximize its efforts to recruit from and retain all demographics to reflect the U.S. population by race, ethnicity, and gender. For example, women now comprise over 50 percent of the American workforce, but female Service members only account for approximately 17 percent of the active duty force. The likelihood of separation for female Service members is 28 percent higher than males, and represents between 65 and 83 percent of parenthood-related discharges. More than 100,000 female U.S. Army soldiers who have served in wars are mothers, representing nearly half the total number of women who have deployed, the vast majority as the primary family caregivers.

Examples such as these highlight our imperative to access all available talent by enabling Service members greater flexibility, transitioning between active duty and the reserve component or civilian life when necessary or desired, and then returning without penalty. P&R must enable and normalize career flexibility that supports and encourages transitions at various stages throughout a military career, reinforce the individual's sense of identity and calling, and strengthen their desire to remain with or eventually return to the service of our nation. Enabling, guiding, and assessing true talent management is crucial to protecting the security of the U.S. in a complex global environment, as well as remaining competitive within the contemporary labor market.







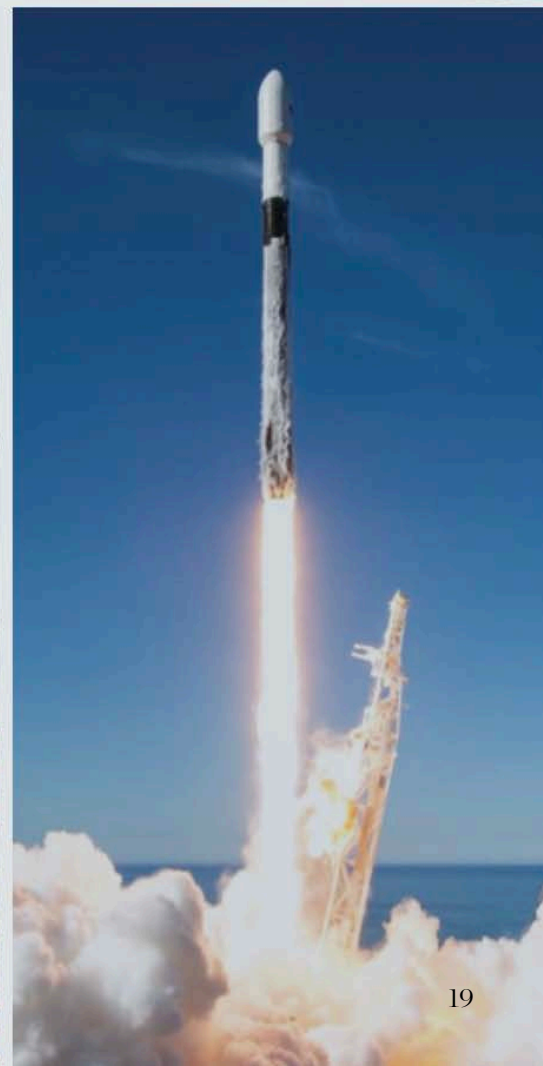
## CONCLUSION

Successfully addressing the imperatives of the National Defense Strategy and assuring America's continued dominance requires forward thinking, and a willingness to break from convention and try bold ideas. The DoD is at a critical juncture for maintaining its military advantage against America's adversaries, and P&R has a central role in sustaining our competitive edge.

The National Defense Strategy highlights the Department's enduring mission to provide combat-credible military forces to deter war and protect the security of the United States. Securing our nation is more challenging than ever before as the global strategic environment continues to become more complex. While the nature of war remains constant, the character of warfare is undergoing digitally-driven radical change, during a time of return to great power competition.

DoD's success lies in a strategically ready force through cultivation of digitally savvy Service members and civilians to successfully operate within a global security environment fueled by ground-breaking technological advancements. Victory in this era cannot be achieved without a robust information technology infrastructure, internetworked and rationalized data sources with a data management strategy, and a digitally-minded culture.

Within this security environment context, P&R must support the Joint warfighter by enabling, guiding, and assessing optimized warfighting readiness. We must transform and enhance talent management to attract, retain, and effectively employ America's talent for the common defense. While effective leadership remains a timeless component for victory, securing technologically savvy talent, dynamically managed in a way fit for the times across the military and civilian workforce, is foundational to our future success.





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# VISION

Enabled by Data Dominance, a Strategically Ready,  
Globally Relevant, and Flexibly Sustainable Department of Defense.

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# MISSION

In support of the Joint warfighter, meet National Defense Strategy imperatives through effective policy, guidance, and oversight to enhance the readiness of the Department of Defense, and optimize talent management and personnel programs, relevant training and education, world class health care, quality family support, and force resilience through diversity, inclusion, and equal opportunity.