



OUSD P&R Strategic Planning and Performance Management Process



Environmental Scan Report

August 26, 2010

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“...we have reason to believe that the next twenty-five years will bring changes just as dramatic, drastic, and disruptive as those that have occurred in the past quarter century. Indeed, the pace of technological and scientific change is increasing. Changes will occur throughout the energy, financial, political, strategic, operational, and technological domains... The interplay between continuities and disruptions will demand a Joint Force that can see both what has changed and what endures.”

Joint Forces Command
Joint Operating Environment
February 2010



Introduction

- To prepare for developing a Strategic Plan to guide P&R through fiscal years (FY) 2012-16, the Office of Strategic Planning and Performance Management, OUSD P&R (Plans) conducted a scan of the environment in which P&R operates.
- In conducting this environmental scan, ES executed three primary activities:
 - Gathered information from P&R Senior Executives on environmental factors that could impact the mission of P&R
 - Systematically reviewed DoD strategic guidance documents
 - Reviewed forecasts on the future work environment



Strategic Guidance Documents

- The National Strategy to Secure Cyberspace, February 2003
- Unified Command Plan, December 2008
- Department of Defense (DoD) FY2011 Budget Request
- Quadrennial Defense Review, February 2010
- The Joint Operating Environment, February 2010
- VA & DoD Joint Executive Council Joint Strategic Plan for FY2010-12, February 2010
- Ballistic Missile Defense Review Report, February 2010
- Guidance for the Employment of the Force (U) (draft), March 2010
- National Security Strategy, May 2010
- FY 2012 – FY 2016 Integrated Program/Budget Submission Guidance, May 2010
- Defense Planning and Programming Guidance FY2012-16 (U) (draft), May 2010
- OMB FY2012 Budget Guidance, June 2010
- Defense Intelligence Enterprise Human Capital Strategic Plan for FY2010-15
- Commander, USCENTCOM Presentation, 2010 Joint Warfighting Conference
- Defense Business Board, "Reducing Overhead and Improving Business Operations," July 2010
- The QDR in Perspective: Meeting America's National Security Strategy Needs in the 21st Century
- Secretary Gates' Efficiencies Initiatives, August 9, 2010



Assessing the Strategic Guidance

Quadrennial Defense Review, February 2010

Statement	P&R Implication	Requirement
<p>“Rebalance the capabilities of the U.S. Armed Forces and institutionalize successful wartime innovations to better enable success in today’s wars while ensuring that our forces are prepared for a complex future missions” (page 1)</p>	<ul style="list-style-type: none"> • Rebalance the force • Maintain readiness 	<ul style="list-style-type: none"> • Civilian expeditionary workforce • Civilian and military readiness • Joint readiness • Civilian and military language, regional and cultural expertise • Adaptive leaders
<p>“For too long we have been slow to adapt our institutions and processes to support the urgent needs of our men and women in harm’s way... it is imperative to further reform how we do business.” (page 1)</p>	<ul style="list-style-type: none"> • Shape military and civilian workforce to respond to mission needs quickly 	<ul style="list-style-type: none"> • Adaptive leaders • Adaptive personnel management processes
<p>“four priority objectives: prevail in today’s wars, prevent and deter conflict, prepare to defeat adversaries and succeed in a wide range of contingencies, and preserve and enhance the All-Volunteer Force.” (page 1)</p>	<ul style="list-style-type: none"> • Shape military and civilian workforce • Sustain the all-volunteer force • Maintain readiness • Changes in skills – culture, language, technology – and increased diversity 	<ul style="list-style-type: none"> • Civilian and military readiness • Joint readiness • Recruit, train, and retain volunteer military and civilian personnel • Enhanced diversity

Strategic guidance that has an implication for personnel or readiness

Identification of personnel and/or readiness implications

Identification of personnel and readiness requirements



Assessing the Environment

Workforce Trends

Statement	Source	Implication
<p>While life expectancy in the U.S in 1900 was a mere 47 years, people in the 21st century are expected to live to be almost 90—a whopping extra 40 years of life...Today, with so many more years of life to juggle, we are prolonging the younger life stages and adding new ones at the older end...Three-quarters of today’s college student are nontraditional in some way—they delay enrollment, attend part time, have children of their own.</p>	<p>Yankelovich, D. (2005). Ferment and Change: Higher Education in 2015. <i>Chronicle of Higher Education</i>, 52 (14), B6-B9.</p>	<p>There is a new pattern in which higher education spreads out over about a 12-year period and is more closely integrated with work. To be responsive to these changing demands of society, we would see many more efforts to integrate higher education, training, and work.</p>
<p>Worker mobility and migration are on the rise, with workers far less likely to remain in one physical location throughout their careers. During the past 40 years, global migration of less-skilled and highly skilled workers has doubled.</p>	<p>Martin, Susan F., “Heavy Traffic,” <i>The Brookings Review</i>, Fall 2001.</p> <p>“Global Survey Predicts Upsurge in Telework,” ITAC (International Telework Association & Council) <i>Telework News</i>, Issue 3.3, Summer 2003.</p>	<p>More organizations are allowing employees to work 100% remotely in order to maintain their talent pool of skilled workers. Low-cost communications technologies are making this possible.</p> <p>Decision making will grow highly decentralized and leadership will increasingly be viewed as an action that any worker or group of workers can take to meet the needs of specific business situations.</p>
<p>Fewer workers are partaking in the traditional progression through life stages—education, work and family, followed by leisure. Instead, they’re mixing up the pattern in unique ways by juggling, repeating, and changing stages more frequently in a lifetime.</p>	<p>Dychtwald, Maddy, <i>Cycles</i>, The Free Press, 2003.</p>	<p>Older workers are staying on the job into their retirement years, workers of all ages are taking sabbaticals at different points in their careers, parents are temporarily leaving the workforce while raising young children, and seasoned workers are going back to school while staying on the job.</p>

Identification of socio-economic trend

Source (s)

Implications for DoD personnel and/or readiness



Themes and Trends

- The environmental scan of strategic national security guidance identified six key requirements:
 - Continue restructuring the force to become more adaptive
 - Enhance the ability to employ the Reserve Component as an operational element
 - Importance of a civilian expeditionary workforce is increased
 - Whole of government approach must be strengthened
 - Continue to take care of people – it is a mandate
 - Fiscal responsibility is imperative
- Review of forecasts on the future workforce and workplace identified four trends that will affect the Department.
 - The workforce is continuing to grow older
 - Those entering the workforce may not have the requisite skills
 - Global competition for educated, skilled, and experienced employees
 - Diversity will be a critical competency for leaders and employees
 - Preparing the force to manage risks and meet the challenges of a dynamic environment is vitally important
 - The traditional workplace is evolving rapidly - more turnover and need for flexibility



Strategic Guidance Documents



Continue restructuring the force to become more adaptive

Considerations for restructuring the force

- Must be prepared to conduct a wide variety of missions under a range of circumstances
- Emergent or expanding need for priority workforce skills and specialties, e.g., cyber security; space; intelligence; language, regional, and cultural capabilities; diplomacy; and special operation
- Increased need for adaptable people, force structures, and personnel management processes
- Increased emphasis on diversity, culture and language skills, training to build the 21st century total force

Citations from Guidance:

- *“...past defense reviews have called for the nation’s armed forces to be able to fight and win two major regional conflicts in overlapping time frames. These have been characterized as conflicts against state adversaries, typically employing conventional military forces. This QDR likewise assumes the need for a robust force capable of protecting U.S. interests against a multiplicity of threats, including two capable nation-state aggressors. It breaks from the past, however, in its insistence that the U.S. Armed Forces must be capable of conducting a wide range of operations, from homeland defense and defense support to civil authorities, to deterrence and preparedness missions, to the conflicts we are in and the wars we may someday face.”* (QDR, p. 42)
- *“Over the next quarter century, U.S. military forces will be continually engaged in some dynamic combination of combat, security, engagement, and relief and reconstruction.”* (JOE, p. 4)

How P&R Strategic Plan for FY2010-12 addressed this theme:

- Strategic Goals 2 & 3 dealt with shaping and maintaining the military and civilian workforces, respectively.
- The FY2010-12 plan stressed language, regional, and cultural skills, but did not explicitly cite cyber security, space, intelligence, diplomacy, or special operations.



Enhance the ability to employ the Reserve Component as an operational element

Considerations for enhancing the Reserve Component (RC)

- Recognize changes due to evolution from strategic to operational reserve
 - Deployment frequency
 - Post-deployment care (e.g., medical, employment, etc.)
- Medical and dental readiness
- Transition – with equity of benefits – from military to veteran status

Citations from Guidance:

- *“Just as we are asking the active forces to do more in this time of national need, so we must ask more of the Reserve Component”* (QDR, p. 51)
- *“Prevailing in today’s wars requires a Reserve Component that can serve in an operational capacity—available, trained, and equipped for predictable routine deployment. Preventing and deterring conflict will likely necessitate the continued use of some elements of the Reserve Component—especially those that possess high-demand skill sets—in an operational capacity well into the future.”* (QDR, p. 53)
- *“... USD(P&R), in coordination with USD(P), D, CAPE, CJCS, CNGB, and the Secretaries of the Military Departments, will present a plan to the Secretary of Defense by January 31, 2011 to institutionalize the transformation of appropriate RC functions from a strategic to operational reserve. The effort should examine the future roles, missions, and functions of the RC to include authorities, responsibilities, access to, AC/RC balance, long-term BOG:dwel objectives, incentive structures, and periods of service.”* (DPPG, p. 26)

How P&R Strategic Plan for FY2010-12 addressed this theme:

- Strategic Goals 1 and 2 addressed maintaining RC readiness



Importance of a civilian expeditionary workforce is increased

Considerations for the increased importance of a civilian expeditionary workforce

- Expanded roles and missions of civilian workforce
- Reliance on civilian workforce to augment uniformed military capabilities
- Need for civilian readiness standards
- Potential expectations of equality with military in benefits (e.g., health care)

Citations from Guidance:

- "... Rebalancing civilian and military capabilities, in part through developing an expeditionary civilian force to prevent or respond to overseas crises, is a key enabler for the Comprehensive Approach. This would require the development of personnel policies that promote a more mobile, deployable, and flexible workforce, among other things." (*QDR IRG, p. 38*)
- "*The Department will also expand its Civilian Expeditionary Workforce to augment the military effort as required.*" (*QDR, p. 45*)
- "*The United States must improve its ability to deploy civilian expertise rapidly, and continue to increase effectiveness by joining with organizations and people outside of government – untapped resources with enormous potential.*" (*NDS, p.17*)

How P&R Strategic Plan for FY2010-12 addressed this theme:

- Sub-goal 1.2 addressed integrating civilian expeditionary workforce capabilities into operational planning and sourcing
- Strategic Goal 3 was concerned with the civilian workforce and the goal description placed particular emphasis on the civilian expeditionary workforce
- The FY2010-12 plan did not explicitly address benefits for the CEW



Whole of government approach must be strengthened

Considerations for strengthening the whole of government approach

- Inside DoD – expanded need for "jointness" in everything we do
- Outside DoD – reliance upon cooperation with allies and partners – local and state agencies, other Federal agencies, partner nations, NGOs, IGOs, PVOs, etc.
- Increased demand for “smart power”
- Need for joint and interagency readiness standards and processes inside and outside DoD

Citations from Guidance:

- *“... everything done in this Department must contribute to joint warfighting capability.” (QDR, p. vi)*
- *“Strong regional allies and partners are fundamental to meeting 21st Century challenges successfully. Helping to build their capacity can help prevent conflict from beginning or escalating, reducing the possibility that large and enduring deployments of U.S. or allied forces would be required.” (QDR, p. 10)*
- *“The contributions of other Agencies, coalition partners, international organizations and non-governmental organizations (NGOs) all play a role in securing and sustaining a stable environment. Thus, comprehensive planning requires collaboration with a broad range of stakeholders... The guidance in this document is intended to strengthen the DOD planning by aligning it with the goals, objectives, and operations of the other Agencies in order to create more unified and integrated USG planning efforts.” (GEF, pp. 2-3)*

How P&R Strategic Plan for FY2010-12 addressed this theme:

- Strategic Goal 5 was “Strengthen partnerships with internal and external organizations to achieve common goals.”
- FY2010-12 plan did not address the need for interagency readiness and processes



Continue to take care of people – it is a mandate

Considerations for continuing to take care of people

- Recognizing the importance of the health and wellness of the Total Force and families
- Continued commitment to wounded, ill, and injured
- Maintaining and improving quality of life programs
- Smoothing transition from military service to veterans status

Citations from Guidance:

- *“Given the continuing need for substantial and sustained deployments in conflict zones, the Department must do all it can to take care of our people—physically and psychologically.” (QDR, p. 16)*
- *“Access to robust single member, spouse, child, and youth services is no longer a desirable option, but necessary, as these are services essential to maintain the health of the All-Volunteer Force.” (QDR, p. 52)*
- *“At the heart of the volunteer force is a contract between the United States of America and the men and women who serve in our military: a contract that is simultaneously legal, social, and indeed sacred. That when young Americans step forward of their own free will to serve, they do so with the expectation that they and their families will be properly taken care of...” (DoD FY2010 Budget Request Summary Justification, pg 2-1)*
- *“The Department remains fully committed to provide assistance to the All-Volunteer Force and their families particularly in light of the unprecedented demands that have been placed on them.” (FY2010 Performance Budget)*

How P&R Strategic Plan for FY2010-12 addressed this theme:

- Strategic Goal 4 was “Ensure superior care and support for the Total Force and their families.”



Fiscal responsibility is imperative

Considerations for the fiscal responsibility – continued scarcity of resources:

- Elimination of low-priority and inefficient programs
- Strengthening technology solutions and collaborations with partners
- Aggressive pursuit of efficiencies and opportunities to integrate operations
- Evaluate compensation, benefits, career paths, and continuum of service

Citations from Guidance:

- “Whether it’s improving the tooth-to-tail ratio; increasing the “bang for the buck”, or converting overhead to combat, Congress and DoD must significantly change their approach” (*DBB, July 2010*)
- “As a matter of principle and political reality, the Department of Defense cannot expect America’s elected representatives to approve budget increases each year unless we are doing a good job, indeed everything possible, to make every dollar count. (SECDEF, August 9, 2010)
- “A responsible budget involves making tough choices to live within our means; holding departments and agencies accountable for their spending and their performance; harnessing technology to improve government performance; and being open and honest with the American people.” (*NSS, p. 34*)
- “Meeting the force structure challenges of the next 20 years, and creating the financial wherewithal for these capabilities, will not happen if the Department of Defense and Congress maintain the status quo on managing fiscal resources.” (*QDR IRG, p. vi*)

How P&R Strategic Plan for FY2010-12 addressed this theme:

- Highlighted that a balance had to be struck between resource opportunities and constraints, as well as associated enabling processes



Summary of Issues

Readiness

- As civilians are increasingly used in an expeditionary capacity, the Department will need to develop readiness standards for civilians. (GEF, QDR, UCF, JOE, NDS)
- An increased emphasis on “jointness” and collaboration creates a need to develop joint and interagency readiness standards and processes, both inside and outside DoD. (GEF, QDR, UCF, JOE, OMB FY2010 Budget Guidance)
- Institutionalizing the role of the Reserve Component from a strategic reserve to an operational reserve. (DPPG)

Health Care

- Changing roles for civilians and contractors creates an imperative to develop policies and standards for health care for all of those who serve in an expeditionary capacity. (QDR, GEF, NDS)
- Reliance on the Reserve Component to supplement and enhance the Active Component will increase the focus on supporting the health and well being of the Reserve Component. (QDR, DPPG, JOE)
- The Department will need to identify and mitigate potential effects on the safety and health of U.S. and allied troops and non-combatants, as well as preserve, protect or restore the functionality of the host nation’s ability to deliver essential services to its population, during expeditionary operations – especially those associated with humanitarian and pandemic disease operations. (GEF)



Summary of Issues

Individual and organizational capabilities

- The modern world creates an imperative to develop individual and organizational capabilities to protect the nation in cyberspace. (QDR, DPPG, GEF, JOE, UCP, NDS, FY2011 President's Budget)
- The Department will have a need to provide assistance to the chiefs of U.S. diplomatic missions required in support of U.S. military missions. (JOE)
- Improving strategic communication is critical to most operations. (QDR, GEF, UCP)

Constrained resource planning

- Decreasing Federal spending in the near- to mid-term is likely to lead to a decrease in the national security budget. (DPPG, JOE, P&R SES survey, FY2010 Budget Guidance, Sec. Gates Statement)
- Health care costs continue to increase for the Nation and the Department. (QDR, DPPG)
- Personnel costs could continue to grow faster than other DoD costs and could limit the options available for other needs. (DPPG, JOE)
- As the country recovers economically, we will likely face more recruiting and retention challenges. (FY2011 President's Budget)

Adaptive leaders, planning and personnel management processes

- Future threats and opportunities, ranging from regular and irregular wars, to relief and reconstruction in crisis zones, to cooperative engagement in the global commons, will require adaptable leaders, planning processes, and personnel management processes. (JOE, GEF, QDR, NDS)



Future Work Environment



Future Workforce

Workforce is getting older

- U.S. life expectancy is currently almost 80 years
- Aging workforce – median age:1980, 31.9; 2010, 40.8; 2020, 43.8.
- U.S workers are currently working an average of 15 years beyond age 55 and a growing number of workers, aged 50-70, are returning to the workforce
- What matters to the “mature” worker
 - Meaningful work and participative decision-making
 - Compensation and health insurance
 - Flexibility and new career-path structures
 - Home-based/virtual work and job-sharing for balanced lives
- In 2030, 76 million of experienced workers will enter retirement
 - Results in a labor shortfall, as only 41 million are expected to enter job market

Youth labor force a factor

- In 2018, 21 million 16- to 24-year olds will enter job market
- Are America’s future workers prepared today for tomorrow?
 - 6 million (ages 16-24) are currently not in school and don’t have a job
 - One-third of current students scoring below basic reading/math/science levels
 - Currently, 63% of first-time, full-time students earn a BA within 6 years
 - 50% of new jobs added by 2016 require post-secondary education



Future Workforce (cont)

Shortage of skilled workers now

- Demand for 30 million new college-educated workers, while only 23 million are expected to graduate from college
- Workers are blending the traditional progression through life stages—education, work, family, leisure time
- Decline (16%) in the number of middle-aged workers (loss of three million)

Workforce today is getting more diverse and geographically dispersed

- Workers are less likely to remain in one geographic location throughout their career
- In 2015, women will make up 48% of the U.S workforce
- In 2025, 40% of U.S workers will be Hispanic, African American or Asian American
- In 2020, total foreign-born population of nearly 50 million in the U.S.

Inter-generational dynamics:

- “Baby Boomers” – delaying retirement; goal-oriented; celebrate accomplishments and achievements
- “Millennials” – stress overall goals and how their work contributes; desire to learn and make a difference; work does not equal life.



Future Workplace

Work environment

- Highly Collaborative
 - Employees take ownership of their work; will be held accountable for correct completion; and managers will ask employee for preferences regarding work assignments
- Democratic Management
 - Employees have input into decision-making based on their knowledge and expertise
 - Internet provides employees with access to competitive analysis and business trend information, increasing their decision-making capabilities
- Flat Organizations
 - Decision-making will become highly decentralized
 - Leadership will be considered to be an action that any worker or team can take to meet needs of specific business situations
- Flexibility (e.g., 4-day work week and telecommuting).



Future workforce expectations

- Flexible Work Schedules
 - Ability to work from home
 - Ability to work from multiple office locations
 - Ability for part-time work
 - Ability to take a sabbatical
 - Work-life-school balance
- Compensation
 - Retention bonuses
 - Credits to pension benefits for delayed retirement
 - Ability to collect a partial pension while working
 - Ability to work for your employer as a contractor after retirement
- Other Factors
 - Opportunity for training and skill development
 - Opportunity to act as a mentor
 - Opportunity for career counseling on future opportunities
 - Opportunity for training for better cooperation between younger and older workers



Emerging Trends

The workforce is continuing to grow older

- Median age of the workforce is increasing as the U.S. population ages and people continue working until later in life before retiring
- Baby Boomers are delaying retirement, working an average of 15 years beyond age 55
- In 2030, 76 million of these workers will enter retirement

Those entering the workforce may not have the requisite skills

- Many new jobs require a college education, yet there may not be enough people completing college degrees to fill these jobs
- One-third of current students scoring below basic reading/math/science levels



Emerging Trends

The traditional workplace is evolving rapidly

- Potential recruits are increasingly more interested in enhancing work-life balance through flexible work schedules, telecommuting, and the ability to perform work from a variety of locations
- Companies are establishing offices near where the workers live and using technology to join business units virtually rather than in centralized offices
- Increased reliance on technology raises cyberspace vulnerabilities

Organizational structures are trending flatter and less hierarchical

- Technology provides employees with access to competitive analysis and business trend information, increasing their decision-making capabilities
- Technology allows direct contact between subject matter expert and senior leaders (inside and outside an organization), effectively by-passing intermediate chain of command
- Leadership is increasingly viewed as something that any worker or team can provide, not necessarily from the top down



Findings



Summary of Findings

Continue restructuring the force to become more adaptive

- Continues major force-restructuring initiatives from previous guidance
- DPPG and GEF evolutionary in:
 - Component adaptive planning requirements
 - Roles of OSD and Components in establishing personnel and readiness priorities
- New emergent capability needs – especially individual and organizational cyber skills, language, regional, and cultural capabilities, as well as space and strategic communication
- Explicit need for adaptive leaders to lead and manage the restructured force, as well as adaptive personnel management processes to account for a wide variety of unique capabilities and requisite talents
- Explicit need to streamline the civilian hiring process



Summary of Findings (cont.)

Enhance the ability to employ the Reserve Component as an operational element

- Institutionalization of the Reserve Component as an operational reserve changes the nature of RC Service members' service
- Increased frequency and length of deployments, as well as the types of missions during those deployments, changes
 - Capability needs
 - Life-cycle patterns
 - Health care and transition to Veteran status issues

Importance of a civilian expeditionary workforce is increased

- Roles and responsibilities of military and civilian workforce are converging in some areas
- Potential expectations by expeditionary civilians for entitlements comparable to military workforce, including health care, benefits, pay, facilities, family support, and post-service status (e.g., "veteran" status)
- Implicit need to establish and measure readiness for expeditionary civilians



Summary of Findings (cont.)

Whole of government approach must be strengthened

- Continues – and strengthens – previous guidance on need to make everything joint inside DoD and expand “jointness” to the interagency
 - Implicit need to establish interagency readiness standards
 - Implicit need to enhance interagency cooperation processes
- Continues – and strengthens – previous guidance on collaboration with allies, partners, and international organizations for most operations
 - Increased relevance of combined and coalition readiness
 - Strengthens need for language, regional, cultural, diplomatic, and civil-military competencies
 - Explicit need for adaptive leaders to execute these missions
 - Explicit need for Interagency National Security Professionals



Summary of Findings (cont.)

Fiscal responsibility is imperative

- Documents highlight likelihood of reduced resources for national security, without a commensurate reduction in the likelihood of crises
 - Increased need to prioritize resource allocation
 - Explicit requirement to demonstrate value through performance measurement
 - Explicit identification of increasing personnel and health-care costs
- Stress on increased competition for resources (especially qualified personnel) as economy improves
- Increased drive for efficiencies and integration of operations
 - Efficiencies will be designed to reduce duplication, overhead, and excess in the defense enterprise, and, over time, instill a culture of savings and restraint across DoD



Summary of Findings (cont.)

Continue to take care of people – it is a mandate

- Explicit mention of quality of life issues for Component planning
- Explicit identification of the need to take care of families
- Continues previous guidance on need to take care of wounded, ill and injured
- Emphasis on acquisition and modernization programs dictates focus on the personnel and training aspects of those programs
- Increased focus on taking care of families
- Increased need to focus on RC quality of life issues

Prepare for increased diversity in the workforce

- Highlights need for new skills training for older workers and basic skills training for younger workers
- Demonstrates the need for inter-generational training for all workers
- Must include diversity of thought and experience
- Prepares workforce for cultural awareness and prevent discrimination



Summary of Findings (cont.)

Recruiting

- May need unique model to attract older workers and persons with disabilities who want to serve and who have skills the Department will need
- Competition to attract and retain talent will be critical
- Modernized hiring model with more flexible, anticipatory talent-sourcing strategies
- Practice predictive workforce monitoring to anticipate future talent needs
- Shift in technology – remote warfare – may alter physical requirements and place greater emphasis on skills
- Should consider altered continuum of service and career paths to create “on-and-off ramps” for military, civilians, and contractors
- Competition in the global market for scarce critical skills suggest a need to rethink cash-in-hand versus deferred compensation incentives



Summary of Findings (cont.)

Technology

- Technology will change dramatically over next decade
- 3D, virtual reality, and clear face-to-face teleconferencing will become increasingly commonplace
- Remote warfare will drive changes in the skills, geographic locations, and physical requirements of the Total Force
- DoD must develop a plan to integrate future IT trends and capabilities
- Cyber threats must be considered when developing technology solutions
- Increased technology may put pressure on traditional chain of command
- DoD should be prepared to assist civil authorities in defending cyberspace – beyond the current role
- DoD must have the right skills to defend against asymmetric threats, such as those that target our reliance on space and cyberspace



Summary of Findings (cont.)

Where and how people work

- May need new policies to create “new” work environment
- Decision making at levels lower than heretofore
- Flexible work schedules and telecommuting important to many employees
- Collaborative teams across Departments/Services/Interagency
- Customized rewards and communication reinforce a culture of flexibility