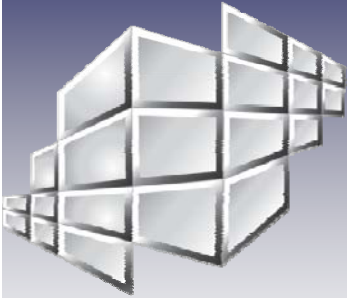


STRATEGIC INSIGHT



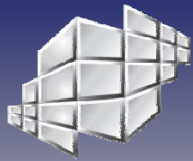
The Landscape of the DoD Civilian Workforce

**Military Operations Research Society
Personnel and National Security Workshop
January 26, 2011**

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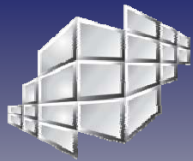
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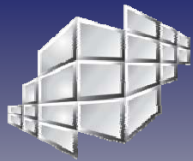
Today's Discussion

- **The evolution of the US Military**
- **The changing demographics of the US resident population**
- **DoD Demographic Profile**
- **Factors Which Influence the DoD Profile**
- **Takeaways / Conclusions**



The Evolution

- **Three deliberative bodies established by an external authority to find ways to transform the U.S. Military**
 - Jan 1949 – July 1950 Fahy Committee ordered by President Truman
 - Jun 1962 – Nov 1964 Fesell Committee ordered by President Kennedy
 - Military Leadership Diversity Commission (MLDC) ordered by Congress NDAA FY09
- **Diversity**
 - “is all the different characteristics and attributes of individuals that are consistent with Department of Defense core values, integral to overall readiness and mission accomplishment, and reflective of the nation we serve.” [Military Leadership Diversity Commission Draft recommended DoD definition]
 - Race and Ethnicity are some of the aspects of diversity
- **Identification of Race/Ethnicity**
 - 1997 OMB decision moved to 2 questions with an emphasis on self-identification
 - **Five race identifiers**
 - American Indian or Alaskan Native (AIAN), Asian, Black or African-American, Native Hawaiian or other Pacific Islander (NHPI), White
 - Multiple race identification allowed
 - **Ethnicity** – Hispanic or Latino / Not Hispanic or Latino



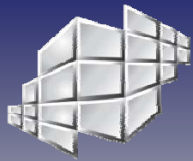
The changing US population

The dynamic portrait of ... an increasingly minority driven youth and working aged population, and a growing white boomer dominated senior population, is startling.

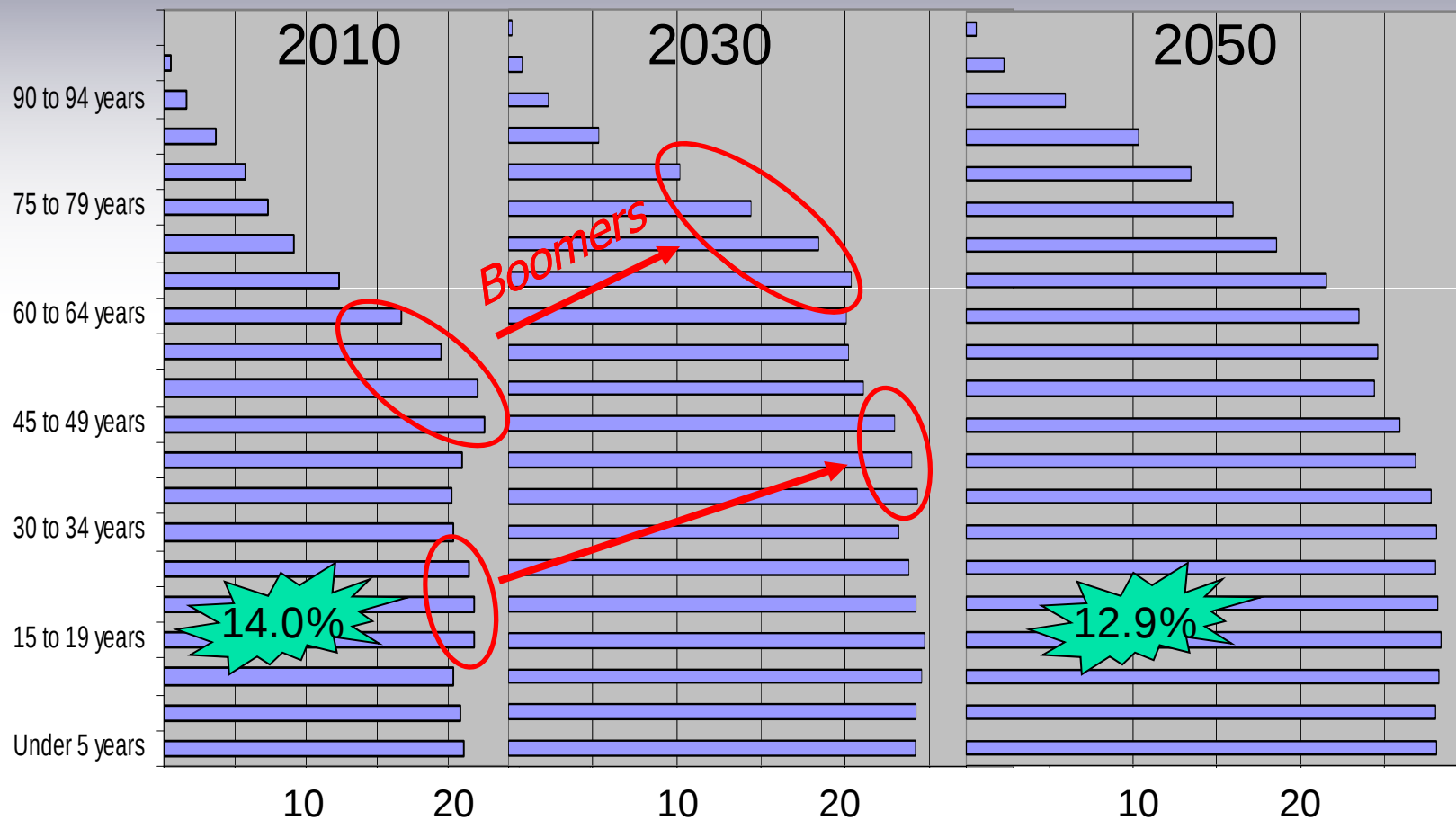
Brookings Institution, Aug 2008

Demographers see it as among the most intensive changes of a country's racial and ethnic make-up in history, every bit as dramatic as the huge influx of Italian, Irish, and east European immigrants that transformed the US in the early 20th century

The Guardian, August 15, 2008

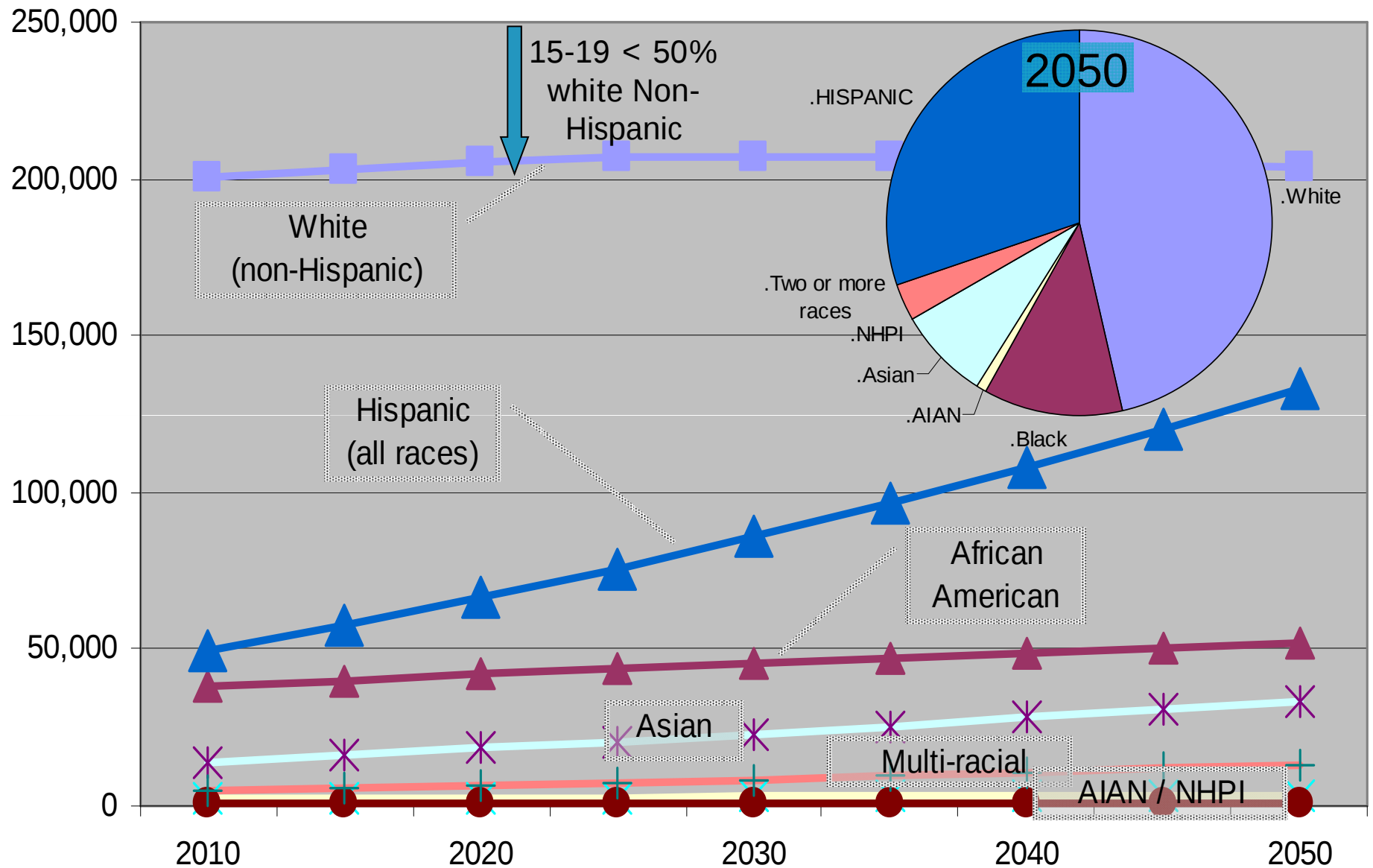


An growing, aging US pop'n



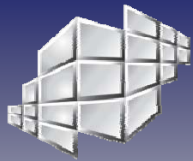
US Residents, Millions

Source: U.S. Census Bureau, Population Division, 2008 projections

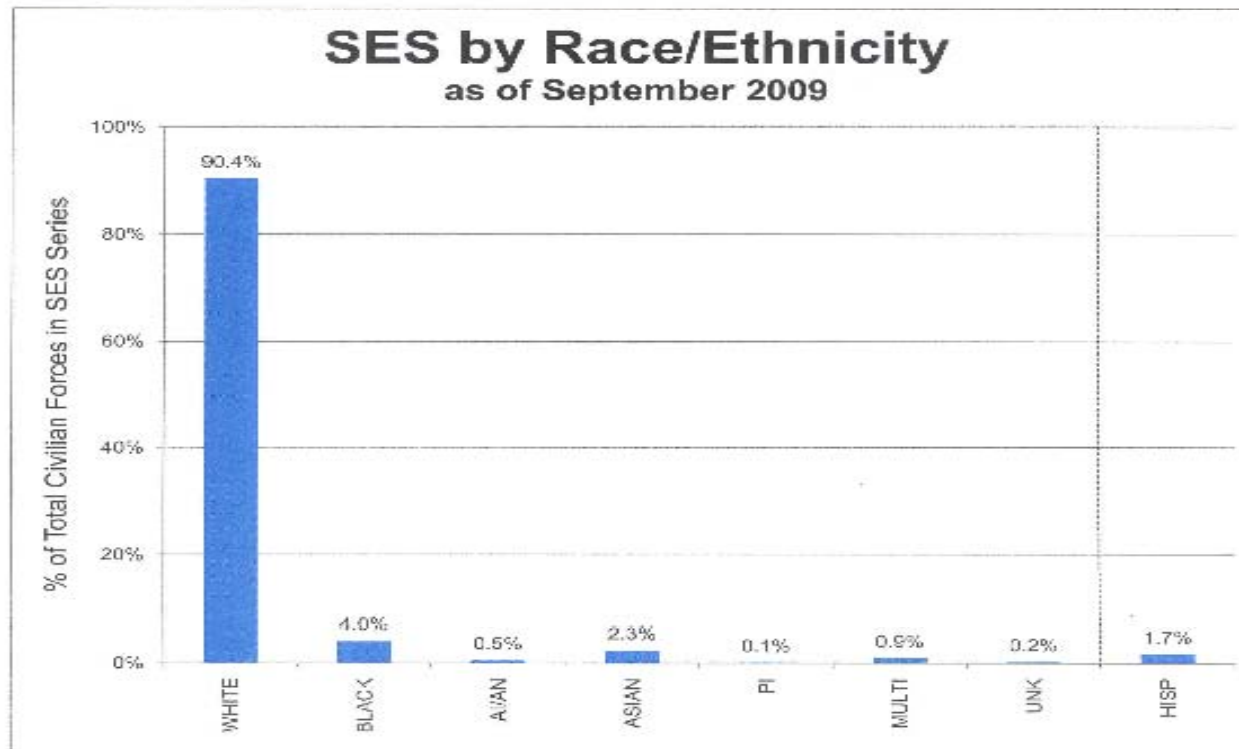


African-American, Asian, AIAN, NHPI does not include Hispanic ethnicity

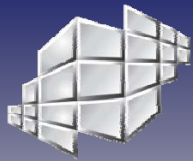
Source: U.S. Census Bureau, Population Division, 2008 projections



Current DoD Landscape

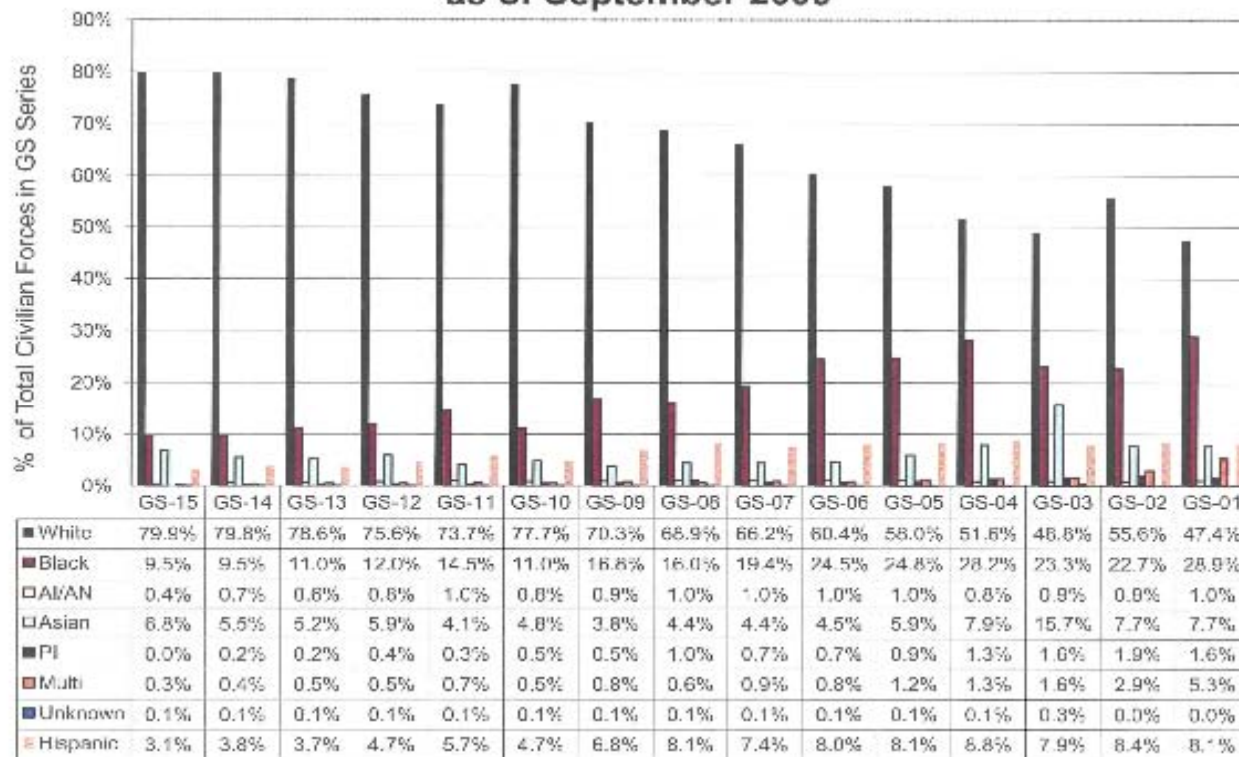


Source: Defense Equal Opportunity Management
Institute FY 2009 Annual Report

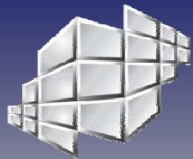


Current DoD Landscape

GS by Race/Ethnicity
as of September 2009

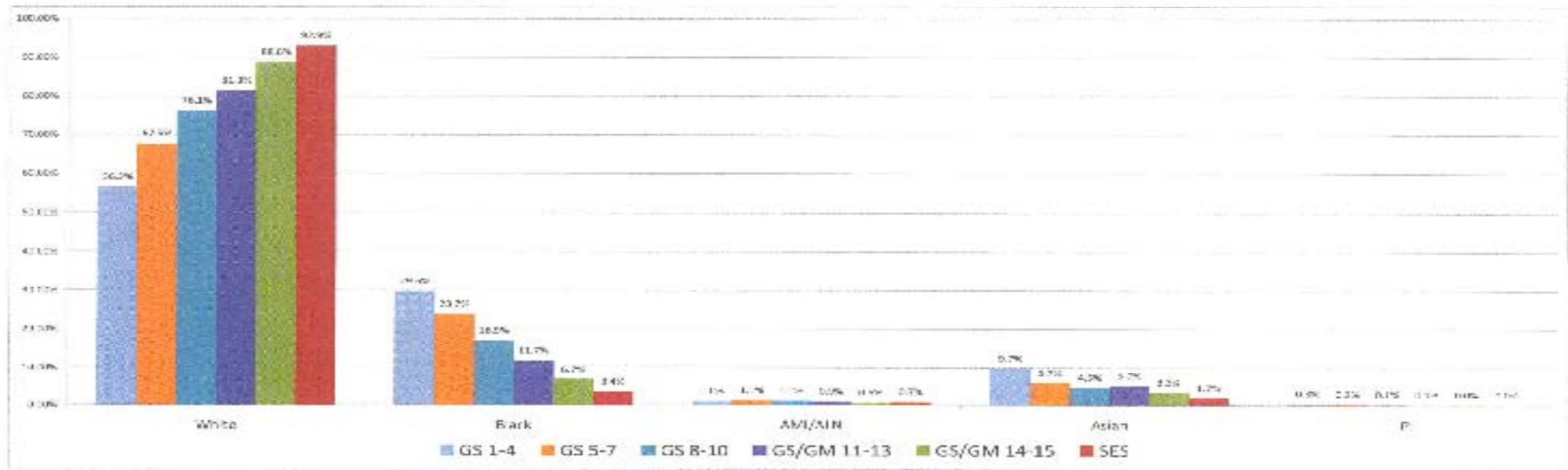


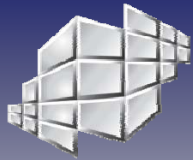
Source: Defense Equal Opportunity Management
Institute FY 2009 Annual Report



DoD Ten Year Trend

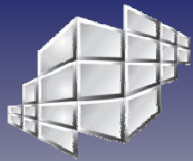
Minority Percentages by Group
All Years • Men & Women





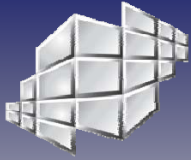
Influencing factors

- **The factors which influence the landscape of the civilian workforce are more complex than the factors which influence the uniform workforce.**
- **For example:**
 - **Culture**
 - **Education**
 - **Military background**
 - **Performance**
 - **Motivation**
 - **Credentials**

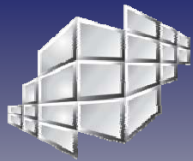


Takeaways / Conclusions

- US resident population dramatically shifting in race, ethnicity, and age
- By 2021, youth from 'minorities' will be over 50% of the age 15-19 population
 - Hispanic ethnicity the fastest-growing group due to birth rates & immigration
- By 2050 - White, non-Hispanic are less than 50% of population
 - US resident population 439 Million (310 Million today)
 - Median age rises to 39.0 (from 36.9 today)
 - Youth 15-24 are 12.9%, down from 14.0% today
- The civilian workforce is managed differently than the military workforce, to fully address the issues and challenges associated with improving the diversity of the senior civilian workforce requires further study at the individual, group and organizational level.
- Analytical tools are needed to assist DoD in shaping the civilian workforce.



Questions / Discussion



Armed Forces leaders say

The strength of the Air Force comes from our people – and in large measure from our diversity

Secretary of the Air Force 2009

Diversity of thoughts, ideas, and competencies of our people keeps our Navy strong, and empowers the protection of [our] freedoms

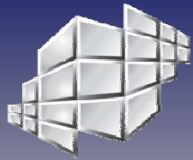
CNO Roughead

Our ability to recruit, retain, and promote a diverse, quality force is essential to progress and mission accomplishment

GEN Conway, Commandant, US Marine Corps

Diversity sparks innovation and incorporates fresh approaches. It provides well rounded perspectives in problem solving that let us identify better ways of performing [our] duties

ADM Allen, Commandant, US Coast Guard



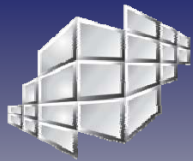
Corporate leaders say

Because we know that the diversity of our employees gives us a distinct competitive advantage, our vision is to build a workforce that reflects the populations we recruit from in the places we do business today and tomorrow.

Dow Chemical Company, 2009

With operations in more than 100 countries, **Chevron** values the rich diversity of ideas, experience and skills of our employees, and we work to apply this diversity to everything we do every day.

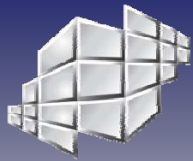
Disney views the development of a diverse workforce as a business imperative and a catalyst to achieve better performance. ... We believe that a diversity of opinions, ideas and perspectives enhances our internal creativity and the company's vitality.



Diversity and decision making

- **Majority of studies conclude that heterogeneous (diverse) teams ...**
 - Are more innovative
 - Produce unique solutions to problems
- **In team or group problem-solving settings, diverse teams**
 - Make fewer factual errors
 - Take in a wider range of facts and perspectives
 - Use different problem solving styles to develop better solutions
- **Ideal state – high ability, diverse teams/groups**

Jackson, et al, 1995; Hong and Page, 2004; Sommers, 2006

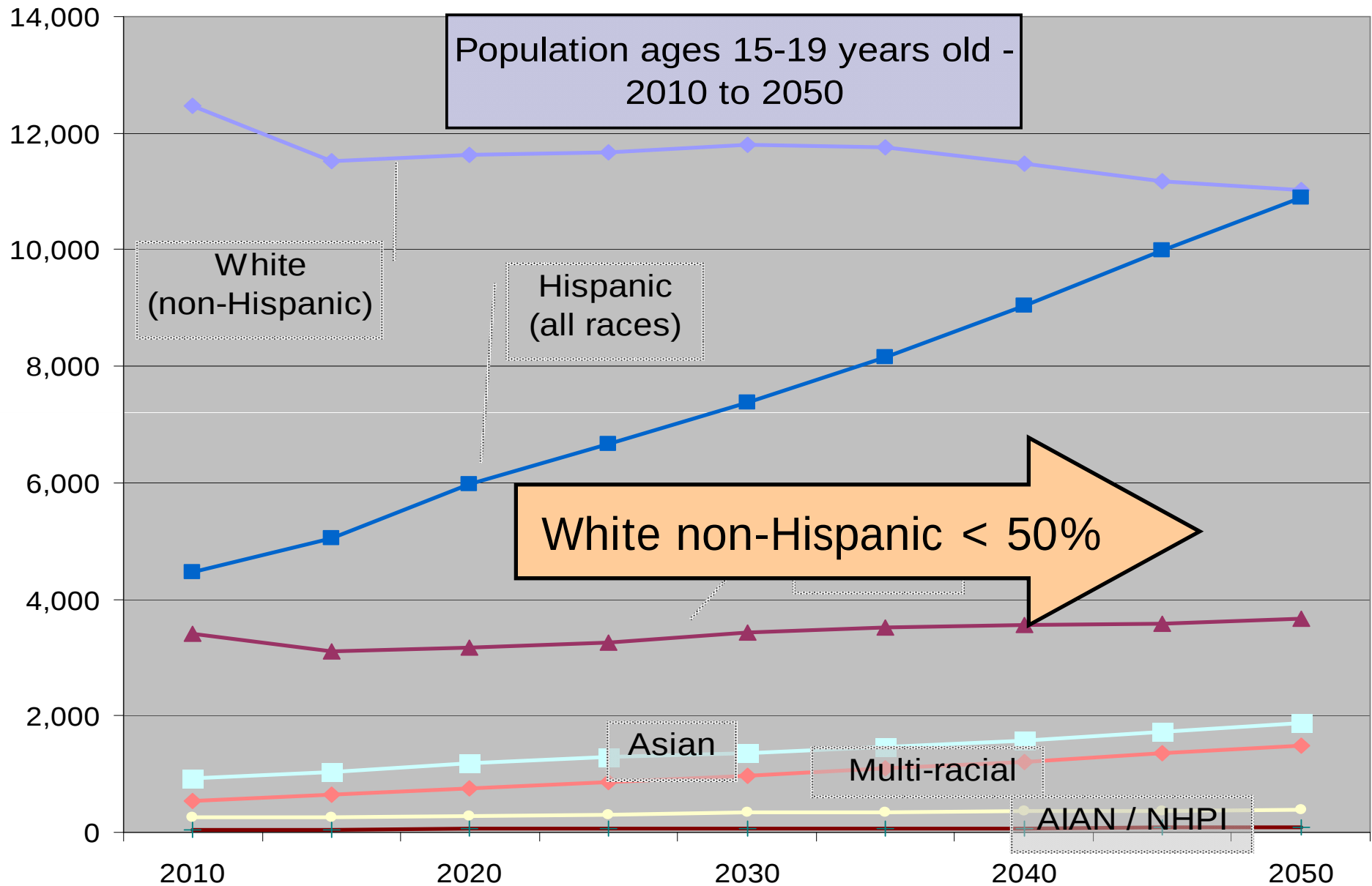


Diversity and military leadership

- ***Amicus* brief in ‘Michigan Cases’ by 29 retired senior military leaders (15 four-stars)**

“The armed services must have racially diverse officer candidates who satisfy the rigorous academic, physical, and personal prerequisites for officer training and future leadership”

- **Lessons of history**
 - 1948 desegregation Executive Order
 - Vietnam era – racial tension & inability to fight due to ‘chasm’ between racially diverse enlisted corps, 98% white officer corps
 - Increasing officer diversity essential to unit cohesion & effectiveness, limited and focused efforts at accession have been effective.



African-American, Asian, AIAN, NHPI does not include Hispanic ethnicity

Source: U.S. Census Bureau, Population Division, 2008 projections