

TGIC Exchange Briefing

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Four Keys to Workforce Planning

- Look ahead, not backward
- Be strategic, not arbitrary
- Open Systems Development—From Day 1
- Encourage Innovation, Tolerate Failure

Look Ahead

- Strategic human capital planning should build for the future, but too often seeks to reinvent the past
- The human capital market has changed dramatically, for government and industry
- Changes include:
 - shifts in ownership of technology (and skills)
 - mobility
 - expectations/demands
 - role/use of technology, social media, etc.
- Industry must adjust its hiring, development, compensation, and other processes; so too must government

Be Strategic

- Given current skills shortfalls across the economy, competition is fierce
 - Critical technical skills, engineering, cost/pricing, program & project management, etc.---all in short supply even now
 - Government and its contractors are competing in one global marketplace
- For government, as industry, success requires careful strategic assessments of where you can compete, and win
 - In industry, this is a key make/buy factor
 - Government too often assumes the creation of a billet equals a person
- SECDEF budget and workforce rebalancing initiative offers a unique opportunity
 - Identify “inherently governmental functions; beyond that, it is a matter of positions--- and will vary from component to component, program to program
 - Will this be the rule of thumb?

Lifetime Open Systems Development

- Training/development aperture needs to be widened
- Certifications are important but not nearly enough
- Development, including leadership and leading change, should begin Day 1
- Funding and manpower planning **MUST** adopt philosophy and elements of the military model

Encourage Innovation, Tolerate Failure

- Woody Allen has it right; WE have it wrong
- Senior leadership should be most visible when things go south
- This includes running interference with media, oversight community, and congress

Mutual Non-Aggression

- The more one cannibalizes the other's workforce, the higher everyone's costs go
 - Industry vs. industry; industry vs. government; government vs. government
 - Cost increases are not sustainable
- Targeting another workforce as the “opportunity source” enables avoidance of the real issues—and offers only temporal, non-strategic solutions
- We need policy and agreements to create a level playing field—after all, we are in this together