



# DON CIO Cyber/IT Workforce Management and Competencies

Office of the DON CIO  
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***Twenty thousand people with one year's experience are not the same as 1,000 people with 20 years' experience. You need people with scar tissue. - Former Lockheed Martin Corp. chairman Norm Augustine***



# Human Capital Management Through Functional Community Managers

- **Workforce Forecasting**



- Identify current & future mission requirements
- Identify environmental factors/Departmental goals
- Identify mission critical occupations & skills, and expeditionary requirements
- Analyze demographic trends (attrition/retirement)
- Define recruitment/ retention goals

- **Competency Assessment**



- Identify mission critical occupations & skills, and expeditionary requirements
- Identify Competencies and assess gaps

- **Strategy Development**



- Develop a Plan to address workforce & competency gaps with results-oriented goals
- Identify requirements, e.g. POM

- **Readiness & Talent Index Sustainment**

- **Succession planning to sustain knowledge continuum**

- **Monitoring, assessing, adjusting**

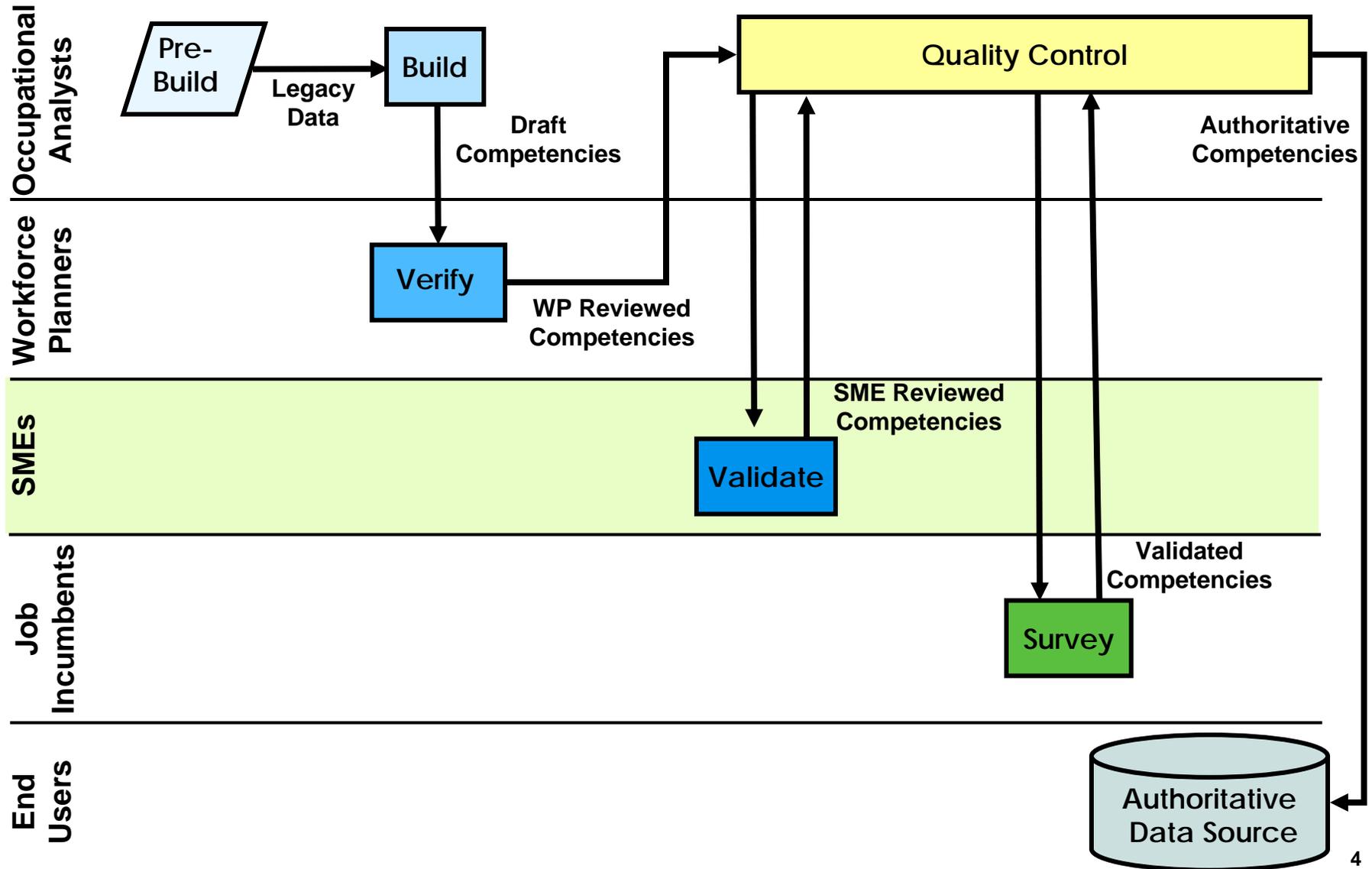


# DON Competency Effort

- USN/USMC Joint Effort
- 2210, 1550, 0391, 14XX Competency Validation Surveys Complete
- Competencies can be used for:
  - Career Roadmaps
  - Succession Planning
  - Position Descriptions
  - Hiring
- Proficiency levels provide better qualification standards (Under development)
- Developing policy for use and management



# Competency Development Process





# 2210 Example

Profession Code (Series/Rating/Designator): 2210

Competency Title: Information Technology Policy and Planning

Competency Description: Develop and promulgate IT strategy, policy, guidance, and plans to ensure consistency and compliance.

## Outcomes (Tasks):

- Advise end users in the implementation of IT strategy, policy, and guidance.
- Create Strategy, Policy, and Guidance.
- Acquire, understand, and translate to others new information provided by higher authority.
- Translate applicable laws, statutes, and regulatory documents and integrate into policy and guidance for dissemination.
- Research germane standards, laws, statutes, and regulatory documents.
- Monitor systems, applications, and services to ensure compliance with regulatory requirements.
- Respond to Federal, DOD, DON, and services audits, queries, data calls, and Request For Information (RFI).
- Develop methods to monitor and measure compliance.



# Questions



# Congressional Reporting

- NDAA 2010 Section 935 – Study on the Recruitment, Retention, and Career Progression of Uniformed and Civilian Military Cyber Operations Personnel

Due October 2010 (One year from NDAA signing)

Includes:

1. Sufficiency of numbers and types of personnel – including military/civilian balance
2. Definition and coherence of career fields including sufficiency of training and measures to improve
3. Recruitment and retention incentive
4. Legal, policy or administrative impediments
5. Educational and outreach activities
6. Establishment of public-private sector partnerships
7. Recommendations for legislative change



## DON CIO Efforts

- DON Future IT Workforce – what will it look like
- DON CIO Cyber/IT Workforce Strategic Plan
- DON IA Workforce Management, Oversight and Compliance Instruction
- DON Cyber/IT Recruiting/Hiring Guide
- DON Cyber/IT Civilian Expeditionary Workforce Guidance
- DON Cyber/IT Competency Management Plan
- NSPS Transition
- Cyber Workforce Competencies development in conjunction with Federal efforts
- Collaboration with Intelligence and Law Enforcement/Counter-Intelligence communities