DOD CYBER WORKFORCE STRATEGY IMPLEMENTATION PLAN

2023-2027

Foreword

In March 2023, the Deputy Secretary of Defense signed the 2023-2027 DoD Cyber Workforce Strategy. The strategy provides a roadmap for the advancement and unified management of the cyber workforce. Specifically, the strategy enables the Department to stay ahead of workforce trends through the application of standardized workforce analysis tools and processes; continues to develop cyber personnel to meet current and future requirements; champions the utilization of workforce-related authorities in non-traditional ways; and builds strategic relationships in support of growing, diversifying and strengthening the cyber workforce.

I am excited to publish the 2023-2027 Cyber Workforce Strategy Implementation Plan (Implementation Plan). Together with the support from partners across the Department, we have taken collective measures to ensure the Implementation Plan captures the necessary initiatives to achieve our goals.

The successful execution of the Implementation Plan will have a profound impact on how we structure and implement DoD programs that will be leveraged to operate internally and support the cyber domain including Zero Trust, Joint Warfighter Cloud Capability, and Joint All-Domain Command and Control. People remain our greatest asset, and by changing the way we identify, recruit, develop, and retain the workforce, we are setting the Department up for the capability to adapt and overcome any challenge that the DoD may face today, tomorrow, or 10 years from now.

John Sherman
Department of Defense Chief Information Officer

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Introduction

To ensure the Department of Defense (DoD) deploys an agile, capable and ready cyber workforce[1], the Office of the Department of Defense Chief Information Officer (DoD CIO) in collaboration with other Office of the Secretary of Defense (OSD) Component heads; the Joint Staff; United States Cyber Command (USCYBERCOM); and the military services, released the **2023–2027 DoD Cyber Workforce Strategy**[2] (CWF Strategy) in March 2023.

The CWF Strategy sets the foundation for how the Department will foster a cyber workforce capable of executing the Department's complex and varied cyber mission and provides a unifying direction for civilian and military workforce management activities. Specifically, it identifies goals and associated objectives, which will aid the Department in identifying, recruiting, developing and retaining a more agile, and effective cyber workforce.

The CWF Strategy Implementation Plan (Implementation Plan) will assist the Department in advancing talent management initiatives for a more ▬▬▬▬ effective cyber workforce. The successful execution of the CWF Strategy, through this Implementation Plan and follow-on actions, will empower the Department and its components to foster the most capable and dominant force in the world.
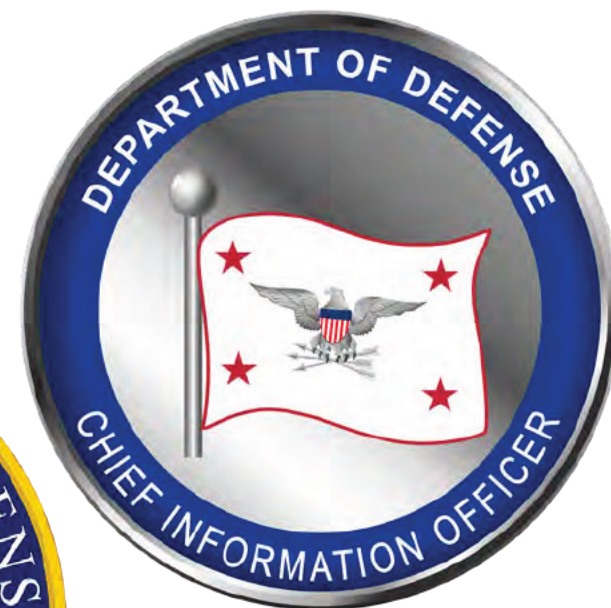
CWF Strategy Focus

The CWF Strategy focuses on the need to further the advancement of the cyber workforce in order to maintain an advantage in a contested and rapidly evolving cyberspace. The CWF Strategy outlines a series of goals and objectives that will enable the Department to identify, recruit, develop and retain a more agile, and effective cyber workforce. The goals and objectives are defined within this section:

Goal 1: Execute consistent capability assessment and analysis processes to stay ahead of force needs.

Goal 2: Establish an enterprise-wide talent management program to better align force capabilities with current and future requirements.

Goal 3: Facilitate a cultural shift to optimize Department-wide personnel management activities.

Goal 4: Foster collaboration and partnerships to enhance capability development, operational effectiveness and career broadening experiences.

GOAL #1

OBJECTIVES

1.1 Implement a repeatable capability and workforce requirement review process to ensure identified needs reflect environmental demands.

1.2 Expand and refine frameworks to better support requirements identification.

1.3 Utilize advanced analytic capabilities to increase the speed, accuracy and efficiency of capability and requirement reviews.

1.4 Establish a repository of organizations with known capabilities to better identify partnership.

GOAL #2

OBJECTIVES

2.1 Develop and implement assessments to align talent with development programs and training pipelines for the roles best suited.

2.2 Develop enhanced guidance for talent acquisition to include previously untapped or under-represented sources of talent.

2.3 Manage as a unified functional community. Compel development, employment and resourcing decisions with a whole of community perspective.

2.4 Drive continuous development to foster capability advancement across all proficiency and experience levels.

2.5 Improve and expand new employee development programs as a part of talent management.

2.6 Include changing mission requirements in development pipelines to match talent management to mission.

2.7 Evaluate capability demonstration programs, including performance-based assessments to maximize reach and effectiveness.

GOAL #3

OBJECTIVES

3.1 Establish a Cyber Workforce Development Fund to accelerate implementation activities and enable training throughout to match demand.

3.2 Champion remote work flexibilities and policies to expand opportunities across the cyber workforce.

3.3 Review the application of existing authorities to include and attract a broader pool of talent.

3.4 Apply security clearance requirements appropriately for cyber positions, billets and personnel to increase positional flexibility.

3.5 Establish a mechanism for part-time surge support based on emergent mission need.

3.6 Expand Cyber Excepted Service (CES) authorities to optimize program capabilities and increase attractiveness for talent.

GOAL #4

OBJECTIVES

4.1 Pilot an apprenticeship program to develop dedicated employment exchanges with the private sector.

4.2 Leverage talent exchanges to attract experienced talent and provide career broadening opportunities for existing cyber workforce members.

4.3 Enhance collaboration with academia to cultivate a talent pipeline and support important areas of research.

4.4 Strengthen partnerships with federal agencies, specifically partnerships focused on career broadening opportunities, cross-training and information sharing.

4.5 Leverage partnerships with allies and partner nations to strengthen force development capabilities and interoperability.

Implementation Plan Purpose

The CWF Strategy is aligned to the Department's strategic goals within the 2022 National Defense Strategy[3], the Fiscal Year 2022 - Fiscal Year (FY) 2026 DoD Civilian Human Capital Operating Plan[4] and Strategic Human Capital Management Goals (see Figure 1). The Implementation Plan is a supplement to the CWF Strategy to ensure the goals and objectives of the CWF Strategy are achieved. The Implementation Plan will help bound activities and assist the Department in support of the four human capital pillars and the management of a more █████████ effective cyber workforce. To realize success of the Implementation Plan, the activities outlined within must be measurable and monitored on a recurring basis. In support of this objective, a series of activities, milestones and key performance indicators (KPIs) are identified to measure progress and assess program effectiveness [*Implementation Plan Initiatives, Roles and Responsibilities and Measurement section*].

DoD Offices of Primary Responsibility (OPR) and Offices of Coordinating Responsibility (OCR) will use the information outlined in this Implementation Plan as a guide in future action planning sessions where they will execute activities directly supporting initiatives they are assigned. Working together, the Department will be best positioned to overcome cyber workforce challenges and advance our critical mission sets.
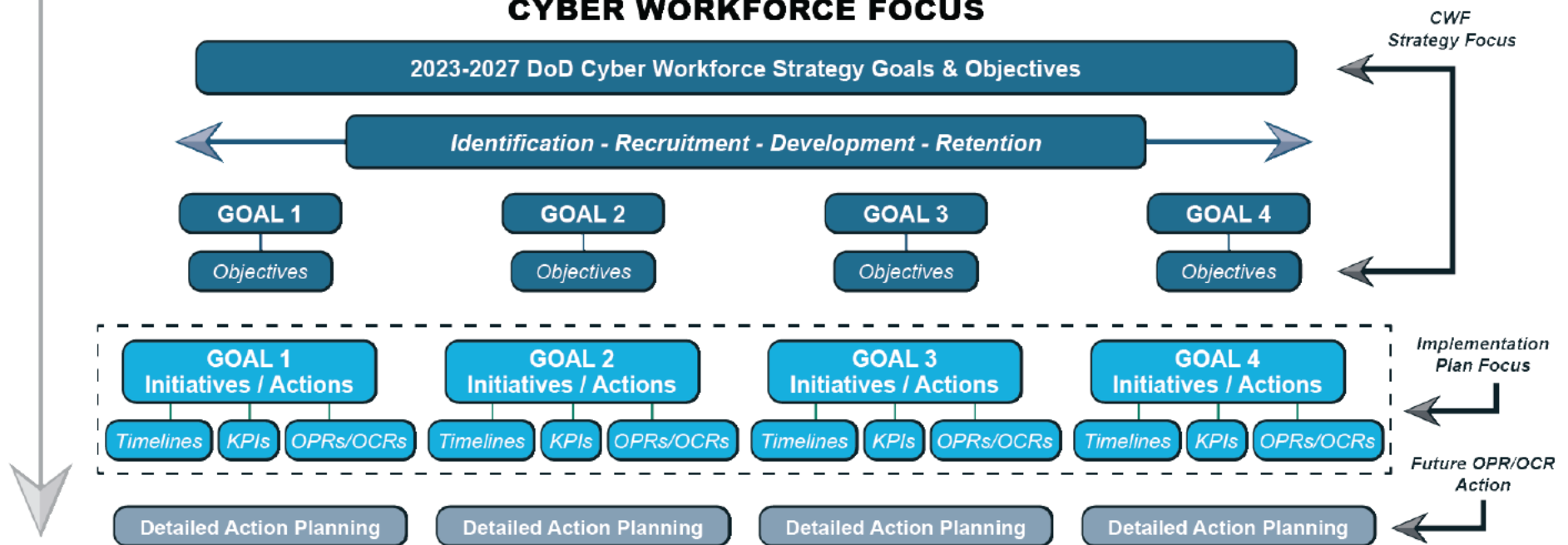
Figure 1: CWF Strategy Implementation Plan Focus

Future Action Planning

This Implementation Plan sets the framework to execute initiatives in support of the goals and objectives of the CWF Strategy. Action planning efforts will focus on detailed plans to achieve the initiatives. After publication of this Implementation Plan, OPRs and OCRs, confirmed as part of the coordination of the Implementation Plan, will work together to develop plans for how they will achieve the initiatives[5]. The Action Planning Timeline outlines the activities and timelines associated with executing the Implementation Plan (see Figure 2).

The DoD CIO will provide oversight of Implementation Plan execution and reporting requirements to ensure that:

- Action Plans include the information needed to support coordinated work across organizations.

- Data is collected from identified systems of record or other systems as identified by OPRs.

  - DoD CIO will utilize Advana to collect data[6], calculate metrics (using provided business logic, data sources and data elements identified by OPRs) and provide analytics to support senior leader decision making.

- Progress and decision points are reported through the Cyber Workforce Management Board (CWMB)[7] by OPRs.

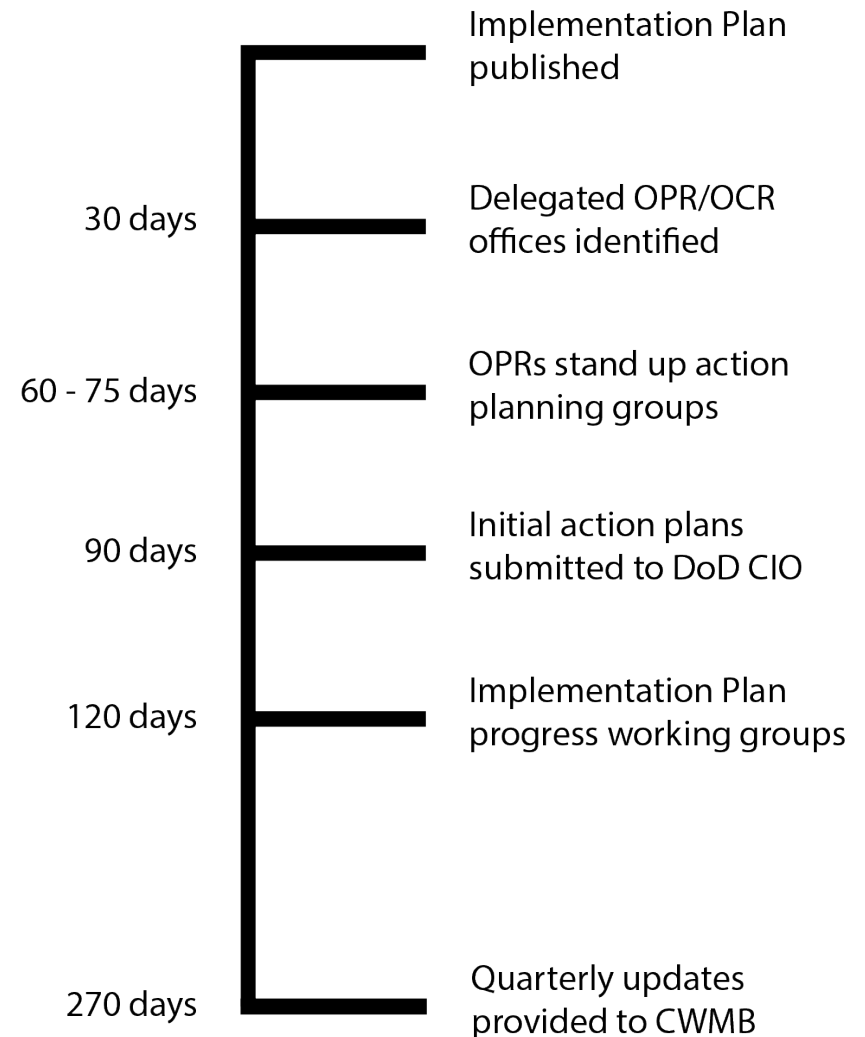| Timeline	Milestone
	Implementation Plan published
30 days	Delegated OPR/OCR offices identified
60 - 75 days	OPRs stand up action planning groups
90 days	Initial action plans submitted to DoD CIO
120 days	Implementation Plan progress working groups
270 days	Quarterly updates provided to CWMB

Figure 2: Action Planning Timeline

Implementation Plan Elements

This Implementation Plan may adapt over time so the Department can best support the cyber workforce. The Implementation Plan contains several elements, or building blocks, which are defined below:

Goals: Workforce specific targets that will aid the Department in unifying efforts to achieve the mission and vision of the CWF Strategy.

Objectives: The set of activities and actions outlined in the CWF Strategy aligned to one of four goals.

Initiatives: Milestones or set of milestones that support achievement of an objective within the CWF Strategy.

Office of Primary Responsibility: The organization(s) responsible for leading execution of initiatives in collaboration with OCRs.

Office of Coordinating Responsibility: The organization(s) that will coordinate with and support OPRs to execute initiatives.

Key Performance Indicators: Quantifiable measures (e.g., milestones, activities, performance measures) that can be collected and analyzed to understand progress of initiative achievement over time.

Pillar Alignment: The human capital pillar(s) the initiative directly impacts.

Each objective is outlined further into a series of initiatives that will define more detailed actions. OPRs and OCRs are responsible for developing, coordinating and executing action plans after publication of this Implementation Plan to aid the Department in reaching the objectives and goals of the CWF Strategy.

KPIs will be used to calibrate initiative success periodically (see Figure 3). They will measure what, if any, impact the initiatives are having on improving intended outcomes defined in this Implementation Plan. Continual measurement of the KPIs will help the Department make data driven decisions and determine if certain initiatives need additional focus, support, or should be deprioritized.

Figure 3: KPIs & Continuous Measurement
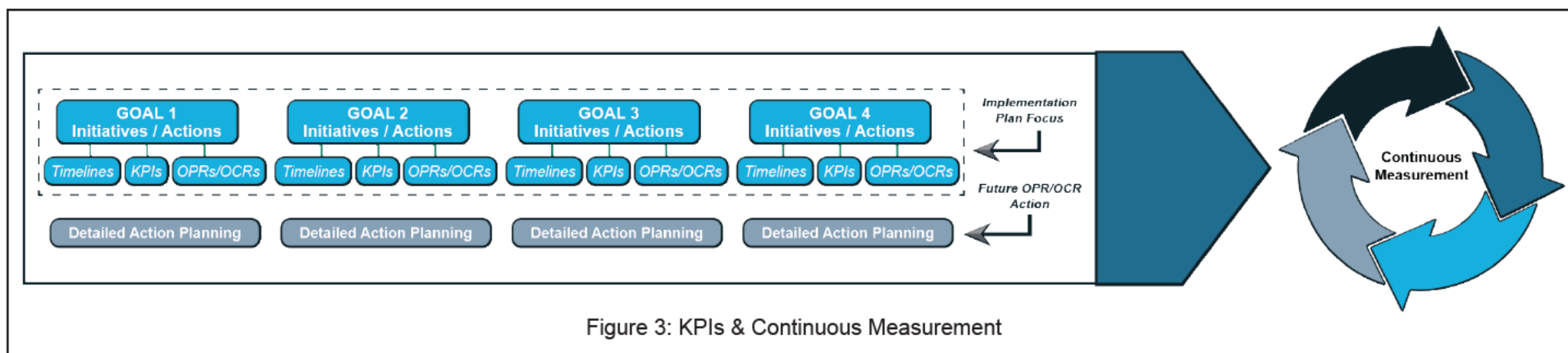
Human Capital Pillar Alignment

To overcome challenges identified in the CWF Strategy, the Department is aligning our strategic goals and implementation efforts to four human capital management pillars. These pillars provide the foundation and set a unified direction to accomplish the goals laid out in the CWF Strategy. The four pillars are Identification, Recruitment, Development, and Retention and are defined further in this section.

The CWF Strategy outlines the connections between data, the human capital pillars and the cyber workforce goals (see Figure 4). The Department needs to ensure that actions identified within this Implementation Plan are creating a positive impact on the human capital pillars, as they drive accomplishment of the outlined goals. Data provides the groundwork supporting accomplishment of these pillars. Everything the Department does depends on credible data to make decisions to positively support the cyber workforce.

Defining the vision of success for each pillar and guiding KPIs to measure progress is imperative to help guide the Department's actions. As part of action

Figure 4: Human Capital Pillar Alignment

planning efforts, OPRs and OCRs should consider how their assigned initiatives align to the human capital pillars and what KPIs will help determine success. Human capital pillar descriptions and KPIs that should be measured to understand the impacts of each pillar are detailed in this section. Because the human capital pillars provide the foundation to measure goal accomplishment, measuring KPIs at the pillar level will provide useful insights to gauge successful implementation of the CWF Strategy.

The upcoming section, "Implementation Plan Initiatives, Roles and Responsibilities and Measurement," indicates specific pillars individual initiatives align. This alignment illustrates the overlapping nature of the CWF Strategy goals as they are supported by the pillars. When developing action plans, OPRs and OCRs should reference the pillars identified for their assigned initiatives against the pillar KPIs noted in this section, as some may directly apply. DoD CIO will maintain oversight of the human capital pillar KPIs noted on the next page as part of Implementation Plan responsibilities.

Identification

Identification: The processes of determining workforce needs or requirements and the potential or incumbent workforce to meet them.

FY2027 Targets: 91% of billets and personnel coded are aligned to recognized cyber occupations[9].

The following KPIs are aligned to the initiatives and will be measured to impact the Identification pillar:

Identification KPIs	FY2023[10] Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Percentage of recognized cyber occupation billets coded in manpower system(s) of record	Baseline determined	Defined in action planning	91%
Percentage of recognized cyber occupation personnel coded in personnel system(s) of record	Baseline determined	Defined in action planning	91%
Vacancy rate of civilian cyber workforce by year[11]	Baseline determined	Defined in action planning	<15% vacancy rate
Vacancy rate of military cyber workforce by year[12]	Baseline determined	Defined in action planning	<15% vacancy rate

Recruitment

Recruitment: Identifying and attracting the talent needed to meet mission requirements and the process of evaluating the effectiveness of recruiting efforts.

FY2027 Target: Decrease time to hire, while increasing the percentage of accepted offers.

The following KPIs are aligned to the initiatives and will be measured to impact the Recruitment pillar:

Recruitment KPIs	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Time to Hire (TTH) for civilian cyber workforce	Baseline determined	Defined in action planning	60 days
Percentage of civilian cyber workforce hires meeting OPM <80-day TTH	Baseline determined	Defined in action planning	80%
Decrease in cyber workforce vacancy rate (either workforce-wide or within targeted DCWF work roles)	Baseline determined	Defined in action planning	Not to exceed 5%
Percentage of non-traditional hiring authorities (e.g., Direct Hiring Authority, Cyber Excepted Service) used for cyber workforce hires	Baseline determined	Defined in action planning	90% of hires for which there is an available, policy-allowed non-traditional hiring authority, are used
Percentage of new cyber workforce civilian hires through DoD-sponsored student programs	Baseline determined	Defined in action planning	100% of students who complete a given student cyber program on an acceptable/satisfactory basis are provided a job offer

Development

Development: Understanding individual and team performance requirements and providing the necessary opportunities and resources to satisfy those performance requirements.

FY2027 Target: 90% of the cyber workforce qualified in accordance with DoD 8140 Qualification Program[13] while creating a good balance of force structure, in alignment with proficiency levels[14].

The following KPIs are aligned to the initiatives and will be measured to impact the Development pillar:

Development KPIs	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target	FY2026 Activity Target	FY2027 Activity Target
Percentage of civilian cyber workforce qualified[15] in accordance with DoD 8140 Qualification Program	91% of civilian billets coded in manpower systems	Defined in action planning	Cybersecurity workforce element qualified	Information technology, enablers, effects and intel workforce elements qualified	90% within DoD 8140 Qualification Program requirements
Percentage of qualified military cyber workforce according in accordance with DoD 8140 Qualification Program	91% of military billets coded in manpower systems	Defined in action planning	Cybersecurity workforce element qualified	Information technology, enablers, effects and intel workforce elements qualified	90% within DoD 8140 Qualification Program requirements
Percentage of qualified contractor workforce in accordance with DoD 8140 Qualification Program	Baseline determined	Defined in action planning	Cybersecurity workforce element qualified	Information technology, enablers, effects and intel workforce elements qualified	90% within DoD 8140 Qualification Program requirements
Turnover rate (voluntary separation) of participant employees in selected cyber workforce partnership programs or rotational programs	Baseline determined	Defined in action planning	Defined in action planning	Defined in action planning	<5%

Retention

Retention: The incentive programs the Department employs to retain talent and the process of evaluating the effectiveness of the incentive programs.

FY2027 Target: Maintain a healthy attrition rate, incentivize the best and the brightest of the cyber workforce and improve talent retention through workforce development programs.

The following KPIs are aligned to the initiatives and will be measured to impact the Retention pillar:

Retention KPIs	FY2023 Baseline	FY24-26 Activity Target	FY2027 Activity Target
Attrition[16] rate of civilian and military cyber workforce	Baseline determined	Defined in action planning	10%
Turnover rate of retirement-eligible (voluntary retirement based on meeting service credit and age requirement) civilian cyber workforce population	Baseline determined	Defined in action planning	<10%
Attrition rate of critical[17] DCWF work role populations	Baseline determined	Defined in action planning	<10%
Return on Investment of cyber workforce development programs (e.g., post program service obligations fulfilled)	Baseline determined	Defined in action planning	75% of participants remain with the Department after service obligations complete
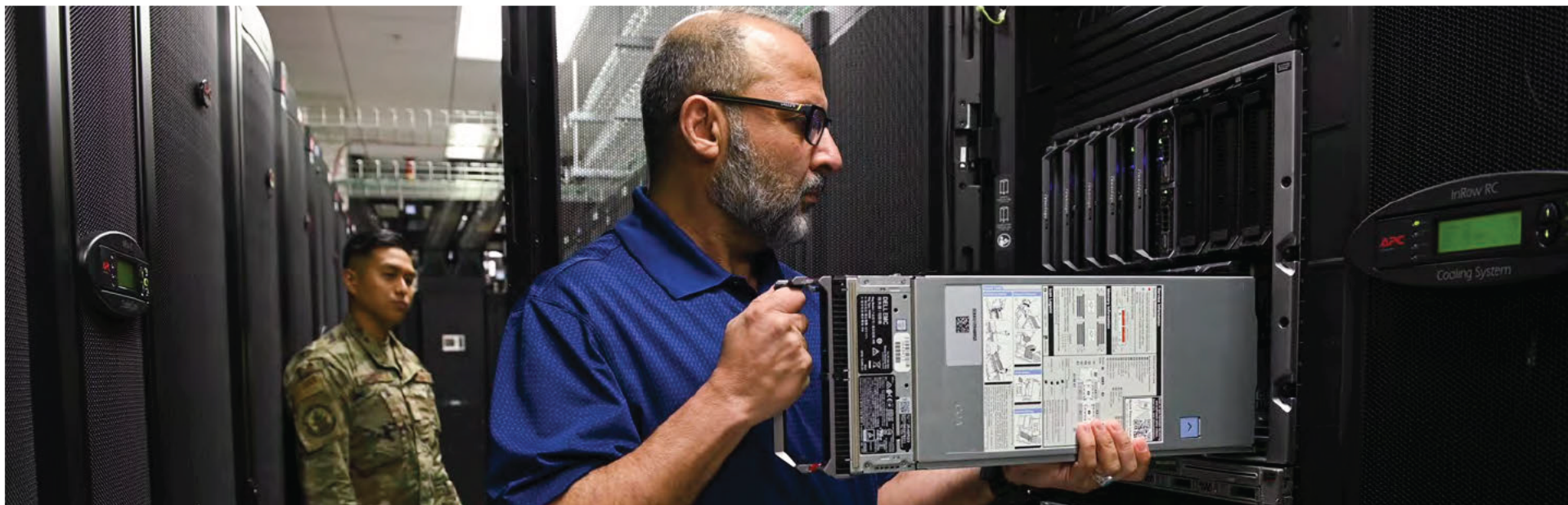
Implementation Plan Initiatives, Roles and Responsibilities and Measurement

This section aligns the goals, objectives and a set of initiatives that support achievement of an objective within the CWF Strategy. It identifies the OPRs and OCRs that are responsible for executing the initiatives and outlines a set of activities and milestones spanning the CWF Strategy: 2023-2027 timeline.

The initiative activities and milestones listed within this Implementation Plan are outlined based on two categories to support implementation and will help shape action planning:

Milestones and activities: Actions or activities that add value or positively impact the completion of an initiative.

Performance measures: Illustrate the health or performance of the cyber workforce in topical areas leveraging standardized data requirements to be captured or entered into an authoritative system of record.

The tables following each initiative are initial activities and milestones to help shape action planning efforts. Level of effort to execute initiatives across OPRs and OCRs will be determined through the action planning process. OPRs and OCRs will have the ability to customize activities, milestones, and KPIs through action planning efforts, as there may be additional activities or milestones necessary to achieve initiative success.

Action plans should define any proposed KPIs in terms of calculation or business logic, data source, data element(s) within that source and frequency of collection. OPRs should ensure that the data source containing inputs and KPIs is made available to DoD CIO for usage of Advana, the Department's authoritative platform for data analytics. To enable stakeholders to effectively measure activities and outcomes, each fiscal year should have a value of a date/quarter for targeted completion, the number of activities completed in that year associated with the initiative, or a specific

KPI. Most of these targets will be defined through action planning efforts.

This section indicates specific pillars individual initiatives align. When developing action plans, OPRs and OCRs should reference the pillars identified for their assigned initiatives against the pillar KPIs noted in the "Human Capital Pillar Alignment" section, as some may directly apply, and will be measured by DoD CIO through oversight responsibilities.
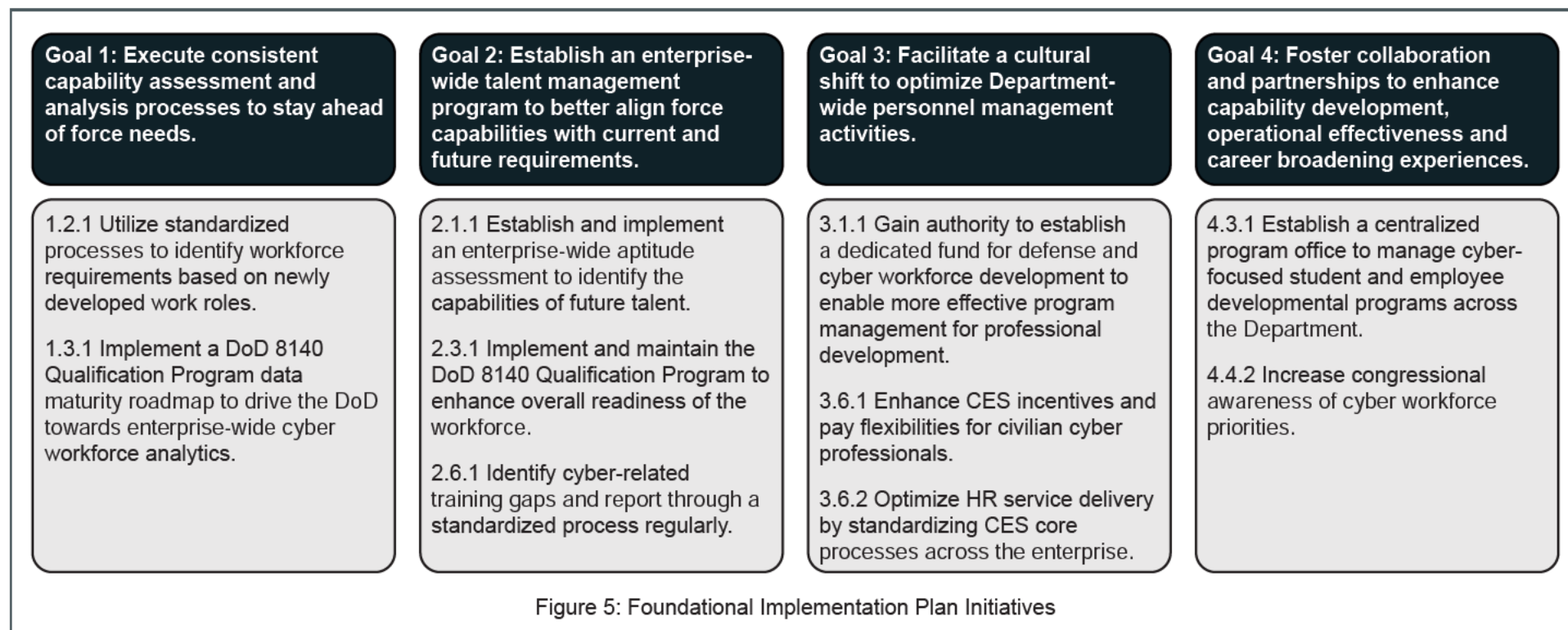
Many OPRs and OCRs have a role in multiple initiatives, and some will partner to execute actions in support of initiatives. For the purposes of this Implementation Plan, the following terms will be used for those partnerships:

Cyber Community Managers[18]: DoD CIO and PCA/USCYBERCOM

Components: Services and 4th Estate[19]

There are several initiatives considered foundational to execute additional initiatives and support achievement of the higher-level goals (see Figure 5)[20]. Although these are identified, OPRs can prioritize additional initiatives based on Department mission needs.

Goal 1: Execute consistent capability assessment and analysis processes to stay ahead of force needs.	Goal 2: Establish an enterprise-wide talent management program to better align force capabilities with current and future requirements.	Goal 3: Facilitate a cultural shift to optimize Department-wide personnel management activities.	Goal 4: Foster collaboration and partnerships to enhance capability development, operational effectiveness and career broadening experiences.
1.2.1 Utilize standardized processes to identify workforce requirements based on newly developed work roles. 1.3.1 Implement a DoD 8140 Qualification Program data maturity roadmap to drive the DoD towards enterprise-wide cyber workforce analytics.	2.1.1 Establish and implement an enterprise-wide aptitude assessment to identify the capabilities of future talent. 2.3.1 Implement and maintain the DoD 8140 Qualification Program to enhance overall readiness of the workforce. 2.6.1 Identify cyber-related training gaps and report through a standardized process regularly.	3.1.1 Gain authority to establish a dedicated fund for defense and cyber workforce development to enable more effective program management for professional development. 3.6.1 Enhance CES incentives and pay flexibilities for civilian cyber professionals. 3.6.2 Optimize HR service delivery by standardizing CES core processes across the enterprise.	4.3.1 Establish a centralized program office to manage cyber-focused student and employee developmental programs across the Department. 4.4.2 Increase congressional awareness of cyber workforce priorities.

Figure 5: Foundational Implementation Plan Initiatives

Goal 1: Execute consistent capability assessment and analysis processes to stay ahead of force needs.

Objectives:

1.1 Implement a repeatable capability and workforce requirement review process to ensure identified needs reflect environmental demands.

1.2 Expand and refine frameworks to better support requirements identification.

1.3 Utilize advanced analytic capabilities to increase the speed, accuracy and efficiency of capability and requirement reviews.

1.4 Establish a repository of organizations with known capabilities to better identify partnership.

Goal 1: Execute consistent capability assessment and analysis processes to stay ahead of force needs.

Objective 1.1: Implement a repeatable capability and workforce requirement review process to ensure identified needs reflect environmental demands.

> **Initiative 1.1.1:** Conduct and continuously improve reviews of cyber requirements and capabilities to support the four pillars of the CWF Strategy (e.g., Identification, Recruitment, Development, and Retention).
>
> **OPR:** Cyber Community Managers (DoD CIO, PCA/USCYBERCOM), USD(I&S)
>
> **OCR:** Components (Services & 4th Estate)
>
> **Pillar Alignment:** Identification, Recruitment, Development, Retention

Description: The Department must review workforce capabilities and requirements on a regular basis (e.g., bi-annually, annually) to support workforce planning efforts and data-driven decision making.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Implement a repeatable capability and workforce requirement review process	Baseline determined	Defined in action planning	Repeatable process published and reporting periodicity implemented
Measure total force[21] population by work role and proficiency level	Baseline determined	Defined in action planning	Accurate reporting of total force population

Objective 1.2: Expand and refine frameworks to better support requirements identification.

> **Initiative 1.2.1:** Utilize standardized processes to identify workforce requirements based on newly developed work roles.
>
> **OPR:** USD(P&R)
>
> **OCR:** Components (Services & 4th Estate), USD(I&S), USD(A&S)
>
> **Pillar Alignment:** Identification

Description: As the cyber workforce continues to evolve, and new communities are reflected in the DoD Cyber Workforce Framework (DCWF), the Department requires standard tools to aid in the understanding and application of work roles for coding and other human capital initiatives.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Utilize standardized processes to identify new work roles	Baseline determined	Defined in action planning	Standardized processes defined and utilized to identify new work roles

Objective 1.2: Expand and refine frameworks to better support requirements identification

Initiative 1.2.2: Develop training tools and resources for the application of work roles.

OPR: Cyber Community Managers (DoD CIO, PCA/ USCYBERCOM)

OCR: Components (Services & 4th Estate), USD(P&R), USD(I&S)

Pillar Alignment: Identification, Recruitment, Development

Description: The Department needs to pursue the development of a repository of training resources to assist human resources (HR) professionals in accurately classifying positions against existing and new work roles, enabling accuracy of job announcements and hiring activities.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Develop training tools and resources focused on work role application	Baseline determined	Defined in action planning	Training tools developed for work role application
Implement training tools and resources	Baseline determined	Defined in action planning	Training tools fully utilized for work role application

Objective 1.2: Expand and refine frameworks to better support requirements identification

Initiative 1.2.3: Enhance the Department's ability to identify and track cyber requirements.

OPR: USD(P&R)

OCR: Components (Services & 4th Estate), USD(I&S)

Pillar Alignment: Identification, Development

Description: All filled and vacant civilian and military cyber billets across all components must be coded appropriately by way of the DCWF to enable workforce planning and talent management activities.

Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target	FY2026 Activity Target	FY2027 Activity Target
Code all civilian and military personnel (recognized cyberspace positions) in personnel and manpower systems	91% of civilian and military billets coded in manpower systems	Defined in action planning	Cybersecurity workforce element qualified	Information technology, enablers, effects and intel workforce elements qualified	90% within DoD 8140 Qualification Program requirements

Goal 1: Execute consistent capability assessment and analysis processes to stay ahead of force needs.

Objective 1.3: Utilize advanced analytic capabilities to increase the speed, accuracy and efficiency of capability and requirement reviews.

Initiative 1.3.1: Implement a DoD 8140 Qualification Program data maturity roadmap[22] to drive the DoD towards enterprise-wide cyber workforce analytics.

OPR: DoD CIO

OCR: USD(P&R), Components (Services & 4th Estate), USD(I&S)

Pillar Alignment: Identification

Description: The development of a DoD 8140 Qualification Program data maturity roadmap will enable the achievement of data-driven talent management of critical skillsets. This model will support the establishment of an enterprise-wide capability for cyber workforce analytics, to deliver data at the speed of relevance for recruitment, retention and development.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Implement a DoD 8140 Qualification Program data maturity roadmap	Baseline determined	Defined in action planning	DoD 8140 Qualification Program data maturity roadmap developed and implemented

Objective 1.3: Utilize advanced analytic capabilities to increase the speed, accuracy and efficiency of capability and requirement reviews.

Initiative 1.3.2: Integrate cyber workforce data requirements into enterprise-wide systems and taxonomies (e.g., DMDC Billet Master File, DMDC Active Duty Master, DCHRMS, GFM-DI) to enable authoritative sources to have current and streamlined data sources within analytical tools.

OPR: USD(P&R)

OCR: Joint Staff, DoD CIO, USD(I&S)

Pillar Alignment: Identification

Description: Effectively incorporating cyber workforce requirements into enterprise-wide taxonomies and systems will enable the use of data sources for analytic tools built, maintained and enhanced via Advana.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Integrate cyber workforce requirements into enterprise systems	Baseline determined	Defined in action planning	Cyber workforce requirements incorporated into enterprise systems

Goal 1: Execute consistent capability assessment and analysis processes to stay ahead of force needs.

Objective 1.3: Utilize advanced analytic capabilities to increase the speed, accuracy and efficiency of capability and requirement reviews.

Initiative 1.3.3: Automate cyber workforce reports through Advana and present data feeds and reporting into governance forums to inform decision-making and drive resource allocation.

OPR: DoD CIO

OCR: USD(I&S)

Pillar Alignment: Identification

Description: The ability to assess workforce metrics through readily available and accessible enterprise-wide automated dashboards, rather than manual data calls, is imperative to enable effective decision making.

Objective 1.4: Establish a repository of organizations with known capabilities to better identify partnership.

Initiative 1.4.1: Create partnerships (e.g., NCAE-C, senior military colleges, CISA, VA, Office of National Cyber Director) beyond DoD to increase identification of talent.

OPR: Cyber Community Managers (DoD CIO, PCA/ USCYBERCOM)

OCR: USD(I&S)

Pillar Alignment: Identification

Description: Many enterprise programs (e.g., scholarship, development-focused) are not tracked through authoritative systems, creating challenges in understanding existing talent pools. By creating a centralized repository of programs, the Department will be able to develop partnerships beyond DoD to identify talent pipelines in sources not typically leveraged.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Automate cyber workforce reports and utilize in governance forums	Baseline determined	Defined in action planning	Automated cyber workforce reports leveraged in governance forums

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Create repository focused on cyber organization capabilities	Baseline determined	Defined in action planning	Cyber focused capability repository developed and utilized

Goal 2: Establish an enterprise-wide talent management program to better align force capabilities with current and future requirements.

Objectives:

2.1 Develop and implement assessments to align talent with development programs and training pipelines for the roles best suited.

2.2 Develop enhanced guidance for talent acquisition to include previously untapped or under-represented sources of talent.

2.3 Manage as a unified functional community. Compel development, employment and resourcing decisions with a whole of community perspective.

2.4 Drive continuous development to foster capability advancement across all proficiency and experience levels.

2.5 Improve and expand new employee development programs as a part of talent management.

2.6 Include changing mission requirements in development pipelines to match talent management to mission.

2.7 Evaluate capability demonstration programs, including performance-based assessments to maximize reach and effectiveness.

Goal 2: Establish an enterprise-wide talent management program to better align force capabilities with current and future requirements.

Objective 2.1: Develop and implement assessments to align talent with development programs and training pipelines for the roles best suited.

Initiative 2.1.1: Establish and implement an enterprise-wide aptitude-based assessment[23] to identify the capabilities of future talent.

OPR: DoD CIO, USD(I&S)

OCR: PCA/USCYBERCOM, Components (Services & 4th Estate)

Pillar Alignment: Identification, Development

Description: By developing, validating and implementing an enterprise aptitude assessment, the DoD will be better able expand its pool of talent and fill critical cyber skill gaps.

Objective 2.2: Develop enhanced guidance for talent acquisition to include previously untapped or under-represented sources of talent.

Initiative 2.2.1: Develop specialized training to better understand available hiring authorities and know how to appropriately apply authorities.

OPR: Cyber Community Managers (DoD CIO, PCA/ USCYBERCOM), USD(P&R), USD(I&S)

OCR: Components (Services & 4th Estate)

Pillar Alignment: Recruitment

Description: Creating effective and interactive hiring authority resources (e.g., training, tools) for stakeholders (e.g., hiring managers, HR professionals) will enable appropriate utilization of authorities based on Component targets.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Develop, validate and implement an enterprise-wide aptitude assessment	Baseline determined	Defined in action planning	Enterprise-wide aptitude assessment implemented
Reduced attrition rate for training pathways for work roles	Baseline determined	Defined in action planning	3% decreased attrition rate from FY26

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Create and launch specialized stakeholder (e.g., hiring managers, HR professionals) training focused on hiring authorities	Baseline determined	Defined in action planning	Stakeholder (e.g., hiring managers, HR professionals) cyber hiring authority trainings developed and utilized

Goal 2: Establish an enterprise-wide talent management program to better align force capabilities with current and future requirements.

Objective 2.2: Develop enhanced guidance for talent acquisition to include previously untapped or under-represented sources of talent.

Initiative 2.2.2: Attract top DCWF-aligned transitioning military talent from Services to enter civilian service.

OPR: USD(P&R)

OCR: Components (Services & 4th Estate), PCA/ USCYBERCOM, CDAO, USD(I&S)

Pillar Alignment: Recruitment

Description: The Department has an opportunity to attract qualified military cyber talent after they separate from their respective Service. Attracting this talent pool allows to Department to leverage highly skilled personnel who benefit from rapid acclimation to the defense environment and cyber priorities.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Number of DCWF military/veteran talent hired into civilian roles	Baseline determined	Defined in action planning	Increased percentage hired from eligible talent pool from FY26

Objective 2.2: Develop enhanced guidance for talent acquisition to include previously untapped or under-represented sources of talent.

Initiative 2.2.3: Develop, publish, and implement a marketing strategy focused on effectively communicating DoD benefits and total compensation to the cyber workforce.

OPR: USD(P&R)

OCR: Cyber Community Managers (DoD CIO, PCA/ USCYBERCOM), USD(I&S)

Pillar Alignment: Recruitment

Description: The Department is more than mission and monetary gains. There are monetary and non-monetary benefits available to the cyber workforce not widely communicated. The Department needs to prioritize marketing and communication efforts to more effectively recruit and compete to attract qualified cyber talent.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Deployment of DoD cyber workforce marketing strategy	Baseline determined	Defined in action planning	DoD cyber workforce marketing strategy implemented

Goal 2: Establish an enterprise-wide talent management program to better align force capabilities with current and future requirements.

Objective 2.3: Manage as a unified functional community. Compel development, employment and resourcing decisions with a whole of community perspective.

Initiative 2.3.1: Implement and maintain the DoD 8140 Qualification Program to enhance overall readiness[24] of the workforce.

OPR: Cyber Community Managers (DoD CIO, PCA/ USCYBERCOM)

OCR: USD(I&S), USD(A&S)

Pillar Alignment: Development

Description: The DoDM 8140.03, Cyberspace Workforce Qualification & Management Program, establishes baseline qualification requirements for the DoD cyber workforce and encourages the responsible DoD Component to supplement the baseline standards with environment-specific requirements, based on certain technology and known threats. This program should be reviewed on a regular basis, and updated as needed, to maintain effectiveness and relevance for the cyber workforce.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Implement and update the DoD 8140 Qualification Program	Baseline determined	Defined in action planning	DoD 8140 Qualification Program fully implemented and regularly updated

Objective 2.4: Drive continuous development to foster capability advancement across all proficiency and experience levels.

Initiative 2.4.1: Develop methods and programs to advance DCWF professional development in accordance with the DoD 8140 Qualification Program.

OPR: Cyber Community Managers (DoD CIO, PCA/ USCYBERCOM)

OCR: Components (Services & 4th Estate), USD(I&S)

Pillar Alignment: Development

Description: It is important to provide cyber career development resources so that individuals can advance their skills while also being in alignment with the Department's standards (e.g., DoD 8140 Qualification Program Manual). These tools, methods and programs should be reviewed on a regular basis, and updated as needed, to maintain effectiveness and relevance for the cyber workforce.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Develop tools and programs to advance cyber professional development	Baseline determined	Defined in action planning	Cyber tools and programs developed and launched
Increased ability to measure proficiency	Baseline determined	Defined in action planning	Demonstration of 5% increase in personnel capability across work roles

Goal 2: Establish an enterprise-wide talent management program to better align force capabilities with current and future requirements.

Objective 2.4: Drive continuous development to foster capability advancement across all proficiency and experience levels.

Initiative 2.4.2: Establish enterprise-level cyber training standards and incorporate into course curriculum at Joint, Service-sponsored schools, and Joint Professional Military Education Schools.

OPR: Joint Staff

OCR: Cyber Community Managers (DoD CIO, PCA/ USCYBERCOM), Components (Services & 4th Estate), USD(I&S)

Pillar Alignment: Development

Description: Department-wide cyber training is critical to ensure the workforce is aware of cyber threats posed to all employees. Embedding content into curriculum with existing military school programs is a way to further advance the Department's messaging and better prepare students when they conclude studies at Joint, Service-sponsored and Joint Professional Military Education schools.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Incorporate enterprise level training standards at Joint, Service-sponsored schools and Joint professional military education schools	Baseline determined	Defined in action planning	Enterprise level training standards incorporated at Joint, Service-sponsored schools and Joint professional military education schools

Objective 2.5: Improve and expand new employee development programs as a part of talent management.

Initiative 2.5.1: Develop and launch a mentorship program dedicated to the development of the cyber workforce.

OPR: Cyber Community Managers (DoD CIO, PCA/ USCYBERCOM), USD(I&S)

OCR: Components (Services & 4th Estate)

Pillar Alignment: Development, Retention

Description: Creating a cyber-focused mentorship program for existing cyber talent is an opportunity to facilitate networking across the Department, while advancing development and retention priorities. Formal mentorship could allow for experienced cyber professionals to share professional advice and guidance to junior cyber talent.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Develop and launch cyber mentorship program	Baseline determined	Defined in action planning	Cyber mentor program created and utilized
Tenure of cyber mentorship participants against non-participants	Baseline determined	Defined in action planning	75% of participants remain with the Department after program completion

Goal 2: Establish an enterprise-wide talent management program to better align force capabilities with current and future requirements.

Objective 2.5: Improve and expand new employee development programs as a part of talent management.

Initiative 2.5.2: Leverage the DoD 8140 Qualification Program to develop defined career pathways and provide to entry level talent showing growth opportunities across the Department.

OPR: DoD CIO

OCR: USD(P&R), USD(I&S)

Pillar Alignment: Development

Description: To retain talent, it is important that employees are aware of growth opportunities available once they are hired into the Department. By incorporating elements from DoD 8140 Qualification Program into defined career pathways, employees will better understand how they can grow and advance within the Department.

Objective 2.6: Include changing mission requirements in development pipelines to match talent management to mission.

Initiative 2.6.1: Identify cyber-related training gaps and report through a standardized process regularly.

OPR: USD(P&R), Cyber Community Managers (DoD CIO, PCA/USCYBERCOM)

OCR: Components (Services & 4th Estate), USD(I&S), USD(A&S)

Pillar Alignment: Development

Description: Cyber training must evolve as mission requirements change. Anticipating changing skillsets and identifying training gaps is imperative to keep the workforce ahead of cyber threats across the Department.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Develop career pathways with DoD 8140 Qualification Program-focus	Baseline determined	Defined in action planning	Develop DoD 8140 Qualification program-specific career pathways

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Execute cyber training evaluations and conduct gap analysis	Baseline determined	Defined in action planning	Standard cyber training evaluations utilized, and gap analysis process standardized

Goal 2: Establish an enterprise-wide talent management program to better align force capabilities with current and future requirements.

Objective 2.6: Include changing mission requirements in development pipelines to match talent management to mission.

Initiative 2.6.2: Update cyber trainings based on changing mission requirements to maintain relevancy and ensure workforce is compliant.

OPR: Cyber Community Managers (DoD CIO, PCA/ USCYBERCOM), USD(I&S)

OCR: Components (Services & 4th Estate), USD(P&R)

Pillar Alignment: Development

Description: Updating training curriculum based on emerging workforce needs will enable the Department to strengthen individual, team, and organizational capabilities to improve overall workforce health.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Update cyber-related trainings	Baseline determined	Defined in action planning	Cyber-related trainings updated regularly
Post-training evaluations	Baseline determined	Defined in action planning	Regular cadence (e.g., annual) determined to evaluate trainings

Objective 2.6: Include changing mission requirements in development pipelines to match talent management to mission.

Initiative 2.6.3: Integrate cyber operations scenarios into Joint/Service training exercises.

OPR: Cyber Community Managers (DoD CIO, PCA/ USCYBERCOM)

OCR: Joint Staff, Components (Services & 4th Estate), Combatant Commands

Pillar Alignment: Development

Description: Continuous integration of evolving requirements into scenario-based training is needed to advance team effectiveness and further advance interoperability, while identifying lessons learned for real-world cyber defenses.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Integrate cyber operations scenarios into Joint/Service training exercises	Baseline determined	Defined in action planning	Cyber operations scenarios integrated into Joint/Service training exercises regularly (e.g., annually)
Frequency of updates	Baseline determined	Defined in action planning	Updates conducted annually

Goal 2: Establish an enterprise-wide talent management program to better align force capabilities with current and future requirements.

Objective 2.7: Evaluate capability demonstration programs, including performance-based assessments to maximize reach and effectiveness.

Initiative 2.7.1: Evaluate existing capability demonstration programs and update programs and tools to maintain relevancy as threat landscape evolves.

OPR: Army

OCR: Components (Services & 4th Estate)

Pillar Alignment: Development

Description: Periodic evaluation and updated of existing capability demonstration programs will ensure that programs are up-to-date and useful for the cyber workforce.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Update capability demonstration programs	Baseline determined	Defined in action planning	Capability demonstration programs updated on regular (e.g., annual) basis
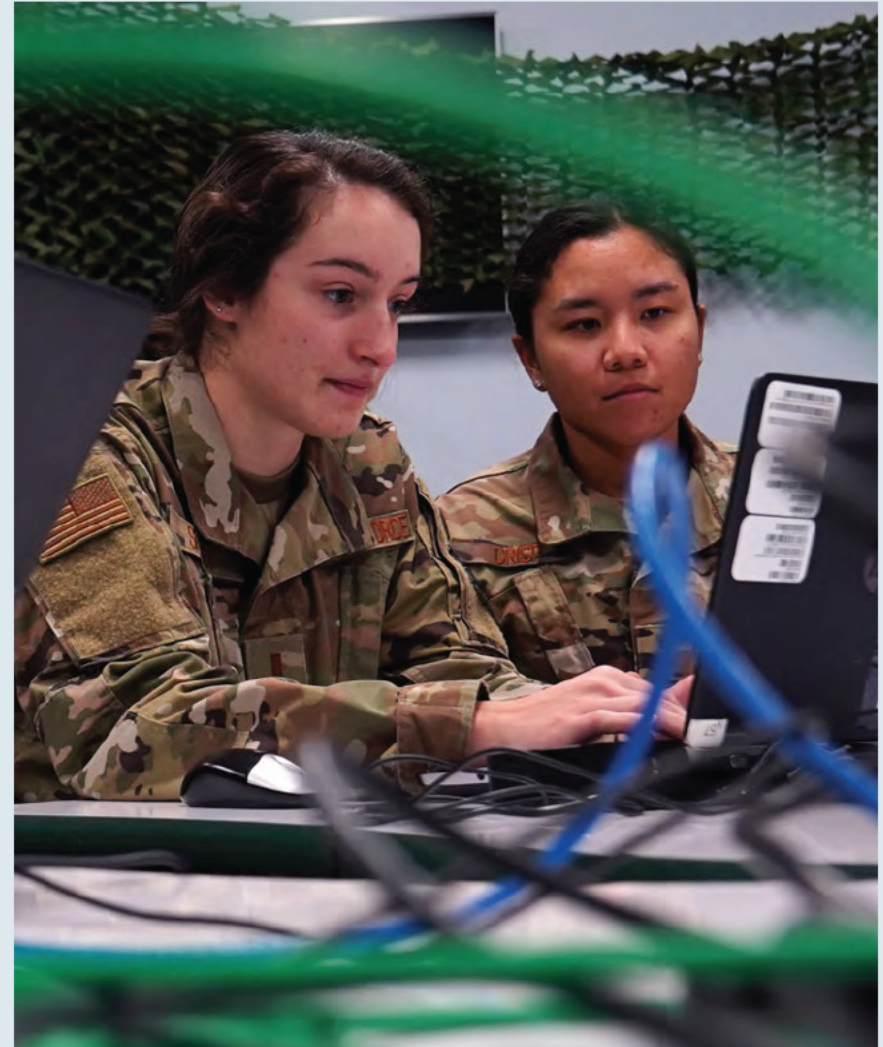
Goal 3: Facilitate a cultural shift to optimize Department-wide personnel management activities.

Objectives:

3.1 Establish a Cyber Workforce Development Fund to accelerate implementation activities and enable training throughout to match demand.

3.2 Champion remote work flexibilities and policies to expand opportunities across the cyber workforce.

3.3 Review the application of existing authorities to include and attract a broader pool of talent.

3.4 Apply security clearance requirements appropriately for cyber positions, billets and personnel to increase positional flexibility.

3.5 Establish a mechanism for part-time surge support based on emergent mission need.

3.6 Expand Cyber Excepted Service (CES) authorities to optimize program capabilities and increase attractiveness for talent.

Goal 3: Facilitate a cultural shift to optimize Department-wide personnel management activities.

Objective 3.1: Establish a Cyber Workforce Development Fund to accelerate implementation activities and enable training throughout to match demand.

Initiative 3.1.1: Gain authority to establish a dedicated fund for defense and cyber workforce development to enable more effective program management for professional development.

OPR: USD(P&R)

OCR: Cyber Community Managers (DoD CIO, PCA/USCYBERCOM), USD(C), USD(I&S)

Pillar Alignment: Development, Retention

Description: Aligning a dedicated funding source for cyber workforce development activities will enable the Department to better support and manage workforce development programs.

Objective 3.2: Champion remote work flexibilities and policies to expand opportunities across the cyber workforce.

Initiative 3.2.1: Identify unique telework[25] and remote work[26] challenges to the cyber workforce and identify mitigation strategies.

OPR: USD(P&R)

OCR: Components (Services & 4th Estate), DoD CIO

Pillar Alignment: Identification, Recruitment, Retention

Description: COVID-19 created a surge in telework and remote work across the government. Due to the nature of the work, cyber professionals experienced challenges in operating in a fully telework or remote work capacity. By investigating telework and remote work challenges unique to the cyber workforce, the Department can identify opportunities to increase flexible work arrangements, when possible, without compromising mission success.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Attainment of dedicated funding for cyber workforce professional development	Baseline determined	Defined in action planning	Dedicated cyber workforce professional development fund fully integrated into planning and execution activities

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Cyber workforce telework and remote work assessment	Baseline determined	Defined in action planning	Cyber workforce telework and remote work challenge mitigation strategies identified and implemented
Percentage of cyber workforce that is telework or remote work eligible	Baseline determined	Defined in action planning	1% increase from FY26

Goal 3: Facilitate a cultural shift to optimize Department-wide personnel management activities.

Objective 3.2: Champion remote work flexibilities and policies to expand opportunities across the cyber workforce.

Initiative 3.2.2: Establish supplementary training to empower supervisors to access resources to effectively manage the cyber workforce. Periodically evaluate telework and remote work delivery performance and adjust flexible work capabilities to better understand the impact to individual performance and support to critical activities.

OPR: USD(P&R)

OCR: Components (Services & 4th Estate)

Pillar Alignment: Development, Retention

Description: Providing additional training resources is an opportunity to enable managers to better understand how to effectively manage remote cyber teams. Periodic assessment of telework and remote work delivery performance will also help the Department understand if remote and hybrid work is benefiting employees from a health and wellness perspective and enabling the workforce to meet or exceed mission delivery.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Create supplementary telework and remote work trainings and tools	Baseline determined	Defined in action planning	Supplementary telework and remote work training and tools developed and utilized

Objective 3.3: Review the application of existing authorities to include and attract a broader pool of talent.

Initiative 3.3.1: Evaluate knowledge and use of types of appointments (e.g., hiring authorities), identify gaps, and update authorities and usage, as needed to attract a broader talent pool.

OPR: USD(P&R)

OCR: Cyber Community Managers (DoD CIO, PCA/ USCYBERCOM)

Pillar Alignment: Identification, Recruitment

Description: Assessing the current usage of hiring authorities (e.g., Cyber Excepted Service, Direct Hiring Authorities) will help the Department prioritize future utilization. This evaluation will shape areas for refinement or opportunities to increase usage of types of appointments (e.g., hiring authorities) to attract qualified cyber talent through non-traditional or under-utilized pathways.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Analyze use of types of appointments (e.g., hiring authorities) and determine priority usage	Baseline determined	Defined in action planning	Existing hiring authority usage identified and priorities set for usage
Assess the utilization of Targeted Local Market Supplement (TLMS) in comparison to local market supplements	Baseline determined	Defined in action planning	Increase retention rates for TLMS positions

Goal 3: Facilitate a cultural shift to optimize Department-wide personnel management activities.

Objective 3.4: Apply security clearance requirements appropriately for cyber positions, billets and personnel to increase position flexibility.

Initiative 3.4.1: Identify security risks and mitigate through reasonable methods (e.g., interim clearances) to allow for new talent to onboard sooner.

OPR: USD(I&S)

OCR: DoD CIO, Components (Services & 4th Estate)

Pillar Alignment: Recruitment

Description: Attaining qualified and cleared cyber talent is a challenge Department-wide. Exploring and piloting mitigation strategies (e.g., interim clearances, begin clearance process through student development programs), will enable the Department to identify and support activities to bring talent onboard at a faster pace by leveraging under-utilized solutions.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Mitigate security risks for onboarding new talent	Baseline determined	Defined in action planning	Security risks identified and mitigated to onboard new talent

Objective 3.5: Establish a mechanism for part-time surge support based on emergent mission need.

Initiative 3.5.1: Identify critical support areas that could operate with part-time and surge support and integrate Reserve and National Guard Units based on mission needs.

OPR: Services

OCR: Reserve and National Guard Commands, CDAO

Pillar Alignment: Identification, Recruitment

Description: The Department would benefit from identifying critical cyber work that could be executed in a surge or part-time capacity. Utilizing Reserve and National Guard units for critical needs could be an opportunity to stay ahead of emerging cyber threats to the Department.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Establish part time surge support capability specific to Reserve and National Guard usage	Baseline determined	Defined in action planning	Part time surge support capability established and utilized

Goal 3: Facilitate a cultural shift to optimize Department-wide personnel management activities.

Objective 3.6: Expand Cyber Excepted Service (CES) authorities to optimize program capabilities and increase attractiveness for talent.

Initiative 3.6.1: Enhance CES incentives and pay flexibilities for civilian cyber professionals.

OPR: DoD CIO

OCR: USD(P&R), PCA/USCYBERCOM, CDAO

Pillar Alignment: Recruitment

Description: By enhancing CES pay flexibilities and incentives for civilian cyber professionals beyond existing levels, the Department will be more competitive in addressing recruitment and retention difficulties and attracting qualified talent.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Enhance CES incentives and pay flexibilities for civilian cyber professionals	Baseline determined	Defined in action planning	Utilize identified incentives and flexibilities

Objective 3.6: Expand Cyber Excepted Service (CES) authorities to optimize program capabilities and increase attractiveness for talent.

Initiative 3.6.2: Optimize HR service delivery by standardizing CES core processes across the enterprise.

OPR: DoD CIO

OCR: USD(P&R), PCA/USCYBERCOM, CDAO

Pillar Alignment: Identification, Recruitment, Development

Description: Identify and prioritize the devlopment of shared products and standardized tools that enable simple and seamless processes to enahnce customer experiences, increase transparency and reduce customer burden.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Optimize HR service delivery by standardizing CES core processes across the enterprise	Baseline determined	Defined in action planning	Interchange Agreement
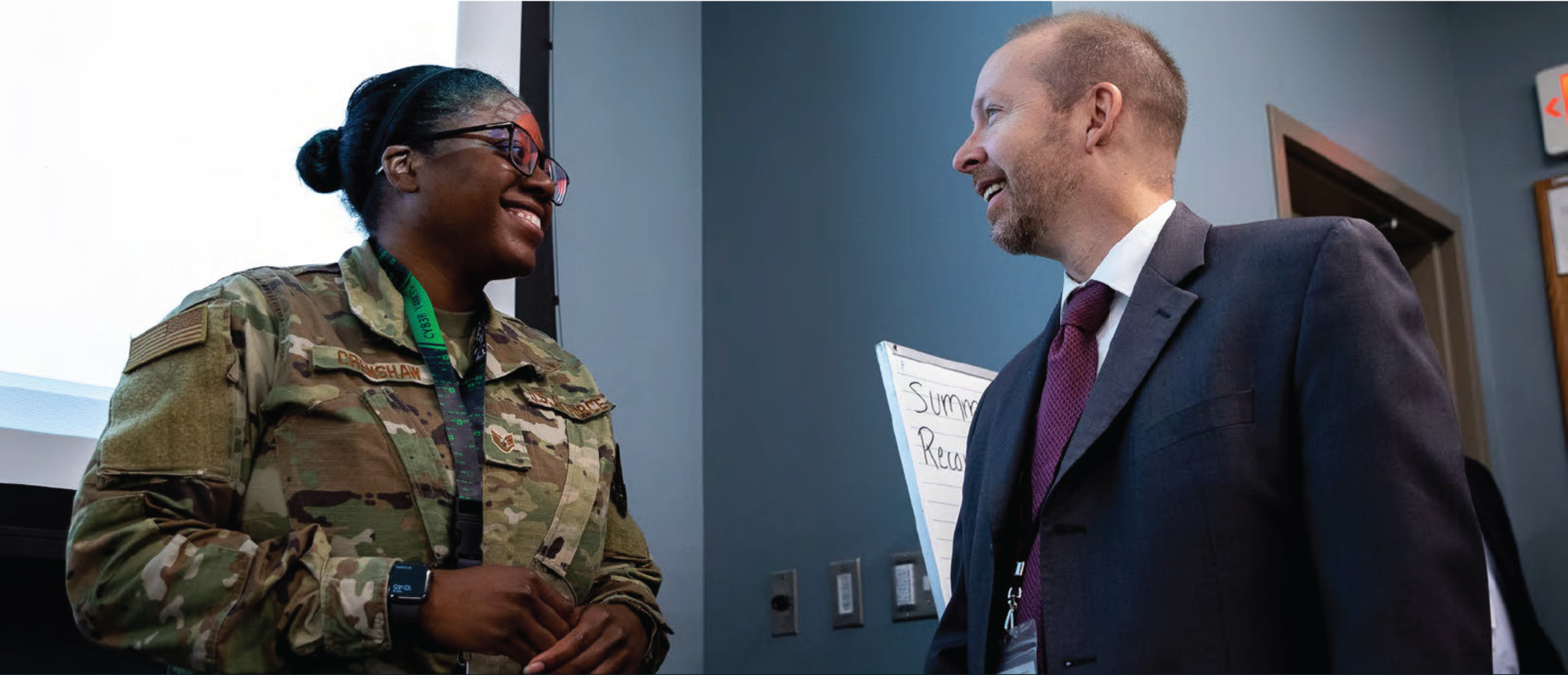
Goal 4: Foster collaboration and partnerships to enhance capability development, operational effectiveness and career broadening experiences.

Objectives:

4.1 Pilot an apprenticeship program to develop dedicated employment exchanges with the private sector.

4.2 Leverage talent exchanges to attract experienced talent and provide career broadening opportunities for existing cyber workforce members.

4.3 Enhance collaboration with academia to cultivate a talent pipeline and support important areas of research.

4.4 Strengthen partnerships with federal agencies, specifically partnerships focused on career broadening opportunities, cross-training and information sharing.

4.5 Leverage partnerships with allies and partner nations to strengthen force development capabilities and interoperability.

Goal 4: Foster collaboration and partnerships to enhance capability development, operational effectiveness and career broadening experiences.

Objective 4.1: Pilot an apprenticeship program to develop dedicated employment partnerships with the private sector.

Initiative 4.1.1: Encourage contractors to increase use of apprenticeship programs to recruit and place qualified cyber professionals.

OPR: DoD CIO, USD(A&S)

OCR: Components (Services & 4th Estate), USD(P&R)

Pillar Alignment: Recruitment

Description: The use of apprenticeship programs provides an effective mechanism to expand the talent pool, acquire talent ▉ ▉▉▉▉▉▉▉▉▉ by allowing applicants to enter the workforce through a nontraditional pathway. The benefits of utilizing a cybersecurity apprenticeship program should be communicated to contractors supporting the Department as a means to attract quality talent.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Prioritize apprenticeship program usage in cyber hiring initiatives	Baseline determined	Defined in action planning	Apprenticeship programs utilized to onboard new talent

Objective 4.2: Leverage talent exchanges to attract experienced talent and provide career broadening opportunities for existing cyber workforce members.

Initiative 4.2.1: Increase the utilization of talent exchanges with private industry and the usage of rotational and detail opportunities to effectively cross-train and grow talent across the Department.

OPR: USD(P&R), DoD CIO

OCR: Components (Services & 4th Estate), CDAO

Pillar Alignment: Recruitment, Development, Retention

Description: Talent exchanges and rotations provide a unique opportunity for DoD civilian cyber employees to learn from other components or private sector organizations. However, exchange and rotation programs are often under-utilized, and steps should therefore be taken to expand their use to create positive impacts and the individual and organizational level.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Increase utilization of talent exchanges	Baseline determined	Defined in action planning	1% increase in program participation from FY26
Increase utilization of rotation programs	Baseline determined	Defined in action planning	1% increase in program participation from FY26

Objective 4.2: Leverage talent exchanges to attract experienced talent and provide career broadening opportunities for existing cyber workforce members.

Initiative 4.2.2: Establish a Joint Duty Assignment (JDA) type program to allow for civilian part-time surge support across the Department based on prioritized cyber needs.

OPR: USD(A&S)

OCR: USD(P&R), Joint Staff, Services

Pillar Alignment: Identification, Development

Description: As needs across the cyber landscape continuously evolve, the Department must utilize mechanisms that allows for greater flexibility in the deployment of talent to address challenges. Establishing a program allowing for part-time civilian surge support will provide the Department with the agility needed to combat threats more efficiently.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Establish civilian part-time surge support capability	Baseline determined	Defined in action planning	Part-time civilian surge support capability established

Objective 4.3: Enhance collaboration with academia to cultivate a talent pipeline and support important areas of research.

Initiative 4.3.1: Establish a centralized program office to manage cyber-focused student and employee developmental programs across the Department.

OPR: Cyber Community Managers (DoD CIO, PCA/USCYBERCOM)

OCR: USD(P&R), USD(R&E), CDAO

Pillar Alignment: Recruitment, Development, Retention

Description: Various cyber-related student and employee developmental programs are administered independently across the Department. Creating a centralized program office to consolidate and / or manage similar programs will create efficiencies and enhance program effectiveness.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Create and launch a centralized program office	Baseline determined	Defined in action planning	Centralized program office established and fully operational

Goal 4: Foster collaboration and partnerships to enhance capability development, operational effectiveness and career broadening experiences.

Objective 4.3: Enhance collaboration with academia to cultivate a talent pipeline and support important areas of research.

Initiative 4.3.2: Ensure National Centers for Academic Excellence in Cybersecurity (NCAE-C) curriculum aligns with Department-wide cyber standards.

OPR: NSA

OCR: Components (Services and 4th Estate), Cyber Community Managers (DoD CIO, PCA/USCYBERCOM), USD(R&E)

Pillar Alignment: Identification, Recruitment

Description: By aligning Department-wide cyber standards into the curriculum at NCAE-C programs, individuals enrolled in those programs will be better prepared to apply relevant concepts on the job.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Incorporate Department-wide cyber standards into NCAE-C curriculum	Baseline determined	Defined in action planning	Department-wide standards implemented into NCAE-C curriculum

Objective 4.3: Enhance collaboration with academia to cultivate a talent pipeline and support important areas of research.

Initiative 4.3.3: Increase Return on Investment of scholarship programs and effectively track participation to customize recruitment and outreach efforts.

OPR: Cyber Community Managers (DoD CIO, PCA/ USCYBERCOM)

OCR: Components (Services & 4th Estate), USD(P&R), CDAO

Pillar Alignment: Identification, Recruitment, Retention

Description: Actively tracking participants in cyber-related scholarship programs and capturing program metrics is vital to understanding the value of programs. Information can also aid in customizing recruitment and outreach efforts to target in-demand talent.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Identify relevant metrics and actively track students and report findings	Baseline determined	Defined in action planning	Metrics identified, actively tracked through authoritative systems, and findings used to inform program enhancements

Objective 4.4: Strengthen partnerships with federal agencies, specifically partnerships focused on career broadening opportunities, cross-training and information sharing.

Initiative 4.4.1: Establish formalized partnerships and agreements across federal agencies to utilize cyber workforce development programs.

OPR: DoD CIO

OCR: PCA/USCYBERCOM, USD(A&S)

Pillar Alignment: Development, Retention

Description: The Department would benefit from utilizing existing partnerships (e.g., interagency working groups) to identify and create additional partnerships and agreements for cyber workforce developmental opportunities across the federal government.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Utilize cyber workforce development programs across federal agencies	Baseline determined	Defined in action planning	Expand cyber workforce development program eligibility to agencies outside the Department

Objective 4.4: Strengthen partnerships with federal agencies, specifically partnerships focused on career broadening opportunities, cross-training and information sharing.

Initiative 4.4.2: Increase Congressional awareness of cyber workforce priorities.

OPR: Cyber Community Managers (DoD CIO, PCA/USCYBERCOM)

OCR: Components (4th Estate and Services), USD(A&S)

Pillar Alignment: Identification, Recruitment, Development, Retention

Description: Creating a regular information sharing forum with Congressional members to share cyber workforce priorities is an opportunity to increase transparency around challenges the Department faces.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Share cyber workforce priorities with Congress	Baseline determined	Defined in action planning	Regular information sharing forum established and used to share cyber workforce priorities with Congress

Goal 4: Foster collaboration and partnerships to enhance capability development, operational effectiveness and career broadening experiences.

Objective 4.5: Leverage partnerships with allies and partner nations to strengthen force development capabilities and interoperability.

Initiative 4.5.1: Increase exercises with international partners and identify opportunities to expand focus areas.

OPR: USD(P)

OCR: Components (Services & 4th Estate), Joint Staff, Cyber Community Managers (DoD CIO, PCA/USCYBERCOM), USD(A&S)

Pillar Alignment: Development

Description: Increasing exercises with international partners is an opportunity to ensure relevant exercises are up-to-date and allows for the opportunity to identify potential areas of expansion to stay ahead of force needs.

Initiative Activities and Milestones	FY2023 Baseline	FY24 - FY26 Activity Target	FY2027 Activity Target
Identify exercise focus areas to expand	Baseline determined	Defined in action planning	Exercise focus areas identified for expansion
Increase exercises with international partners	Baseline determined	Defined in action planning	Five (5) exercises with international partners

Way-Ahead: Action Planning

While this Implementation Plan sets out the plan to achieve the priorities set by the CWF Strategy, the real work to achieve that success will occur during action planning.

Within 90 days of the publication of the Implementation Plan, OPRs and OCRs must provide their action plans to DoD CIO for review and approval. OPRs and OCRs can reference the "Initiative and Pillar Crosswalk" (Appendix A) to identify the pillars assigned initiatives directly impact. Organizations can reference the "Action Planning Template" (Appendix B) during action planning sessions to ensure that plans examine and monitor similar criteria across efforts.

DoD CIO will meet with OPRs and OCRs on a regular basis (e.g., monthly, bi-monthly) to discuss action planning progress, identify dependencies and prepare for reporting requirements. Select OPRs and OCRs will then provide their progress on a quarterly basis to the CWMB based on a predefined schedule.

Refer to the 2023-2027 CWF Strategy Action Planning Table below for sequencing and timeframes associated with action planning activities:

Action	Roles and Responsibilities	Timeframe[27]
Identify delegated offices within OPRs/OCRs	OPR/OCRs	30 days
Action Planning groups established	OPRs/OCRs	60 days
Action Planning groups establish recurring forum to discuss progress	OPRs/OCRs	60 – 75 days
Submit initial action plans to DoD CIO for review	OPRs/OCRs	90 days
Kick-off Implementation Plan Progress Working Groups	DoD CIO	120 days
Provide updates and decision points to CWMB	OPRs/OCRs	270 days
Continuous reporting cycle	OPRs/OCRs	Quarterly

Closing Summary

The Implementation Plan was designed to ensure the goals and objectives of the CWF Strategy are achieved. It helps frame specific initiatives that will assist the Department support the four human capital pillars and management and empowerment of a more   effective cyber workforce. The CWMB Secretariat will provide oversight to organizations responsible for developing, executing and reporting activities and progress through action planning sessions. Together, the Department will achieve our common goals in support of the DoD cyber workforce and make our vision a reality through development of a cyber workforce that is the most capable and dominant force in the world.

Appendix A: Initiative & Pillar Crosswalk

The following table lists out each initiative included within the Implementation Plan and its alignment and impact on the human capital pillars.

Human Capital Pillars				Initiatives	
Identification	Recruitment	Development	Retention	Initiative Number	Initiative Description
X	X	X	X	1.1.1	Conduct and continuously improve reviews of cyber requirements and capabilities to support the four pillars of the DoD CWF Strategy (e.g., Identification, Recruitment, Development, and Retention).
X				1.2.1	Utilize standardized processes to identify workforce requirements based on newly developed work roles.
X	X	X		1.2.2	Develop training tools and resources for the application of work roles.
X		X		1.2.3	Enhance the Department's ability to identify and track cyber requirements.
X				1.3.1	Implement a DoD 8140 Qualification Program data maturity roadmap to drive the DoD towards enterprise-wide cyber workforce qualification analytics.
X				1.3.2	Integrate cyber workforce data requirements into enterprise-wide systems and taxonomies (e.g., DMDC Billet Master File, DMDC Active Duty Master, DCHRMS, GFM-DI) to enable authoritative sources to have current and streamlined data sources within analytical tools.

Human Capital Pillars				Initiatives	
Identification	Recruitment	Development	Retention	Initiative Number	Initiative Description
X				1.3.3	Automate cyber workforce reports through Advana and present data feeds and reporting into governance forums to inform decision-making and drive resource allocation.
X				1.4.1	Create partnerships (e.g., CAEs, senior military colleges, CISA, VA, Office of National Cyber Director) beyond DoD to increase identification of talent.
X				2.1.1	Establish and implement an enterprise-wide aptitude-based assessment to identify the capabilities of future talent.
	X			2.2.1	Develop specialized training to better understand available hiring authorities and know how to appropriately apply authorities.
	X			2.2.2	Attract top DCWF transitioning military talent from Services to enter civilian service.
	X			2.2.3	Develop, publish, and implement a marketing strategy focused on effectively communicating DoD benefits and total compensation to the cyber workforce.
		X		2.3.1	Implement and maintain the DoD 8140 Qualification Program to enhance overall readiness of the workforce.
		X		2.4.1	Develop methods and programs to advance DCWF professional development in accordance with the DoD 8140 Qualification Program.

Human Capital Pillars				Initiatives	
Identification	Recruitment	Development	Retention	Initiative Number	Initiative Description
		X		2.4.2	Establish an enterprise-level cyber training standards and incorporate into course curriculum at Joint, Service-sponsored schools, and Joint Professional Military Education Schools.
		X	X	2.5.1	Develop and launch a mentorship program dedicated to the development of the cyber workforce.
		X		2.5.2	Leverage the DoD 8140 Qualification Program to develop defined career pathways and provide to entry level talent to show growth opportunities across the Department.
		X		2.6.1	Identify cyber-related training gaps and report through a standardized reporting process.
		X		2.6.2	Update cyber trainings based on changing mission requirements to maintain relevancy and ensure workforce is compliant.
		X		2.6.3	Integrate cyber operations scenarios into Joint/Service training exercises.
		X		2.7.1	Evaluate existing capability demonstration programs and update programs and tools to maintain relevancy as threat landscape evolves.
		X	X	3.1.1	Gain authority to establish a dedicated fund for defense and cyber workforce development to enable more effective program management for professional development.

Human Capital Pillars				Initiatives	
Identification	Recruitment	Development	Retention	Initiative Number	Initiative Description
X	X		X	3.2.1	Identify unique telework challenges to the cyber workforce and identify mitigation strategies.
		X	X	3.2.2	Establish supplementary training to empower supervisors to access resources to effectively manage the cyber workforce. Periodically evaluate telework delivery performance and adjust flexible work capabilities to better understand the impact to individual performance and support to critical activities.
X	X			3.3.1	Evaluate knowledge and use of types of appointments (e.g., hiring authorities), identify gaps, and update authorities and usage, as needed to attract a broader talent pool.
	X			3.4.1	Identify security risks and mitigate through reasonable methods (e.g., interim clearances) to allow for new talent to onboard sooner.
X	X			3.5.1	Identify critical support areas that could operate with part-time and surge support, and integrate Reserve and National Guard Units based on mission needs.
	X			3.6.1	Enhance CES incentives and pay flexibilities for civilian cyber professionals.
X	X			3.6.2	Optimize HR service delivery by standardizing CES core processes across the enterprise.
	X			4.1.1	Encourage contractors to increase use of apprenticeship programs to recruit and place qualified cyber professionals.

Human Capital Pillars				Initiatives	
Identification	Recruitment	Development	Retention	Initiative Number	Initiative Description
	X	X	X	4.2.1	Increase the utilization of talent exchanges with private industry and the usage of rotational and detail opportunities to effectively cross-train and grow talent across the Department.
X		X		4.2.2	Establish a Joint Duty Assignment (JDA) type program to allow for civilian part-time surge support across the department based on prioritized cyber needs.
	X	X	X	4.3.1	Establish a centralized program office to manage cyber-focused student and employee developmental programs across the Department.
X	X			4.3.2	Ensure National Centers for Academic Excellence in Cybersecurity (NCAE-C) curriculum aligns with Department-wide cyber standards.
X	X		X	4.3.3	Increase Return on Investment of scholarship programs and effectively track participation to customize recruitment and outreach efforts.
		X	X	4.4.1	Establish formalized partnerships and agreements across federal agencies to utilize cyber workforce development programs.
X	X	X	X	4.4.2	Increase Congressional awareness of cyber workforce priorities.
		X		4.5.1	Increase exercises with international partners and identify opportunities to expand focus areas.

Appendix B: Action Planning Template

Action Planning groups will vary based on each initiative. OPRs and OCRs will determine the best way to execute action planning based on initiative complexity, dependencies, and program management preferences. The Action Planning Considerations Worksheet can be used as a template to aid OPRs and OCRs in planning and execution efforts[28] but is not required (see Figure 6).

ACTION PLANNING CONSIDERATIONS WORKSHEET			
Initiative Title: *Refer to 2023-2027 CWF Strategy Implementation Plan*			
Strategic Initiative Description: *Refer to 2023-2027 CWF Strategy Implementation Plan*			
Project Goal and **Justification** *(Why is this project a priority?)*:	**Strategic Initiative Actions**: *(What must be done?)*	**Timeframe**: *(For implementation of each action)*	**Who** is **responsible** to certify the goal is achieved?
	1.	1.	
	2.	2.	
	3.	3.	**Who else** needs to be **involved?**
	4.	4.	
	5.	5.	
What has already **been done** or **needs to be completed** that impacts the initiative?	**What information Is needed?** (*INPUTS*)	**What resources are needed?** *(Staff, Systems)*	**What obstacles might interfere?**
What will success look like? (*OUTPUTS and OUTCOMES*)			
How will the initiative be measured (*milestones, performance measures, key performance indicators***)?**			

Figure 6: Action Planning Considerations Worksheet

Appendix C: Acronyms

Acronym Glossary	
CDAO	Chief Digital and Artificial Intelligence Office
CES	Cyber Excepted Service
CIO	Chief Information Officer
CISA	Cybersecurity and Infrastructure Security Agency
CITEP	Cyber and Information Technology Exchange Program
COVID-19	Coronavirus disease 2019
CWMB	Cyber Workforce Management Board
CWRP	Cyber Workforce Rotational Program
DCHRMS	Defense Civilian Human Resource Management System
DCWF	DoD Cyber Workforce Framework
███	████████████████████
DMDC	Defense Manpower Data Center
DoD	Department of Defense
GFM-DI	Global Force Management Data Initiative
HR	Human Resources
JDA	Joint Duty Assignment
KPI	Key Performance Indicator
NCAE-C	National Centers for Academic Excellence in Cybersecurity
NSA	National Security Agency
OCR	Office of Coordinating Responsibility
OPM	Office of Personnel Management
OPR	Office of Primary Responsibility

Acronym Glossary	
OSD	Office of the Secretary of Defense
PCA	Principal Cyber Advisor, Under Secretary of Defense for Policy
TBD	To Be Determined
TLMS	Targeted Local Market Supplement
TTH	Time to Hire
USCYBERCOM	United States Cyber Command
USD(A&S)	Under Secretary of Defense for Acquisition and Sustainment
USD(C)	Under Secretary of Defense for Comptroller
USD(I&S)	Under Secretary of Defense for Intelligence and Security
USD(P)	Under Secretary of Defense for Policy
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USD(R&E)	Under Secretary of Defense for Research and Engineering
VA	Veteran Affairs

Footnotes

1. As defined in the 2023-2027 DoD Cyber Workforce Strategy. The cyber workforce also includes personnel who support operational technology and weapons systems.

2. https://dodcio.defense.gov/Portals/0/ Documents/Library/CWF-Strategy.pdf

3. Office of the Secretary of Defense, '2022 National Defense Strategy, Nuclear Posture Review, and Missile Defense Review', 2022, https://media. defense.gov/2022/Oct/27/2003103845/- 1/-1/1/2022-NATIONAL-DEFENSE- STRATEGY-NPR-MDR.PDF.

4. Deputy Assistant Secretary for Civilian Personnel Policy, 'Fiscal Year 2022 – Fiscal Year 2026 Department of Defense Civilian Human Capital Operating Plan June 2022', 2022, https://www.dcpas.osd. mil/sites/default/files/DoD%20HCOP%20 FY22-26_3%20June%2022%20 %28003%29.pdf.

5. Regional and functional commands may be included from higher-level organizations as a part of action planning processes.

6. To the extent that data is unavailable or inappropriate for NIPRnet-based reporting, DoD CIO will work with the respective OPR(s) to determine the appropriate course of action for reporting that both fulfills the goal of data-driven reporting and oversight while protecting information appropriately.

7. The CWMB is a Senior Executive Service/General Officer/Flag Officer level decision body tri-chaired by designated representatives from the DoD CIO, Under Secretary of Defense for Personnel and Readiness (USD(P&R)), and the Principal Cyber Advisor (PCA).

9. Per DoD Instruction 8140.02, recognized cyberspace occupations include the civilian occupation series and military specialties that are designated as expected cyber and require DCWF primary work role code or documented justification for use of the "000" code, https://www.esd.whs. mil/Portals/54/Documents/DD/issuances/ dodi/814002p.PDF?ver=XEalhBYPP_ Ib2wnHOnA7xw%3D%3D.

10. FY2023 Baseline and FY24-FY27 Activity Targets represent data at the end of Quarter 4.

11. Civilian cyber workforce civilian vacancy rates will be measured using the cyber-coded authorized billets as the denominator. The cyber-coded personnel will be the numerator.

12. Military cyber workforce vacancy rates will be measured using the cyber-coded authorized billets as the denominator. Personnel occupying a billet identified by a unique billet identifier which is associated with a cyber-coded billet will be the numerator.

13. Coding of personnel is a continuous effort and should be maintained as new billets become vacant.

14. As defined in DoD Manual 8140.03, https:// dodcio.defense.gov/Portals/0/Documents/ Library/DoDM-8140-03.pdf

15. Personnel are considered qualified after achieving both the foundational and resident qualification requirements as outlined in DoD Manual 8140.03.

16. For civilian personnel, the number of

involuntary (e.g., terminations, reduction in force) or voluntary (e.g., retirement, resignations) employee separations of the fiscal year divided by the average number of employees, multiplied by 100. For military personnel, attrition refers to new enlisted recruits that do not complete their contract.

17. Refers to work roles that OPRs or OCRs have deemed important for additional focus through action planning efforts. This could include work roles that receive the Targeted Local Market Supplement, or work roles that have high vacancy or attrition rates.

18. The term Cyber Community Managers is used within this document to signify DoD CIO and PCA/USCYBERCOM as having significant responsibility for the aligned activities. Selected work roles under USD(I&S) are the responsibility of the USD(I&S) under statue, Executive Order and Charter. For such work roles, USD(I&S) will be included. Per DoDD 5143.01 USD(I&S) will coordinate with partner organizations as appropriate.

19. DoD organizations, other than the military services, that have DOD manpower resources. Organizations include the Office of the Secretary of Defense,

the Joint Staff, the defense agencies, DoD field activities and the Combatant Commands.

20. Through action planning, projected completion dates may adjust.

21. Total force includes civilian, civilian appropriated and non-appropriated funded personnel (direct and indirect hires), military, contractor and foreign national hires.

22. A data maturity roadmap defines the activities, actors, and timelines needed across the Department to fully implement the policy-defined requirements of the DoD 8140 program, from a people, process, and tool/technology perspective. This roadmap will chart out the approach that the Department - consisting of both OSD and the Services - will take to realize the benefits of data-driven oversight and program evaluation brought about by the implementation of DoD 8140.

23. Aptitude assessments reveal an individual's capacity for future performance by measuring intellectual, spatial, mechanical, and / or perceptual abilities, rather than evaluating acquired domain-specific knowledge and skills.

24. The qualification baseline that all

cyberspace workforce members will attain, according to their assigned work role. Readiness and standardization definition, DoDM 8140.03, February 15, 2023.

25. Telework refers to arrangements where the employee is expected to report to work both at an agency worksite and alternative worksite on a regular and recurring basis each pay period.

26. Remote work does not involve an expectation that the employee regularly reports to the agency worksite each pay period.

27. Represents timeframe post 2023 – 2027 CWF Strategy Implementation Plan publication date.

28. As part of action planning, to better understand a specific KPI, it may be beneficial to separate Title 5 and Title 10/ CES in planning considerations.