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DoD Cyber Workforce (CWF) Strategy and DoD 8140 Program Alignment

Driving Human Capital Outcomes

DoD CWF Strategy Background

The Department of Defense (DoD) Cyberspace Workforce Strategy (DCWS) was originally published in December 2013 as overarching enterprise guidance for the cyberspace workforce. The DCWS initiated cyber workforce management tenets, advocated for the expansion of hiring and retention authorities, and introduced cyber-threat awareness for all DoD personnel. This strategy also launched the effort for creation of the DoD Cyber Workforce Framework (DCWF). Notably, the first focal area of the DCWS stated:

“Establish a cohesive set of DoD-wide cyberspace workforce management issuances. A single set of DoD policies and directives will be established, reconciled with existing Information Technology/Information Assurance (IT/IA), Intelligence and Operations policies and directives, for building a qualified and adaptable cyberspace workforce. This is a key strategic point required to set the cyberspace workforce standards and guide the Department; by identifying cyberspace work roles, the required qualifications, and parameters for managing the workforce.”

To build a qualified workforce across the full spectrum of cyber mission capabilities, a comprehensive approach is required for workforce management. The scope and pace of malicious cyber activity continues to accelerate with new threats and attacks to the Nation’s infrastructure emerging daily. The DoD must advance the cyber workforce to meet the challenges posed by adversaries and other malicious actors while becoming the employer of choice amongst cyber professionals. *The new DoD 8140 Cyber Workforce Qualification Program (CWQP) is designed to grow skill sets to be successful in evolving cyber environments.*



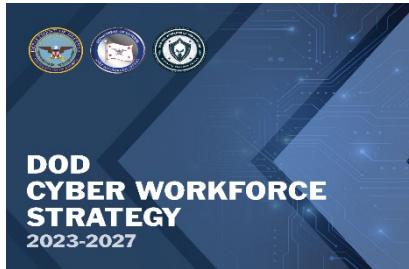
The DoD 8140 CWQP is also a key enabler of the 2023–2027 DoD Cyber Workforce Strategy (CWF Strategy) released in March 2023 by the Office of the Department of Defense Chief Information Officer (DoD CIO), in collaboration with other Office of the Secretary of Defense (OSD) Component heads, the Joint Staff, United States Cyber Command (USCYBERCOM) and the military Services. The CWF Strategy builds upon cyber workforce management efforts developed over the past 20 years, while moving forward with specific actionable and measurable outcomes.





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DoD CWF Strategy Overview



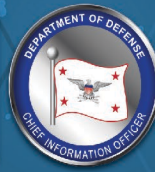
This strategy sets the foundation for how the DoD will foster a cyber workforce capable of executing the Department’s complex and varied cyber mission and provides a unifying direction for workforce management activities. DoD CIO released the CWF Strategy Implementation Plan in August 2023 to carry out actions and initiatives to achieve the strategic goals that build and strengthen the Nation’s most valuable cyber asset: our highly skilled, diverse workforce.

The CWF Strategy outlines four overarching goals supported by 22 objectives and 38 initiatives that specify activities, targets, milestones, and key performance indicators (KPIs) to measure progress and evaluate the effectiveness of each objective. Four human capital pillars provide the CWF Strategy’s foundation. Data-driven metrics are utilized to assess current status of the pillars, as well as forecast future trends, for talent management.

- GOAL 1: IDENTIFY REQUIREMENTS** to stay ahead of force needs.
Execute consistent capability assessment and analysis processes.
- GOAL 2: DEVELOP PEOPLE & CAPABILITIES** to address current and future requirements. Establish an enterprise-wide talent management program to better align force capabilities with requirements.
- GOAL 3: FACILITATE A CULTURAL SHIFT** to optimize human capital management activities and decisions based on data-driven metrics.
- GOAL 4: FOSTER PARTNERSHIPS & COLLABORATION** for development of capabilities, operational effectiveness, and career broadening experiences.



Successful execution of the CWF Strategy and achieving these goals will enable the DoD to close workforce development gaps, apply resources for workforce initiatives, stay at the forefront of technological advances, securely and rapidly deliver resilient systems, and assess workforce readiness using data analytics.



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The DoD 8140 Program is a key instrument that facilitates strategy execution by leveraging cyber work role identification, development, qualification, and talent management. Implementation of the DoD 8140 Program and the CWF Strategy aligns through the objectives and the human capital pillars. For example, coding cyber positions with accurate work roles enables identification of workforce skills gaps with focus on recruitment/retention of high demand/low inventory work role skills. The CWF Strategy highlights actions for human capital strategic planning informed by cyber workforce analytics garnered from DoD 8140 requirements.

ACTIONS FOR BUILDING CYBER WORKFORCE

- IDENTIFICATION:** Determine workforce requirements through accurate work role coding of positions.
- RECRUITMENT:** Identify and attract talent with skills needed for missions by leveraging all Federal and DoD processes and HR authorities.
- DEVELOPMENT:** Promote advancement of skills with developmental programs and professional career roadmaps.
- RETENTION:** Target incentives for desired knowledge, skills, and abilities.

Example of DoD 8140 Alignment with Cyber Workforce Strategy

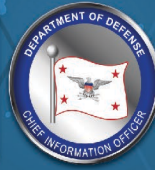
Strategy Goal 1: Execute consistent capability assessment and analysis processes to stay ahead of force needs. {Pillar Alignment: Identification}

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 to drive the DoD towards enterprise-wide cyber workforce analytics.

OPR: DoD CIO **OCRs:** USD(P&R), USD(I&S), Components (Services & 4th Estate)
This data model supports data-driven talent management of critical skillsets and cyber workforce analytics capability to deliver data in a timely manner for recruitment, development, and retention decision-making.

DoD CIO's "Fulcrum: DoD IT Advancement Strategy" outlines IT goals and objectives for Fiscal Years (FYs) 2025-2029 that support the National Defense Strategy (NDS) and shapes the workforce through Line of Effort (LOE) 4, "Cultivate a premier digital workforce ready to deploy emerging technology to the warfighter." LOE 4 includes DoD's focus to identify and recruit skilled talent (4.1), invest in continuous learning opportunities (4.2), retain talent through a compelling workplace (4.3), and foster collaborative partnerships across government, industry, and academia to enhance capability, development, and effectiveness (4.4).



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DoD CIO oversees the progress of the CWF Strategy implementation with support from Offices of Primary Responsibility (OPRs) across DoD responsible for leading actions for strategy initiatives, and Offices of Coordinating Responsibility (OCRs) responsible for providing input and support to the OPRs in areas of expertise. OPRs/OCRs include:

- Under Secretary of Defense for Personnel & Readiness USD(P&R)
- Under Secretary of Defense for Intelligence & Security USD(I&S)
- Under Secretary of Defense for Acquisition & Sustainment USD(A&S)
- Under Secretary of Defense for Research & Engineering USD(R&E)
- Assistant Secretary of Defense for Cyber Policy/Principal Cyber Advisor ASD(CP)/PCA
- Department of Defense Chief Information Officer DoD CIO
- Chief Digital and Artificial Intelligence Office CDAO
- Defense Civilian Personnel Advisory Service DCPAS
- The Joint Staff JS
- U.S. Cyber Command USCYBERCOM
- Services (Cyber, Human Resources (HR), & other officials)
- 4th Estate (e.g., DoD agencies and organizations)
- Educational Institutions including
 - National Defense University (NDU), Defense Acquisition University (DAU)
 - Senior Service Colleges
 - National Centers of Academic Excellence (NCAEs)

DoD CWF Strategy

https://dl.dod.cyber.mil/wp-content/uploads/cyber-workforce/pdf/unclass-cyber_workforce_strategy.pdf

DoD CWF Strategy Implementation Plan

https://dl.dod.cyber.mil/wp-content/uploads/cyber-workforce/pdf/unclass-cyber_workforce_strategy_implementation_plan.pdf

DoD IT Advancement Strategy

<https://dodcio.defense.gov/Portals/0/Documents/Library/FulcrumAdvStrat.pdf>