



DOD CYBER WORKFORCE FRAMEWORK (DCWF)

REVISION PROCESS GUIDE

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1. Introduction

The DoD Cyber Workforce Framework (DCWF) was developed to establish a consistent lexicon and provide the foundation for key cyber workforce development efforts. This document outlines the processes for nominating and incorporating changes into the DCWF to ensure the framework meets the evolving needs of the Department. Specifically, it will address changes to workforce elements, work roles, tasks statements, knowledge, skills, and abilities (KSA), and core versus additional information.

As detailed in the following pages, the Cyber Workforce Management Board (CWMB) and Office of Primary Responsibility (OPR) will routinely consider recommendations for the addition, modification, or deletion of DCWF content. The program will work to achieve consensus on these recommended changes, drawing on the Office of Secretary of Defense (OSD) and DoD Component input including that of Subject Matter Experts (SMEs) and DoD cyber training institutions. This approach will provide an evolving set of DCWF elements that are flexible and technically sound.

2. Change Request Submission Guidelines

Change request submissions shall use the format provided in Appendix A, be submitted to the OPR, and shared with the DoD Chief Information Officer (CIO). Instructions are included below the corresponding screenshots of the submission form in Figures 1 and 2, as well as in Appendix B. Acknowledgement of receipt will be given, and the originator may be contacted to provide more information if required. Submitted changes will be reviewed on a periodic basis. For reference, the submission form can also be accessed at <https://www.cyber.mil>.

Figure 1. Steps 1-4 of the DCWF Change Submission Form

Pertinent DoD DCWF Change Submission Form Information	
1. Submission Type:	Addition <input type="checkbox"/> Modification <input type="checkbox"/> Deletion <input type="checkbox"/>
2. DCWF Components:	Workforce Element <input type="checkbox"/> Work Role <input type="checkbox"/> Task <input type="checkbox"/> KSA <input type="checkbox"/>
3. Submitting Organization:	
4. Organization Point of Contact:	Name and Title/Grade:
	Personnel Type: Military <input type="checkbox"/> Civilian <input type="checkbox"/> Contractor <input type="checkbox"/>
	Email:
	Work Phone:

In **Steps 1-4** of the submission form, submitters are asked to select the type of change (addition, modification, or deletion) and the DCWF components to which the change applies (workforce element, work role, task, or KSA). Requesters must also identify the submitting organization, name, title, rank or grade, personnel type, and contact information (email and work phone). Special instructions for completing the submission form are annotated in the form instructions (e.g., if adding or deleting a work role, then also select task and KSA; if proposing changes to workforce elements, then also select work role, task, and KSA).



Figure 2. Steps 5-9 of the DCWF Change Submission Form

Change Details
<p>5. Addition Details: <i>(Note: Include detailed list of work role addition request and associated tasks and KSAs as attachment to this form. Leave blank if not applicable.)</i></p> <div style="background-color: #e6f2ff; height: 50px; width: 100%;"></div>
<p>6. Modification Details: <i>(Note: Leave blank if not applicable.)</i></p> <div style="background-color: #e6f2ff; height: 50px; width: 100%;"></div>
<p>7. Deletion Details: <i>(Note: Leave blank if not applicable.)</i></p> <div style="background-color: #e6f2ff; height: 50px; width: 100%;"></div>
<p>8. Justification:</p> <div style="background-color: #e6f2ff; height: 50px; width: 100%;"></div>
<p>9. Impact on Other DCWF Workforce Elements/Work Roles:</p> <div style="background-color: #e6f2ff; height: 50px; width: 100%;"></div>

In the “Change Details” section of the submission form, requesters are required to provide additional details specific to the submission type. Whether it is an addition, modification, or deletion (**Steps 5-7**), submitted changes should cite the impacted DCWF workforce element(s) and/or work role(s). Additionally, the request shall also detail the impact or changes to other tasks and/or KSAs. If supplemental information would facilitate the review, it can be provided as an addendum to the submission form.

Generally, the decision should be made as to what level of the DCWF the recommended change applies most directly to (i.e., workforce element, work role, tasks, and/or KSAs). Then the determination should be made after a review of the area in the DCWF if this is a modification of the current information or a new addition. Revision to current workforce elements, work roles, tasks, and KSAs must identify the specific content to be modified or added.



In **Step 8**, the submission must provide justification and rationale for the change. This may only be that the task or KSA should be modified, added, or deleted based on the functions of the work role, or more in depth for the modification, addition, or deletion of a work role.

Finally in **Step 9**, the submission needs to detail whether other workforce elements or work roles are impacted. Examples of impacts include realignment of current work roles, tasks, or KSAs along with changes required to other work roles if tasks and KSAs re-aligned.

*Additional submission detail regarding the most common changes anticipated is provided in Sections 2.1-2.4.

2.1 Modification of a Task or KSA

Modification of tasks and/or KSAs should detail which task or KSA is to be changed and which workforce elements and work roles would be impacted. The proposed new language must be included in the submission.

Changes to “core designations” will not be a central focus during the revision process. The DoD CIO will coordinate with OPRs to evaluate the need to adjust core designations in a limited, targeted manner.

2.2 Addition of a Work Role

Addition of a work role must include the work role title, definition, tasks, and KSAs. As a rule, between 5-10 tasks and 5-10 KSAs should be identified. This helps determine whether the work performed is of a wide enough nature to be considered a standalone work role rather than part of an existing work role.

For the addition of a work role, justification must be provided regarding what is driving the change. Examples of rationale include:

- New technology (e.g., cloud) or procedures/processes impacting how work is done as well as the KSAs needed to carry out the work.
- The work role doesn't exist independently today, but a need exists to identify the work role on its own as opposed to parts of other work roles.

When submitting a new work role, submitters should also consider and address, whether the new work role is widely recognized as a niche or emerging work role because of changing circumstances.

2.3 Modification of a Work Role:

Requests for revisions to work roles must address all applicable required elements (i.e., title, definition, tasks, and KSAs). It is acceptable to modify a single element of a work role (e.g., revised definition or title, added tasks or KSAs). The requested modification should include



details on the following: new title or definition, new tasks or KSAs, and/or changes to current work role tasks and KSAs, as applicable.

For modification of a work role, justification must explain driving factors of the requested change. Examples of rationale include:

- Changes in technology or procedures/processes impacting how work is done or described and/or the KSAs needed to perform the work.
- The recommended content is relevant but had not previously been identified.

Submitters should consider whether the submission of a modification, addition, or deletion of a task, KSA, or work role has wide ranging impact and is essential to the work role itself, or if the change is more of a configuration to fit the unique requirements of an organization.

2.4 Deletion of a Work Role:

For deletion of a work role, detailed evidence must be provided describing why the work role is no longer required, what prompted the change, and where the tasks and KSAs are going to be addressed in the future. Evidence should also be provided that the work role is no longer used within the DoD.

2.5 Changes to Workforce Elements

Though not as common as revisions to work roles, tasks, and KSAs, recommended changes to workforce elements can be sent to the DoD CIO for initial consideration. Proposed realignments will then be shared with impacted OPRs for further evaluation.

3. Review Process

The submission form will be reviewed for completeness and to determine if additional information is required. If follow-up is required, the submitter will be contacted at the email address and/or phone number provided in the submission form. The submitter may be contacted at any time during the review process.

The submission will be reviewed by the OPR staff who will also look at the current DCWF. The OPR will determine if the submission sufficiently and properly identifies the changes and describes the requirements for change. The OPR will also determine whether the change addresses a gap, corrects a deficiency in the framework, or provides added value to the DCWF.

The OPR will also establish a team of SMEs to assist in the review. During this process, work role titles and definitions, tasks, and KSAs will be reviewed to ensure phrasing is correct and includes necessary content. The OPR will compare the change request and supporting materials to the current DCWF. When the review is complete, the OPR staff will document the findings and recommendations regarding implementation of the change.



Next, the DoD CIO will review the request and the OPR’s findings. Upon review, the request will go to the CWMB for final approval. If the request is approved, the OPR will be notified and the DCWF will be updated. Notification of updates will be provided through the DCWF update process. If either the DoD CIO or CWMB requires further clarification, the recommendation will be returned for OPR action and resubmission if appropriate.

If either the DoD CIO or CWMB rejects the requested change, the OPR will be notified and the reason for rejection will be provided. If desired and appropriate, the OPR can update the submission to address items identified by the DoD CIO or CWMB and re-submit (for example, a minor wording change). If the change request requires re-submittal from the original submitter, it must be identified on the new change request that the action is a re-submittal.

The revision process will include steps to obtain modification proposals from USCYBERCOM and ensure alignment to the Joint Cyberspace Training and Certification Standards (JCT&CS). The CWMB will also collect recommended changes from the National Institute of Standards and Technology (NIST) as owners of the National Initiative for Cybersecurity Education (NICE) Workforce Framework.

4. Criticality Analysis Process

The addition of new work roles in the DCWF requires a criticality analysis of tasks and KSAs to identify core content from additional content. This designation is required to identify targeted qualification options (e.g., training courses, personnel certifications) under the DoD Manual 8140.03, “Cyberspace Workforce Qualification and Management Program.”

- **Core** tasks and KSAs are critical for successful performance within a role. Inability to execute the task/not possessing the KSA will inhibit successful performance and likely result in job failure.
- **Additional** tasks and KSAs are (a) somewhat important or (b) not important at all for successful performance within a role. Inability to execute the task/not possessing the KSA has a minor influence, or no effect at all, on successful job performance.

The DCWF Criticality Analysis methodology follows three sequential steps: Data Collection, Data Analytics, Data Validation.



4.1 Data Collection

This step is designed to use a tasker in the Correspondence and Task Management System (CATMS), disseminated by DoD CIO in coordination with the OPR, to gather input regarding which tasks and KSAs are core versus additional for each identified work role.



DoD Components are asked to identify 5-7 SMEs per work role. Outreach efforts and possible re-deployment of the survey may be warranted to ensure appropriate participation is garnered; a robust sample size is important to support data validity.

SMEs are instructed to provide ratings independent of a person’s proficiency level for the respective task and/or KSA statement according to two scales: (1) Importance (Imp) – How important is the task / KSA to successful performance? (2) Required at Entry (RAE) – Is the task / KSA required at entry, or will it be taught / learned on the job? Figure 3 represents the rating scales for Imp and RAE provided to SMEs. This information is then aggregated to identify preliminary core content.

Figure 3. DCWF Criticality Analysis Rating Scales

Importance: How important is the task or KSA to successful performance?	
1	Not at all important: Executing this task or possessing this KSA has no effect on successful job performance and mission accomplishment.
2	Somewhat important: This task/KSA is only somewhat important to job performance and mission accomplishment. Executing this task or possessing this KSA has only a minor influence on successful job performance.
3	Important: This task/KSA is important to successful job performance and mission accomplishment. Not executing this task or possessing this KSA will likely have a consequence on successful job performance.
4	Very important: This task/KSA is very important for successful job performance and mission accomplishment. Not executing this task or possessing this KSA will inhibit successful job performance.
5	Extremely important: This task/KSA is critical for successful job performance and mission accomplishment. Not executing this task or possessing this KSA will certainly create failure on the job.

Required at Entry: Is the task or KSA required at entry, or will it be taught/learned on the job?	
1	Not required at entry: It is not necessary for an individual to execute this task or possess this KSA at the time of entry. Not executing this task or possessing this KSA will not affect successful job performance in the first several months on the job.
2	Required at entry: It is essential that an individual execute this task or possess this KSA at the time of entry. Executing this task or possessing this KSA at the time of entry is absolutely critical for successful job performance.

4.2 Data Analysis

This step is designed to help identify which tasks and KSAs were identified as core versus additional for each identified work role.

The DoD CIO completes quantitative analyses using completed SME data in close coordination with the OPR. SME ratings for Imp and RAE are averaged across Components to produce



descriptive statistics for each task and KSA of the work role. A predetermined algorithm is then used to examine the average ratings to identify tasks and KSAs that are core (i.e., critical for successful performance) versus additional (i.e., somewhat or not important for successful performance) within the work role(s).

- If the average Imp rating is greater than or equal to 3.0 and the average RAE rating is greater than or equal to 1.5, then the task or KSA is considered **core**.
- If the average Imp rating is less than 3.0 and/or the average RAE rating is less than 1.5, then the task or KSA is considered **additional**.

4.3 Data Validation

This step is designed to reach consensus regarding which tasks and KSAs are core versus additional within and across Components to establish an Enterprise baseline.

The DoD CIO and OPR review the tasks and KSAs that have been identified as core versus additional and determine if any follow-on activities are needed to ensure findings are valid and reflective of Enterprise requirements. Final criticality analysis results are incorporated into the DCWF to be approved and published by DoD CIO in partnership with the OPR.



Appendix A – DCWF Change Submission Form

DCWF Change Submission Form Information	
1. Submission Type:	Addition <input type="checkbox"/> Modification <input type="checkbox"/> Deletion <input type="checkbox"/>
2. DCWF Components:	Workforce Element <input type="checkbox"/> Work Role <input type="checkbox"/> Task <input type="checkbox"/> KSA <input type="checkbox"/>
3. Submitting Organization:	
4. Organization Point of Contact	Name and Title/Grade:
	Personnel Type: Military <input type="checkbox"/> Civilian <input type="checkbox"/> Contractor <input type="checkbox"/>
	Email:
	Work Phone:
Change Details	
5. Addition Details: <i>(Note: Include detailed list of work role addition request and associated tasks and KSAs as attachment to this form. Leave blank if not applicable.)</i>	
6. Modification Details: <i>(Note: Leave blank if not applicable.)</i>	
7. Deletion Details: <i>(Note: Leave blank if not applicable.)</i>	
8. Justification:	
9. Impact on Other DCWF Workforce Elements/Work Roles:	



Appendix B – DCWF Change Submission Form Instructions

Instructions: Please note that in most cases, using a separate change submission form for each recommended change is appropriate.

1. **Submission Type:** Select Type (i.e., Addition, Deletion, or Modification). If moving a work role, task, or KSA from one workforce element or work role to another then select addition and deletion.
2. **DCWF Components:** Select DCWF Components the change applies to. If adding or deleting a work role, then also select task and KSA.
3. **Submitting Organization:** Name of Component/Organization submitting the recommendation(s).
4. **Organization Point of Contact:** Full name and title/grade, personnel type, work email, and work phone number.
5. **Addition Details:** Describe what Addition is proposed including, as appropriate, workforce element(s), work role(s) title(s), work role description(s), tasks, KSAs. If proposing a new workforce element, list all proposed work role(s) to be associated with the workforce element.
6. **Modification Details:** List current workforce element, work role, task, or KSA title alongside proposed revised workforce element, work role, task, or KSA title. For workforce element and work role, also list current description and proposed description.
7. **Deletion Details:** List current work role, task, or KSA title. Note: workforce elements may not be proposed for deletion.
8. **Justification:** List the change driver (e.g., shift in work, addition of work, new technology, new distribution of tasks and/or required KSAs).
9. **Impact:** Describe the impact the change will have on other workforce elements, work roles, tasks, or KSAs. For example, “Modification of work role description may require review of tasks and KSAs.” If you are recommending a change to a task or KSA, use the “Master Task & KSA List” tab in the DCWF Work Role Tool to identify the other work roles that this change would affect.