

# DoD CYBER TALENT MANAGEMENT

**Mark Gorak**

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Director, Cyber Academic Engagement Office

DoD CIO | January 2025





# DoD Chief Information Officer

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## CONNECT, PROTECT, AND PERFORM.

The DoD Chief Information Officer (CIO) is committed to delivering **robust, secure, and agile** information technology (IT) solutions that empower the warfighter and strengthen national security. We strive to create a **connected, protected, and high-performing IT** environment.



Zero Trust



Software Modernization



Records management



Cybersecurity Reference Architecture



Deployment of 5G Capabilities and Networks



Defense Industrial Base Cybersecurity



DoD Architecture Framework



ICT and Service Supply Chain Risk Management Assurance



Command, Control, and Communications (C3) Systems



Cyber Workforce Functional Community Manager



# FULCRUM LOEs

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**LOE 1:** Provide Joint Warfighting IT capabilities to expand strategic dominance of U.S. Forces & mission partners.

**LOE 2:** Modernize information networks and compute to rapidly meet mission and business needs.

**LOE 3:** Optimize IT governance to gain efficiencies in capability delivery and enable cost savings.

**LOE 4:** Cultivate a premier digital workforce ready to deploy emerging technology to the warfighter.





# The Department of Defense Cyber Workforce

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## THE DEPARTMENT OF DEFENSE

Is the Federal government's largest employer of cyber talent approximately **245,000 strong**:

- ⚡ \*500,000 cyber positions vacant in the United States
- ⚡ 17,000~ military and civilian vacancies
- ⚡ 10,000 DoD cyber professionals transition annually



**Total DoD  
Cyber Authorizations:**

**175,000**

*Military – 95,000 | Civilian – 80,000*



**Total DoD  
Cyber Personnel:**

**155,000**

*Military – 82,000 | Civilian – 73,000*



**Total DoD  
Contract Personnel:**

**~70,000**



# Workforce Innovation Directorate

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## VISION STATEMENT:

To drive the development of the workforce that **supports the Department's cyber mission**, making it the most capable and dominant force in the world.



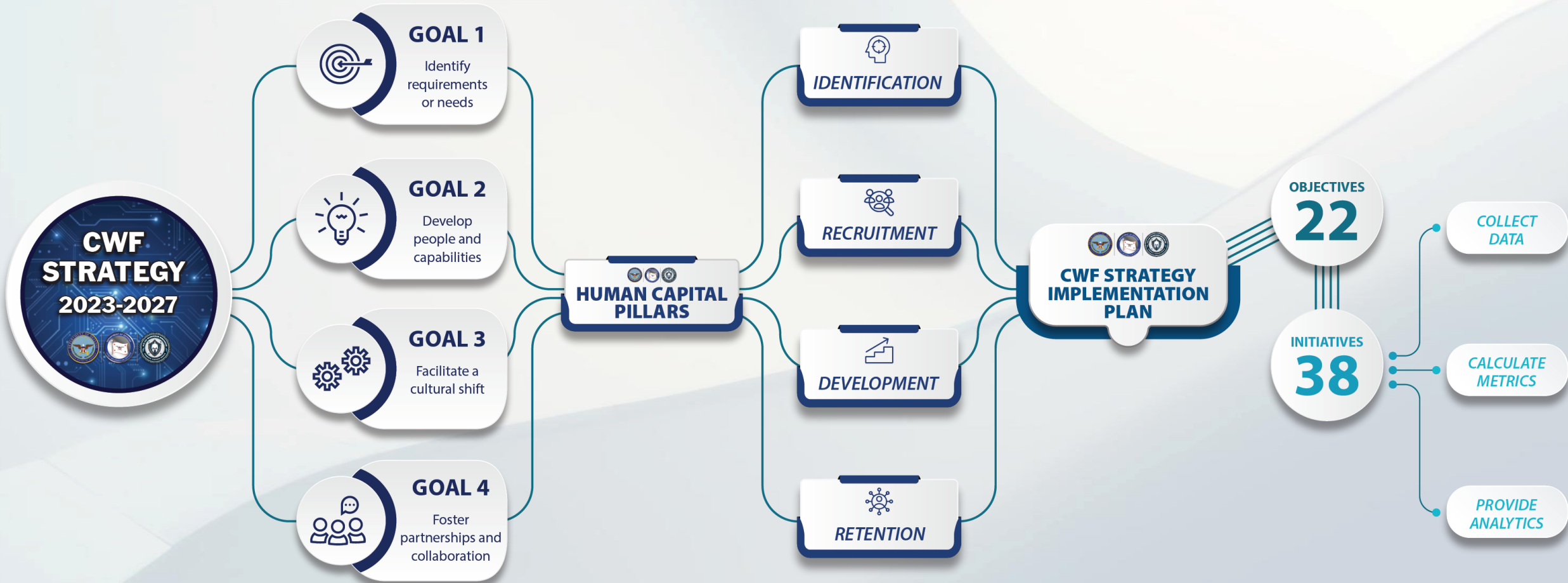
## OUR MISSION:

Provide the tools, resources and programs that enable the Department's cyber workforce stakeholders to **identify, recruit, develop and retain** a more agile and effective cyber workforce.



# Cyber Workforce Strategy

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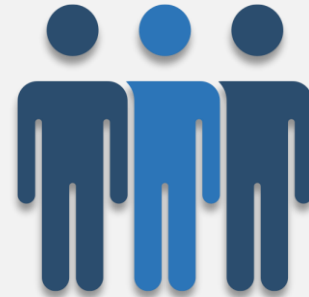
# Cyber Workforce Strategy IP | Impacts & Value

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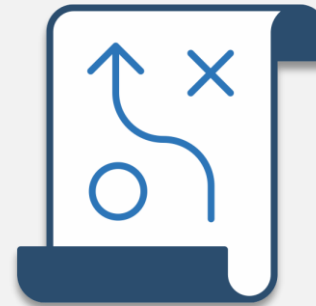
## 79 Days average for Civilian time-to-hire

*Meets OPM's requirement of a less than 80-day average time-to-hire, allowing employees to onboard quicker*



## 16.2% DoD Civilian Vacancy Rate

*4.8% decrease from FY23, showing increase retention of DoD cyber talent*



## Integrated Cyber Operation Scenarios in Training Exercises

*Continuous integration of evolving requirements advances effectiveness and interoperability*



## The establishment of the Cyber Academic Engagement Office (CAEO)

*Newly implemented, consolidating DoD cyber-related programs under one office*





# Initiatives Prioritized for FY25

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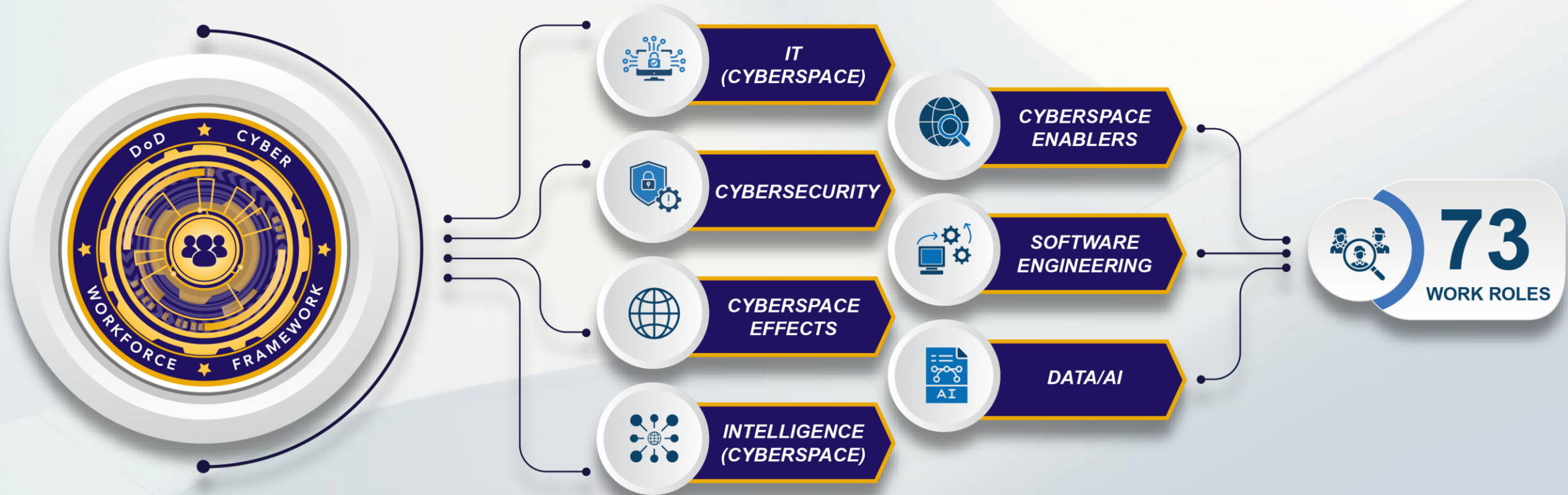






# DoD Cyber Workforce Framework (DCWF)

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# Why Coding Matters

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## WORK ROLE CODING

Common language to describe the cyber workforce (civilian, military, & contractors)

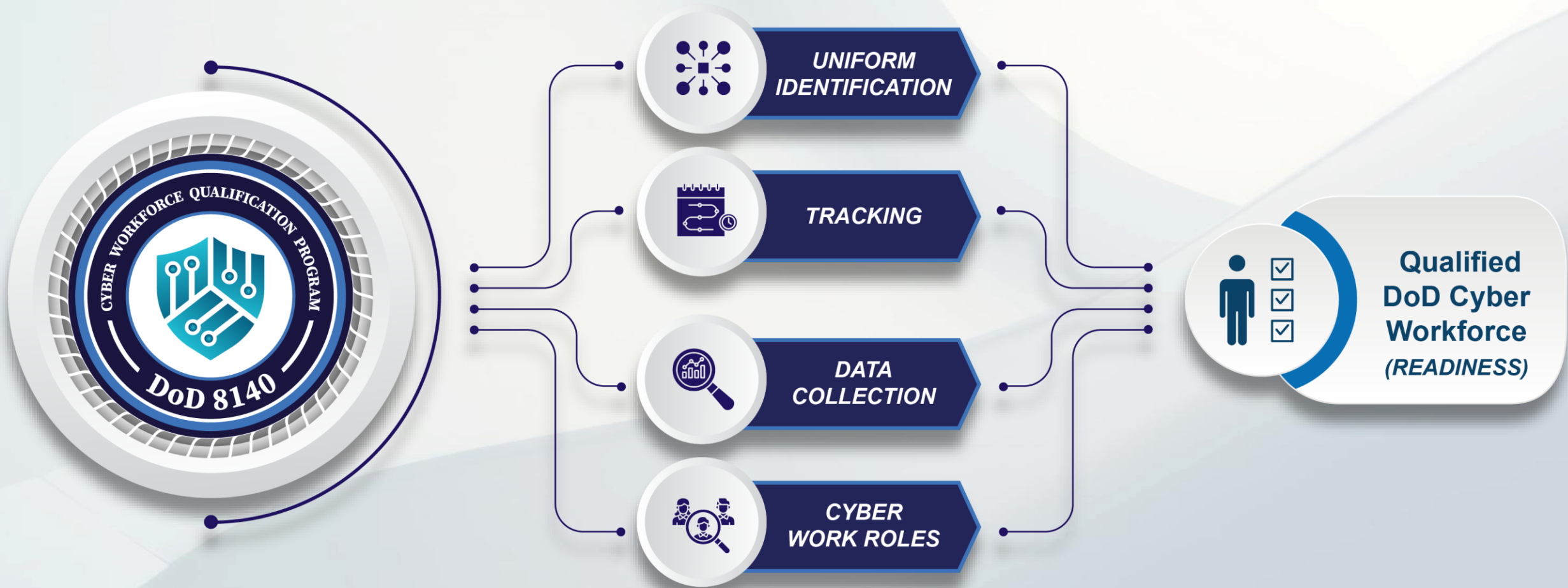
DoDi 8140.03 | IDENTIFICATION OF THE FORCE | LEXICON TO DESCRIBE THE WORK | ACTIONABLE ANALYTICS





# DoD 8140 Qualification and Management Program

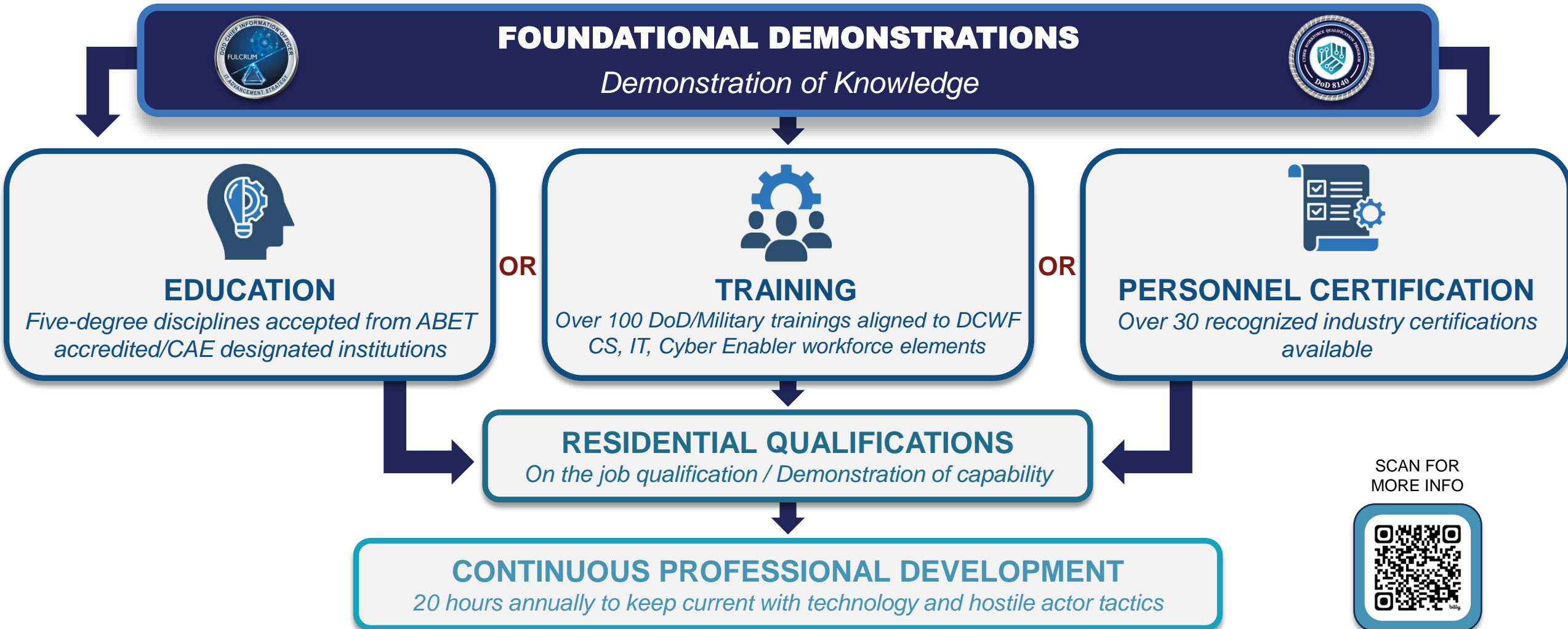
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# DoD 8140 Qualification and Management Program

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SCAN FOR  
MORE INFO







# DoD 8140 Implementation Timelines

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## FOUNDATIONAL QUALIFICATIONS

**15 FEB  
2025**

DoD civilians and military personnel in DCWF work roles under cybersecurity workforce element meet foundational qualification requirements.

**15 FEB  
2026**

DoD civilians and military personnel in DCWF work roles under cyber IT, cyber effects, cyber (intelligence), and cyber enablers workforce elements meet foundational qualification requirements.



## RESIDENTIAL QUALIFICATIONS

**15 FEB  
2026**

DoD civilians and military personnel in DCWF work roles under cybersecurity workforce element meet foundational qualification requirements.

**15 FEB  
2027**

DoD civilians and military personnel in DCWF work roles under cyber IT, cyber effects, cyber (intelligence), and cyber enablers workforce elements meet foundational qualification requirements.

## REPORTING AND METRICS

**15 FEB  
2025**

DoD Components report on cybersecurity workforce element via DoD 8140 key performance indicators in accordance with DoDM 8140.03.

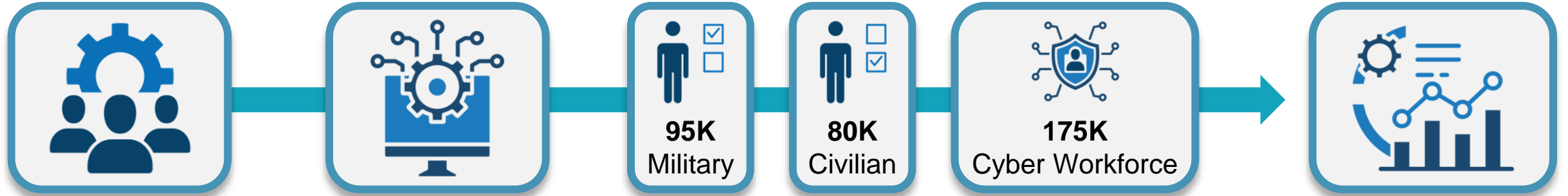
**15 FEB  
2026**

DoD Components report on cyber IT, cyber effects, cyber (intelligence), and cyber enablers workforce elements via DoD 8140 key performance indicators in accordance with DoDM 8140.03.



# Measuring What Matters – What's Next?

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✓ Ingestion of Service authoritative manpower/personnel systems

✓ Enterprise aggregation & visualization

✓ Holistic coding of IT, Cybersecurity, Cyber Intel, Cyber Effects and Enablers  
☐ Expand Coding to include Data/AI and Software Engineering roles

☐ Cyber Workforce Qualification Reporting

## WHY IT MATTERS

- Workforce Readiness Visualization
- Defending Resources
- Data driven Training Support Decisions
- Qualified Workforce to Defeat the Adversary

## MEASURING PROGRESS

- Percentage Qualified
- Foundational Qualification
- Residential Qualification



# Cyber Excepted Service (CES)

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The Secretary of Defense  
authorized the Cyber Excepted  
Service (CES) Personnel System  
to provide you a more  
streamlined process with  
flexibility to:

- ❖ **SKIP THE LINE:** USAJobs hiring process not required.  
Go direct through your Agency.
- ❖ **“ON THE SPOT” HIRING:** Fast-track past lengthy  
Federal approval process.
- ❖ **MERIT-BASED PROMOTION:** Advance as you skill up;  
time requirements waived.
- ❖ **INCREASED PAY POTENTIAL:** Job Offers up to step 12  
(Standard Federal limit: Step 10).
- ❖ **ENHANCED PAY FOR CRITICAL WORK ROLES:**  
Targeted supplemental pay for the most in-demand jobs.



# CES Compensation Benefits

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Salaries below are calculated based on the 2025 Washington DC LMS, for Grade 14, Step 1

<b><u>GENERAL SCHEDULE</u></b>	<b><u>KEY ELEMENT</u></b>	<b><u>CES</u></b>
✓ <b>\$142,488</b>	<i>DC Locality Rate</i>	✓ <b>\$142,488</b>
<b>\$ -</b>	<i>CES TLMS (A1- Global Table)</i>	✓ <b>\$167,020 (+\$24,532)</b>
✓ <b>\$178,110</b>	<i>DC Locality Rate +25% R&amp;R Incentive*</i>	✓ <b>\$178,110 (+\$35,622)</b>
<b>\$ -</b>	<i>CES TLMS (A1- Global Table) +25% R&amp;R Incentive*</i>	✓ <b>\$208,775 (+\$66,287)</b>
<b>\$ -</b>	<i>CES TLMS (A1- Global Table) +50% R&amp;R Incentive*</i>	✓ <b>\$221,900 (+\$79,412)</b>

\*Application of 25% R&R incentives are subject to approval by Component HR representatives



UNCLASSIFIED

# Registration is Now Open!



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## DEPARTMENT OF DEFENSE CYBER WORKFORCE SUMMIT



MARCH 20-21, 2025  
THURSDAY & FRIDAY



NATIONAL DEFENSE UNIVERSITY, FT MCNAIR, VA  
(300 5th Ave SW, Washington, DC 20319)

### ACCELERATING CYBER TALENT DEVELOPMENT

With support from AFCEA International and the National Defense University, the DoD CIO will host a Cyber Workforce Summit in March 2025. This two-day inaugural conference will provide a forum where:

- DoD CIO representatives will **share** the latest information about DOD 8140 implementation, CES and Cyber Academic Engagement initiatives.
- Provide the opportunity for the cyber community to **learn** from DoD and Service leadership, Academia and Industry subject matter experts.
- Participants can expect to understand the path forward toward cyber workforce **readiness** in support of operations in the information environment.

#### For more info:

Scan the QR Code to submit your contact info and be automatically updated as this mission-critical event evolves!

#### Contact the DoD CIO Workforce Innovation Directorate at:

[osd.mc-alex.dod-cio.mbx.cyberspace-workforce-tag@mail.mil](mailto:osd.mc-alex.dod-cio.mbx.cyberspace-workforce-tag@mail.mil)



**Your feedback matters!**  
**Please take our brief survey below:**

**DOD CIO  
CYBER WORKFORCE**



**Thank You!**

# QUESTIONS?

## DOD CYBER WORKFORCE SUMMIT



*SCAN FOR MORE INFO*

## DOD CYBER EXCHANGE



*SCAN FOR MORE INFO*





# Agenda

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- ⚡ The Department of Defense Cyber Workforce
- ⚡ Workforce Innovation Directorate
- ⚡ Cyber Workforce Strategy
- ⚡ DCWF & DoD 8140
- ⚡ DoD 8140 Implementation Timelines
- ⚡ Cyber Excepted Service
- ⚡ CY25 TLMS Work Roles
- ⚡ Cyber Professional Development Programs







# Cultivating Tomorrow's Talent Pool

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## GOAL 4

Foster collaboration and partnerships to enhance capability development, operational effectiveness and career broadening experiences

### IMPLEMENTATION PLAN INITIATIVE

#### Initiative 4.1.1

- Increase use of apprenticeship programs to recruit and place qualified cyber professionals

### LINKAGE TO CYBER REGISTERED APPRENTICESHIP PROGRAM



### MEASURING PROGRESS:

- ✓ Gained industry partner to identify, recruit, & train cyber apprentices | *March 2024*
- ✓ Issued Apprenticeship Program Call for Participation | *April 2024*
- ✓ Briefed Initiative 4.1.1 OCR session | *June 2024*
- ✓ Briefed DMDC, U.S. Space Force, U.S. Air Force, U.S. Army, & MDA | *May 2024 – Ongoing*



### TARGET:

- ❑ 20 apprentices participate in the apprenticeship program per cohort



### DESIRED OUTCOME:

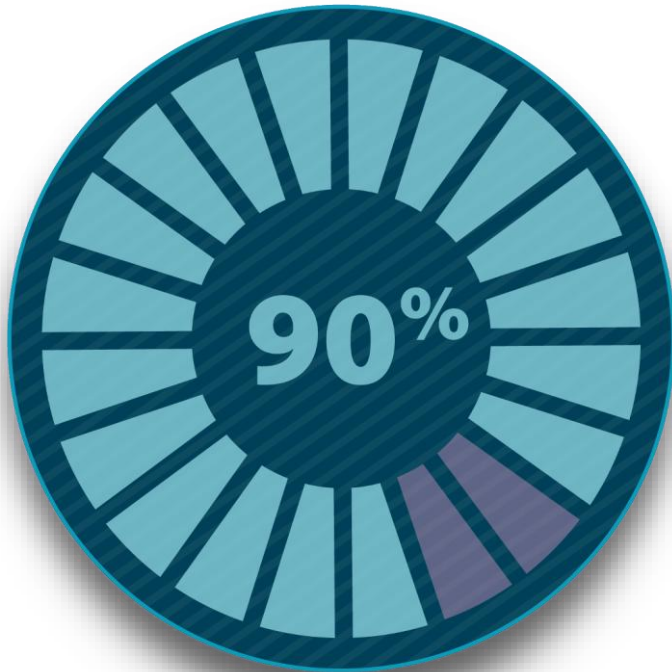
- ❑ Apprenticeship programs utilized to onboard new talent | *FY2027*



# Cyber Workforce Strategy IP Updates

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**90% OF  
FOUNDATIONAL INITIATIVES  
MET THEIR FY24 GOALS**



## FOUNDATIONAL INITIATIVES UPDATES

- ✓ Updated Joint Knowledge Online (JKO) Cyber Excepted Service (CES) training
- ✓ Developed and updated Compensation Calculator Tool
- ✓ Transitioned the DoD 8140 Qualification Approval Process online
- ✓ Identified cyber-related trainings
- ✓ Developed and distributed tools (Work Roles 101 Reference Guide, Work Roles Kit)
- ✓ Researched and compiled aptitude- and skills-based



# Cyber Workforce Strategy Dashboard

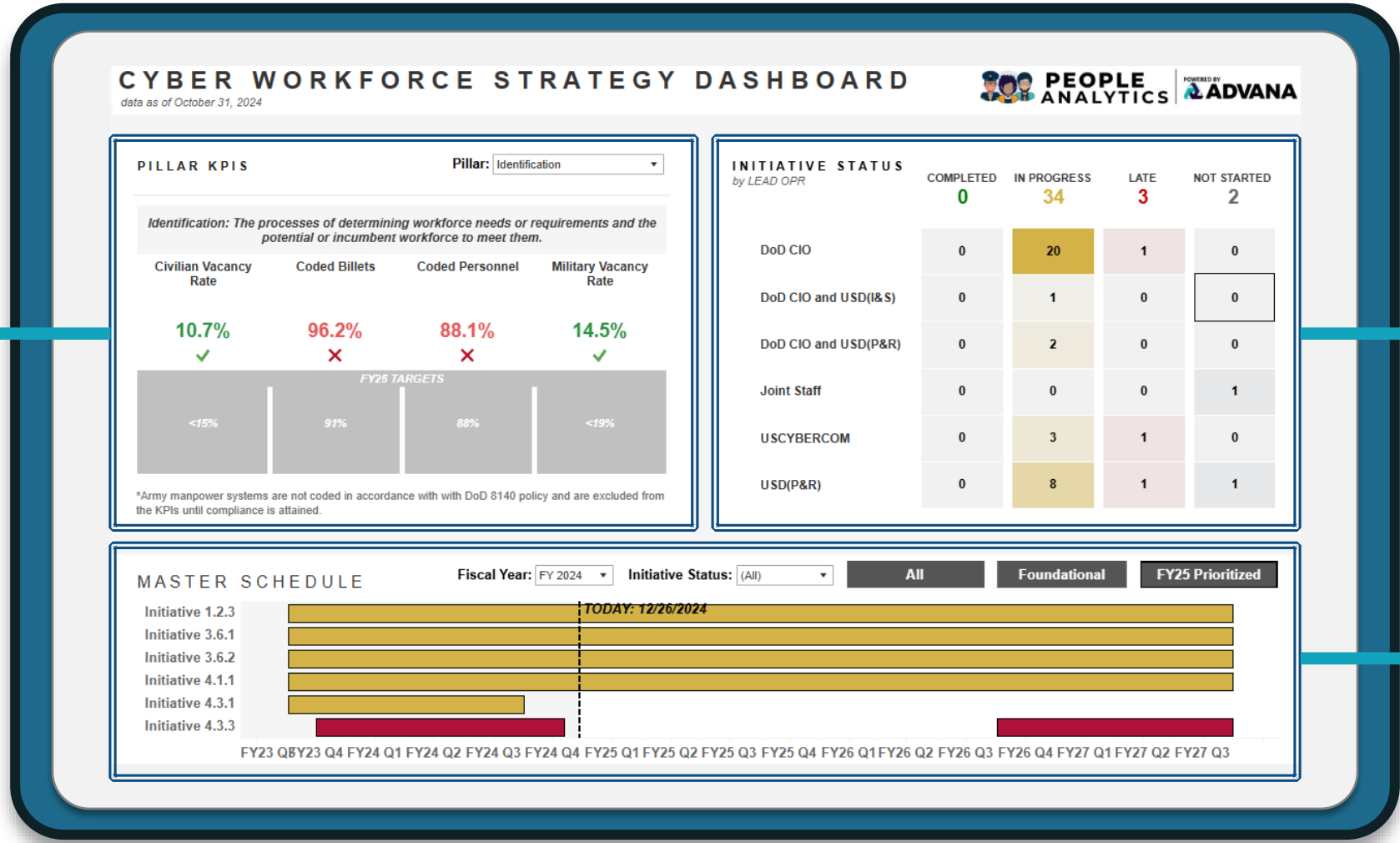
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PILLAR KPIS

INITIATIVE STATUS

MASTER SCHEDULE

FY 2024





# DoD 8140 Qualification and Management Program

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## DOD 8140 QUALIFICATION AND MANAGEMENT PROGRAM –

Provides direction for the identification, tracking, and reporting of DoD cyber workforce positions; establishes baseline standards (knowledge, skills and abilities) for qualifications that directly support operational needs and workforce readiness.

### OUR MISSION

Provide a top-tier cyber workforce that is more resilient and adaptable to be able to respond to evolving threats.

### READINESS



**CYBER  
PERSONNEL**



**TRAINING**



**CYBER TOOLS  
& EQUIPMENT**

*Collaborate with other Cyber Leaders amongst DoD, Federal Partners, Academia, and Private Industry*





# Measuring and Visualizing Cyber Workforce

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## EXECUTIVE OVERVIEW

Holistic view of the workforce at scale in support of informing executive leadership



## WORKFORCE OVERSIGHT

Comprehensive views of cyber workforce & civilian performance



## ADVANCED ANALYTICS

Detailed data points, queries for decision support



## TARGETED QUALIFICATION

Coming soon – overview of DOD 8140 Qualification



# CY25 TLMS WR Health | Vacancy Rates

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	WORK ROLE CODE	WR CODE NAME	OVERALL VACANCY RATE	PERSONNEL	AUTHS
CURRENT TLMS WR	121	Exploitation Analyst	17.6%	14	17
	212	Cyber Defense Forensics Analyst	34.5%	19	29
	321	Access Network Operator	-36.4%	30	22
	322	Cyberspace Operator	0.0%	5	5
	341	Cyberspace Capability Developer**	-	-	-
	461	Systems Security Analyst	25.9%	280	378
	511	Cyber Defense Analyst	27.1%	376	516
	521	Cyber Defense Infrastructure Support Specialist	59.0%	93	227
	531	Cyber Defense Incident Responder	35.4%	206	319
	611	Authorizing Official/Designated Representative	-16.4%	71	61
	612	Security Control Assessor	-11.0%	232	209
	621	Software Developer	38.4%	133	216
	631	Information Systems Security Developer	81.7%	20	109
TOTAL CURRENT TLMS PERSONNEL			21.0%	1479	2108

\*\* Work role was added to DCWF in December 2024



# CY25 TLMS WR Health | Vacancy Rates

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<b>DEC 2024 ADDITIONS TO TLMS</b>	332	Cyber Operations Planner	40.1%	255	426
	422	Data Analyst	47.6%	97	185
	652	Security Architect	48.1%	84	162
	722	Information Systems Security Manager	40.6%	463	779
<b>JAN 2025 ADDITIONS TO TLMS*</b>	122	Digital Network Exploitation Analyst	-	-	-
	341	Cyberspace Capability Developer	-	-	-
	442	Network Technician	-	-	-
	443	Network Analyst	-	-	-
	463	Host Analyst	-	-	-
<b>TOTAL NEW TLMS PERSONNEL</b>			<b>44.0%</b>	<b>889</b>	<b>1552</b>
<b>CURRENT AND NEW TLMS PERSONNEL</b>			<b>35.0%</b>	<b>2378</b>	<b>3660</b>

*\*Work roles were recently added to the DCWF to ensure equity between CYBERCOM JCT&CS and the DCIPS TLMS*



# CY25 TLMS WR Health, Vacancy Rates

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# Cyber Excepted Service

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## WHAT CES HAS TO OFFER:

A **mission-focused** personnel system, aligned to both **Title 10** and **Title 5** provisions.

Promotes a culture that is based upon **mission requirements** and **employee capabilities**.

Offers flexibilities for the **recruitment, retention, and development** of cyber professionals across DoD.

*Working with Department Stakeholders to maximize the use of CES Authorities*



# TLMS Process Annual Update

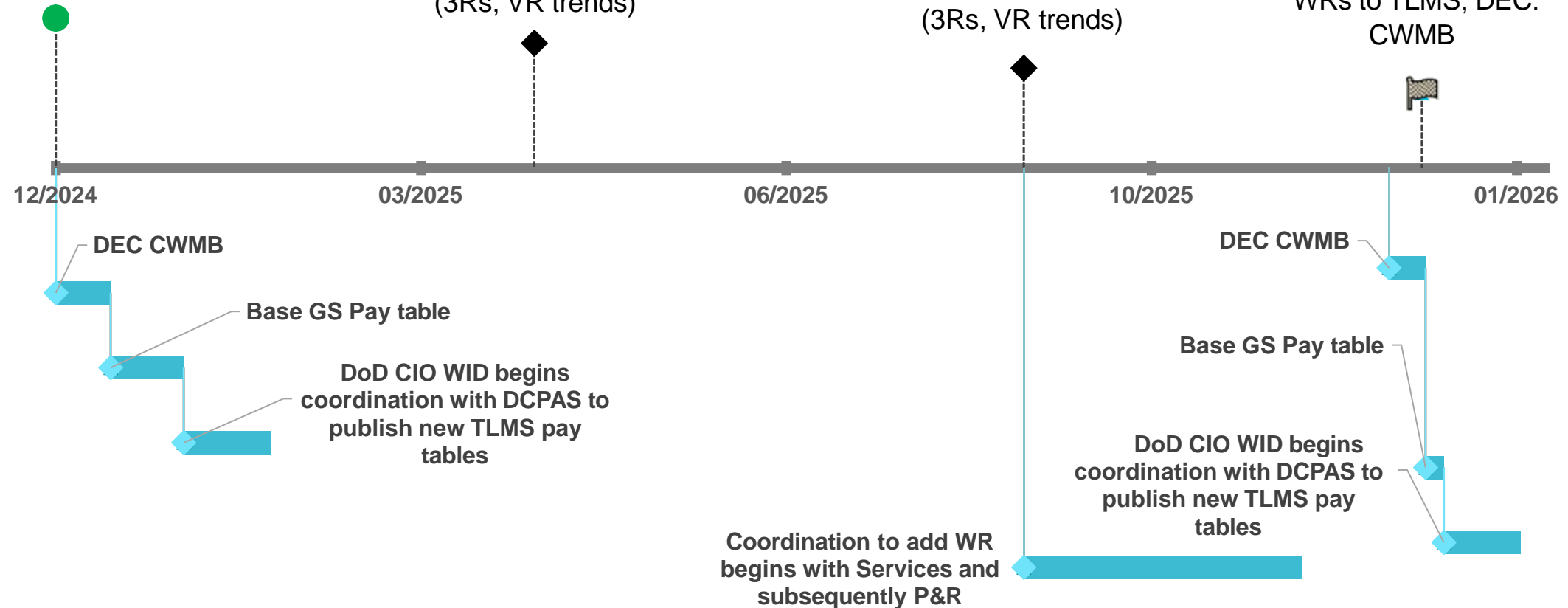
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**START DATE:  
DEC 10, 2024**

**CHECK IN #1**  
(3Rs, VR trends)

**CHECK IN #2**  
(3Rs, VR trends)

**VOTE TO ADD:**  
WRs to TLMS, DEC.  
CWMB





# Cyber Professional Development Programs

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## DoD Cyber and Information Technology Exchange Program (CITEP)

Provides a unique opportunity for GS-11 (or equivalent) DoD civilian and private industry employees to hone their Information technology and cyber competencies and technical skills through defined and meaningful experiences between the two sectors

**Learn more:** <https://www.dodmergingtech.com/dod-programs/cyber-information-technology-exchange-program-citep/>



## DoD Cyber Service Academy (DoD CSA)

Designed to encourage the recruitment of the nation's top cyber talent and the retention of DoD personnel through providing grants to institutions of higher education

**Learn more:** <https://www.dodmergingtech.com/dod-programs/cyber-service-academy-csa/>



## Federal Cyber Workforce Rotational Program

Enables cyber-coded government civilians to apply for, and serve in, cyber-focused rotational details outside their home agencies across the federal government

**Learn more:** <https://www.opm.gov/policy-data-oversight/human-capital-management/cybersecurity/federal-rotational-cyber-workforce-program/>



## Cyber Registered Apprenticeship Program

An industry-driven, high-quality career pathway where employers can develop and prepare their future workforce, and individuals can obtain paid work experience with a mentor, receive progressive wage increases, classroom instruction, and a portable, nationally-recognized credential

**Learn more:** <https://www.apprenticeship.gov/> (specific program site coming soon)