

DEPARTMENT OF THE NAVY

Information Assurance and Computer Network Defense Workforce Transformation

Implementation Plan

FY2006 – FY2011



December 30, 2006

DON IA WORKFORCE TRANSFORMATION IMPLEMENTATION PLAN FY 2006-FY 2011
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Preface

To achieve the Department of the Navy (DON) vision of network-centric operations that enable FORCENet, it is imperative that the Department develop and maintain a sufficiently educated and trained workforce to ensure the security of our networks, information, and information systems.

In response to Federal law, Department of Defense (DoD) directives, and Naval mandate, the DON Chief Information Officer chartered the Information Assurance Workforce Working Group (IAWWG) to provide a structure for determining Enterprise IA workforce management solutions. The DON IAWWG provides DON-wide collaboration for ensuring that all current information system users receive mandatory IA training and improving Enterprise policy, processes, and tools that shape the DON's future IA workforce.

The DON Information Assurance and Computer Network Defense (IA/CND) Workforce Transformation Implementation Plan is a product of cross-organizational collaboration. The plan defines the requirements, approach, and planned actions to improve the professionalization of the IA/CND workforce which will significantly improve the Department and Services' security posture through a better trained, educated, and managed workforce. The actions identified in this plan represent our plans for the next five years, to assure the security of our networks.

A handwritten signature in black ink, appearing to read 'John J. Lussier', is positioned above the printed name and title.

John J. Lussier
Department of the Navy
Chief Information Officer (Acting)

Version	Publication Date	Description of Change
1.0	30 Dec 2006	Initial draft release.

Executive Summary

Department of Defense (DoD) policy requires that all agencies and components improve Information Assurance/Computer Network Defense (IA/CND) workforce skills. Additionally, it requires that the services man, train, and equip personnel for assigned Mission Essential tasks to established standards, in order to provide the capabilities that support the combatant commanders across all phases of Joint campaigns, service, Joint, interagency, and multinational operations.

The Department of the Navy (DON) IA/CND Workforce Transformation implements the following capstone policy requirements:

- Identify, train, and certify IA managers and personnel with privileged access to the DoD baseline requirement for IA training.
- Assign position specialty code/skill identifiers to personnel with privileged access.
- Identify and track key training data in service personnel/manpower/training databases.
- Track contractor IA certification status.
- Include IA in all levels of professional military education.
- Train IA managers and personnel with privileged access to defined IA workforce categories, levels, and functions.
- Require commercial certification testing and continuous learning or re-test to maintain certification status.
- Require baseline IA awareness training for initial orientation and yearly IA awareness training thereafter.

The DON IA/CND Workforce Transformation is designed to prepare individuals, units, staffs, and organizations for a dynamic IA environment. To achieve this, the program focuses on the following key objectives:

- Continuously improve Joint force readiness by aligning education and training.
- Develop individuals and organizations that improvise and adapt to emerging challenges.
- Apply consistency in all workforce implementation strategies.

The DON established the IA Workforce Working Group (IAWWG) to provide a cross-organizational structure for implementation of the DoD Information Assurance Training, Certification, and Workforce Program Manual, DoD 8570.01-M. DON management processes, use of spiral development, and periodic assessments, will collectively transform the DON IA/CND Workforce.

Transformation of the DON IA workforce is the responsibility of Commanders and IA personnel at all levels of the Department. The DON Chief Information Officer (CIO) is responsible for developing IA strategy and policy, including IA workforce policy. The DON Deputy CIO (Navy) and the DON Deputy CIO (Marine Corps) are responsible for implementation and enforcement of DON IA policy, including policy for workforce education, training and awareness. The DON Deputy CIOs are supported in their roles by the Echelon II and Major Subordinate Command Information Officers. The Chief of Naval Operations (CNO) and the Commandant of the Marine Corps (CMC) are responsible for the development of IA workforce training and for ensuring that IA workforce personnel are sufficiently trained to meet DON IA policy.

Commanding Officers and Officers-in-Charge, in their role as local IA authorities, are directly responsible for ensuring that DON IA strategy and policy, including IA workforce policy, is fully implemented. Commanding Officers and Officers-in-Charge, supported by their IA personnel and chain of command, are key to transformation of the DON IA workforce.

Each organization and individual with an IA role is responsible for ensuring that their workforce requirements, composition, education and training, and professional certifications are properly documented and that the required IA workforce reporting requirements are met in accordance with public law, regulations, and DON policy.

The DON IA/CND Workforce Transformation Program and its implementing arm, the IAWWG, have achieved and continue to achieve significant progress. Figure 1 outlines planned actions for the next four years and beyond, for meeting the requirements of DoD 8570.01-M.

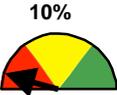
<u>Requirement</u>	<u>WF Certified</u>	<u>Actions</u>
Year 1 (CY06) Planning/Initial Execution of Plan	10% 	<ul style="list-style-type: none"> ■ Identify all IA positions ■ Identify all IA personnel ■ Determine fulltime, part-time, embedded requirements ■ Identify required update/change for databases of record ■ Identify training standards ■ Develop blended training solutions for IA personnel
Year 2 (CY07) Continue Plan Execution (update as required)	40% 	<ul style="list-style-type: none"> ■ Finalize identification of certification requirements for each IA position ■ Update WF training throughput plans/refine job task analysis as required ■ Train HR/personnel staffs ■ Arrange and conduct next 30% IA certification tests (total WF trained = 40%)
Year 3 (CY08) Continue Plan Execution (update as required)	70% 	<ul style="list-style-type: none"> ■ Continue to update WF training throughput plans/refine job task analysis as required ■ Evaluate possible new certifications ■ Continue support to IA WIPAC ■ Continue collecting metrics on 8570 test/initiatives in the Fleet
Year 4 (CY09) Train and Certify 100% IA WF	100% 	<ul style="list-style-type: none"> ■ Continue to update WF training throughput plans/refine job task analysis as required ■ Evaluate possible new certifications ■ Continue support to IA WIPAC ■ Continue collecting metrics on 8570 test/initiatives in the Fleet
Out Years Sustainment Recertify 1/3 per year	33% 	<ul style="list-style-type: none"> ■ Maintain enterprise-wide certification program ■ Manage IA workforce ■ Evaluate/accredit certifications
		<ul style="list-style-type: none"> ■ Identify governance/policy shortfalls ■ Ensure 10% of DON IA workforce certified ■ Develop budget in order to; <ul style="list-style-type: none"> ■ Upgrade training ■ Man, train, certify, and equip IA workforce ■ Upgrade HR databases
		<ul style="list-style-type: none"> ■ Update/develop governance/policy documents ■ Update civilian PDs to include required IA certifications ■ Support IA workforce improvement workforce improvement program advisory council (WIPAC) ■ Update out year budgets ■ Conduct tests/pilots of 8570 initiatives in the fleet
		<ul style="list-style-type: none"> ■ Arrange and conduct next 30% IA WF certification tests (total WF trained = 70%) ■ Update out year budgets
		<ul style="list-style-type: none"> ■ Arrange and conduct next 30% IA WF certification tests (Total WF trained = 100%) ■ Update out year budgets
		<ul style="list-style-type: none"> ■ Maintain uniform flow ■ Harmonize security certification w/ IA workforce requirements ■ 100% IA positions filled

Figure 1. DON Implementation Plan for Meeting DoD 8570.01-M Requirements

1.0. Requirements for the Professionalization of the IA/CND Workforce

1.1. Background

The Federal Information Security Management Act (FISMA) of 2002 charges government agencies with developing a workforce that is sufficiently educated and trained to assure the security of government networks. Defined by the DoD 8570.01-M, Information Management Workforce Improvement Program, “The IA/CND workforce focuses on the operation and management of IA capabilities for DoD systems and networks. This workforce ensures that adequate security measures and established IA policies and procedures are applied to all Information Systems (IS) and networks. IA measures protect and defend information and IS by ensuring their availability, integrity, authentication, confidentiality, and non-repudiation. This includes providing for restoration of IS by incorporating protection, detection, and reaction capabilities.”

Part of the DoD strategy to counter daily threats to the Global Information Grid (GIG) and our warfighting capabilities is to strengthen the highly technical IA/CND workforce and put into place more stringent workforce management controls. DoD Directive 8570.1, “Information Assurance Training, Certification, and Workforce Management,” levies new IA workforce requirements. This directive, and its implementing manual, DoD 8570.01-M, “IA Workforce Improvement Program,” are the primary documents to provide direction for this task. The SECNAV 5239 series of instructions and manuals reiterate DON IA policy.

1.2. Key Policy Drivers

IA training programs are critical for our entire DON workforce, which includes military, civilians, contractors, foreign nationals in the US workforce, and other nationals working in the US government overseas workforce. Information Assurance managers and personnel with privileged access require yet another level of training and education. Whether the authorized information system (IS) user or IA/CND workforce member supports the classified or unclassified networks in the Navy Marine Corps Intranet (NMCI), Marine Corps Enterprise Network (MCEN), Overseas Naval Enterprise Network (ONE-NET), Information Technology for the 21st Century (IT-21), or a legacy enclave, consistency in training is a growing imperative. The following define the basic tenets of the directives, instructions, memorandums, and messages that pertain to the IA workforce:

DoDD 8570.1 IA Training, Certification and Workforce Management (15 Aug 04)

- Identify, train and certify privileged users and IA managers to DoD baseline requirement.
- Assign position specialty code/skill identifiers to personnel with privileged access.
- Track key data in component personnel/manpower databases.
- Identify positions in manpower databases.
- Record and track contractor IA certification status.

- Include IA in all levels of professional military education.

DoD 8570.01-M (19 Dec 05)

- Implement training for defined IA workforce categories, levels and functions.
- Require commercial certification testing.
- Implement baseline training for initial and annual user IA awareness.
- Require continuous learning/re-testing to maintain certification status.

SECNAV 5239.1 - IA Manual (Nov 05)

- Requires IA training and certification to meet DoDD 8570.1.
- Mandates IA workforce identification.

DON IM and IT Strategic Plan, FY 2006-2007

- Goal 6 – Lead an agile, highly capable IM and IT workforce, executing current and emerging missions.
- Supporting Objective 6.1 – Train, certify, and manage the total force, including deployed forces performing IA functions, to ensure policy compliance and to effectively prevent, deter, and respond to threats.

DON CIO Memo: Strategy for Achieving Consistent Information Assurance (IA) Training, Certification, and Workforce Management (18 Mar 2005)

- The DON's IA workforce strategy is supported by five guiding principles: workforce skills consistency, total force management, optimal Enterprise solutions, enforcement of laws and regulations, and integration and alignment.

DON CIO Official Message DTG 180050Z4 JAN2006

- Requires compliance with 8570.01-M.
- Requires standard formats for IA workforce information.

2.0. DON Transformation Approach

In response to Federal law, DoD Directives, and Naval mandate, the DON CIO chartered the IAWWG to provide a structure for determining Enterprise IA workforce management solutions. The group is organized into three tiger teams, which are responsible for assisting with policy development. It is envisioned that the IAWWG will continue to assist in moving the DON toward its strategic goal of full dimensional protection through a highly skilled IA workforce.

The IAWWG will adhere to strategies that outline the “way ahead” for the Department. FORCENet is our Naval force construct for providing transformational warfighting capabilities in this network-centric age. In *Seapower 21*, the Navy implements, among other things, its commitment to the growth and development of its people through the Sea Warrior program. This plan serves as the foundation of warfighting effectiveness by developing Naval professionals who are highly skilled, powerfully motivated, and optimally employed for mission success.

The IAWWG provides centralized strategic planning to describe the current workforce and training programs; defines the target workforce and training standard; endorses and approves recommendations made by the IAWWG Tiger Teams; and sustains group momentum by clarifying terms of reference and facilitating dialogue. The IAWWG has stakeholder support across the Navy and Marine Corps team. Figure 2 illustrates the IA workforce management transformation from a decentralized to a centralized approach

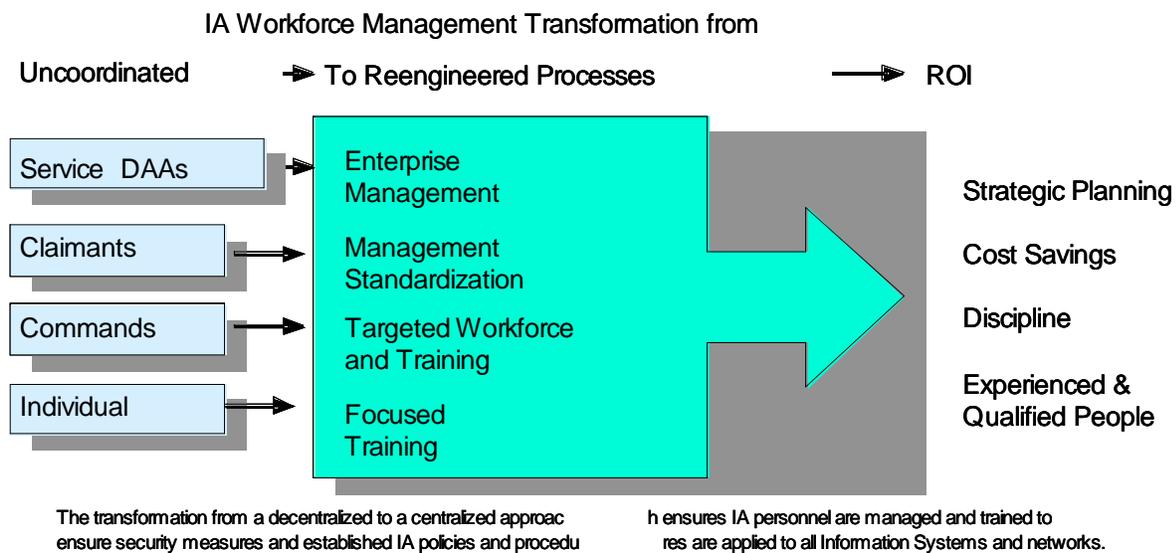


Figure 2. Decentralized to Centralized Approach

2.1. Focus Areas

The IAWWG uses a continuous, adaptive process to enable success in transforming the IA/CND Workforce. It continuously assesses the ways and means to achieve policy goals, and adjusts as necessary to adapt to new challenges. The IAWWG will utilize metrics to assess the IA/CND Workforce Transformation and design the “way ahead” for IA/CND Workforce Management.

IA/CND Workforce Management transition for each of the following requirements needs to be addressed simultaneously:

- Professional workforce competencies analyzed and more full-time workers funded if required.
- Blended training solution implemented to maximize costs.
- Service schools transform to CNSSI standards to meet mission requirements.
- Personnel certified in accordance with DoD 8570.01-M (operating system and/or IA, as required).
- Electronic workforce management to eliminate manual data scrubs and provide DoD visibility.

The services should engage in initiatives for each of the above areas. The complexity of this effort demands attention from personnel across the Department, not limited to the functional area of IA, but including those who shape policy, resources, and databases for management of manpower, personnel, or training.

2.1.1. Individual Education and Training

The IA/CND Workforce Transformation focuses on individual education and training. It helps transform our military forces by creating, storing, and applying knowledge to enhance an individual's ability to think intuitively. It helps prepare future IA Workforce members to respond innovatively to adversaries. It develops an individual with the knowledge to defend the dynamic Global Information Grid (GIG).

IA/CND professionals must take on the challenge to learn continuously and ensure they gain the DoD - mandated commercial certifications for the environment levels they support. As the workforce becomes certified, they will demonstrate to their Joint counterparts that they are part of the standard IA workforce.

2.1.2 Collective Training

The IA/CND Workforce Transformation also focuses on collective training. Collective training helps prepare forces by providing units and command staffs with an integrated live and virtual Joint operational training environment in support of specific operational needs. It can also be used to train forces to experiment with new doctrines, tactics, techniques, and procedures.

2.2. Objectives

Achieving consistent IA/CND training, certification, and workforce management requires a coherent strategy across the entire Navy-Marine Corps team. The DON's IA workforce management strategy is focused on achieving specific outcomes in the following areas:

- Consistency across the DON
- Integration and alignment
- Competency and standards based
- Total force approach
- Compliance

Approaching this initiative with the perspective of achieving Enterprise solutions, capitalizing on lessons learned and best practices, eliminating redundancy, and ensuring the best use of limited resources will result in significant Department-wide cost efficiencies.

2.3. Expected Outcomes

The following are expected outcomes of the IA workforce management strategy and the recommended organizational structure, policies, and procedures to reasonably ensure they are attained during implementation. However, developing Enterprise solutions will require increased funding. The services should codify the requirements for the program objective memorandum (POM) as soon as service manpower requirements are determined and can be used as a basis for funding decisions.

Expected Outcomes:

- IA laws and regulations are followed.
 - Identify baseline and define gap between current and required IA workforce.
 - Draft a SECNAV instruction and other necessary policies and guidance documents to improve the Department's IA security workforce through education, training, certifications, and management.
 - Develop and prioritize corrective actions so that funding may be requested through the POM process.
- Training programs achieve their intended results.
 - Update the IA/CND job roles to reflect adherence to higher-level guidance and develop career paths for various job roles that define requirements for IA education, training, and certification.
 - Identify a process to ensure consistent threat information and IA imperatives are incorporated annually into IA training.
 - Develop training guidance for institutionalizing consistent training for IA workforce technicians and managers across the DON.
- Training resources are used consistent with the DON and Joint mission.
 - Reduce IA training development redundancy.
 - Maximize training resources across the Enterprise by developing standard service training plans.
 - Ensure DON IA personnel can meet the Joint environment with strong skills.
- Technological solutions to collect, maintain, and report reliable information for the IA workforce are established.
 - Determine effective methods for ensuring the IA workforce meets requirements and is registered promptly, to ensure certification and training tracking.
 - Define methods and tools to ensure IA awareness training is conducted, recorded, and monitored for DON personnel prior to granting network access, regardless of the network.
- "Accountability mechanism" for policy enforcement is developed.

2.4. Teaming Across the DON

Transformation is a continually evolving process that requires management of the overall direction while adjusting for new developments to achieve DON objectives. The DON CIO, DON Deputy CIOs (Navy and Marine Corps), and service Enterprise/operational Designated Approving

Authorities (DAA) provide oversight for the IA/CND Workforce Transformation and implementation of key actions. Other key DON stakeholders, DON IA/CND personnel, and the commands that they support, should be viewed as the Enterprise “owners” of this task as delegated by CNO/CMC, see Figure 3. They are the groups and individuals who effect and are affected by the achievement of the IAWWG’s mission, goals, and strategies. The Offices of Primary Responsibility (OPRs) ensure that manpower, personnel and training management actions are taken to ensure successful implementation throughout the Enterprise.

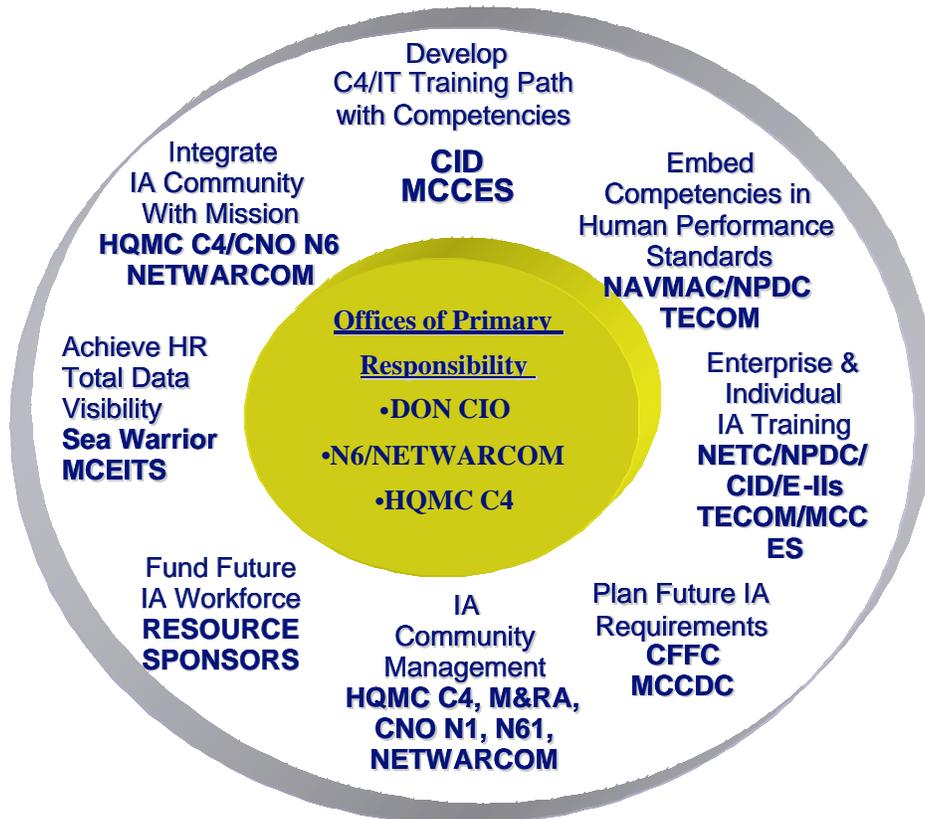


Figure 3. Commands Working Together

It is the responsibility of the manpower, personnel, and training commands along with the functional commands to implement the IA Workforce Improvement tasks mandated by DoD. The tasks are:

- Determine workforce manpower requirements; resource full-time jobs and reduce collateral duty.
- Deliver blended/e-learning training capability to train and certify workforce critical skills at an affordable cost.
- Develop Enterprise e-Solution to manage and track military, civilian, and contractor education/training, and capture mandated training for FISMA reports.

Furthermore, it is the responsibility of every member of the IA workforce to ensure their billet, personnel, and training information are accurately reflected in the databases of record.

To enable transformation, and anticipating the DON would eventually implement an Enterprise standard for the entire IM/IT workforce, the IAWWG's three tiger teams set about to align priorities and accomplish IA workforce management goals. Accordingly, this Implementation Plan addresses initiatives in accordance with the following tiger teams and their objectives.

- Manpower and Personnel
 - Develop Enterprise workforce standards.
 - Determine the appropriate manpower requirements.
 - Identify personnel that must adhere to IA workforce standards.
 - Move toward competency management.
- Training and Certification
 - Establish minimum technical and management IA skills for DoD IA personnel.
 - Provide warfighters qualified IA personnel in each category and level.
 - Establish a formal skill development and maintenance process.
 - Publish personnel training standards.
 - Verify IA workforce knowledge and skills through standardized testing.
- e-Solution for Workforce Management
 - Determine best electronic workforce management solutions for military, civilian and contractors.
 - Implement enterprise electronic management.
 - Deliver blended training capability to include e-training, sustaining critical skills at an affordable cost.
 - Enforce electronic tracking of billets, personnel, and training.

3.0. IAWWG – Leading the Transformation

The IAWWG draws on the functional expertise of the IA community as well as that of manpower, personnel, and training organizations. The IAWWG tiger teams provide a holistic approach to address the manpower, personnel, training, and management requirements.

The IAWWG task to implement DoDD 8570.1 and commence IA workforce management is transformational in nature. A small planning team, consisting of the facilitator and tiger team leads, manages the change processes and assists the IAWWG co-chairs in leading the development of the IA Workforce. The planning team aligns with and reinforces activities and decisions of leadership, tiger teams, and working groups, publicizing the way ahead, changes, or successes. The tiger teams draft and publish deliverables, which communicate the objectives of the IAWWG.

3.1. Methodology

The IA transformation initiative will be approached from the perspective of achieving Enterprise solutions, capitalizing on lessons learned and best practices, eliminating redundancy, and ensuring the best use of limited resources, which will result in significant Department-wide efficiencies and cost savings. Training resources must be focused to meet DON requirements and achieve their intended results. Technological solutions must support collection, maintenance, and reliable reporting about the IA workforce. This implementation plan should be used in concert with the:

- DON CIO IAWWG Charter of Jan 05.
- DON Strategy for Achieving Consistent Information Assurance (IA) Training, Certification, and Workforce Management of 18 Mar 2005.
- IA Workforce Management Communications Plan (working copy, updated monthly).
- SECNAVMAN 5239.X on IA Workforce Management (working draft updated monthly).
- IA Total Force Plan (also know as IA Human Capital Plan).
- DON IA Training Guidance.
- DON Frequently Asked Questions at www.doncio.navy.mil/iaworkforce.

The IAWWG outreach effort seeks to improve understanding of readiness needs among affected groups, address concerns of functional communities, and work with other DoD groups to reach common goals.

Observations, findings, and lessons learned derived from Joint operational deployments will serve as principal sources for the design of future Joint education and training curricula, courseware, training events, operational tests, and experimental concepts.

3.2. Critical Success Factors

The following factors are critical to IAWWG success for the IA workforce transformation and implementation.

- Top management commitment and involvement.

- IA workforce planning tied to the Naval mission and ForceNet strategy.
- Working group members involved and active in the transformation process in order to obtain individual agency/command buy-in of the implementation plan.
- An IAWWG manpower, personnel, and training strategy aligned with the service Human Capital/Total Force strategies and Sea Warrior, so that when the IAWWG's work is complete, ongoing workforce planning processes will sustain the IA workforce management program.
- Clearly stated IA workforce requirements.

3.3. Progress

The IAWWG has already impacted workforce capabilities by ensuring:

- All personnel with access to defense information systems have completed DoD standard IA awareness training with a single consolidated standard baseline course.
- IA professionals can receive IA and operating systems (OS) commercial certification test vouchers at no cost to their command.
- IA professional can learn more about IA and OS commercial certifications through Navy Credentialing Opportunities on Line (COOL) at <https://www.cool.navy.mil/>.
- IA workforce personnel have access to CND exercises and simulations.
- IA professionals have access to a wide range of IA/CND computer based training (CBT) courses through Navy e-learning and MarineNet. The courses have been mapped to certification courses to achieve a blended solution.

To date, the IAWWG has:

- Established an IAWWG charter with Navy and Marine Corps DAA leadership;
- Developed a DON IA Workforce Strategy to lay a foundation for the IAWWG processes;
- Established three tiger teams with leadership, subject matter expert, facilitator, and support personnel identified;
- Implemented ground rules and standard operating procedures for tiger teams to follow;
- Promoted open communication with the other leaders involved in workforce initiatives; and
- Adopted Enterprise solutions that are being implemented by the Navy and Marine Corps.

Figure 4 illustrates the processes and status of the three tiger teams.

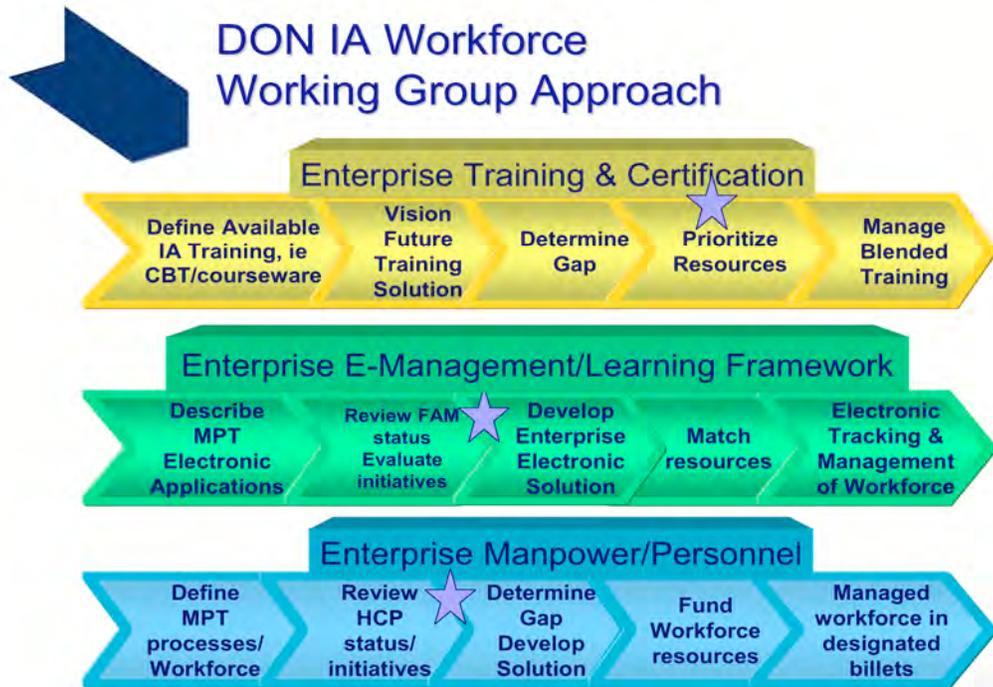
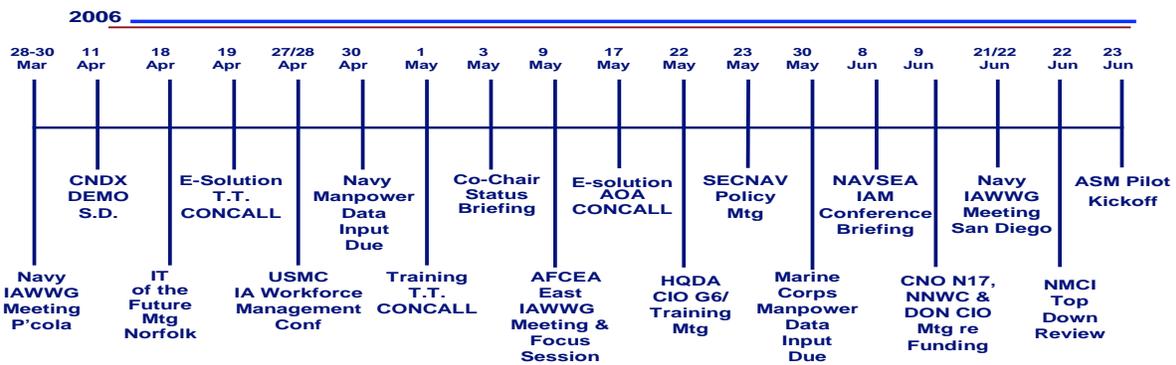


Figure 4. IAWWG Tiger Team Process and Status

3.4. 2006 Milestones

The IAWWG employs an iterative, spiral process for capability development. Each month all three tiger teams move their projects ahead by collaborating either virtually or in meetings. Some of the significant activities from March through June 2006 are highlighted in Figure 5. The tiger teams update the IAWWG Transformation plan of actions and milestones on a monthly basis.

The Road to Transformation



High Level of Engagement: 30+ Personnel at all Tiger Team Meetings

Figure 5. Schedule of Recent Events

3.5. IAWWG Metrics

The DON IM and IT Strategic Plan, FY 2006-2007 has been used as the basis for performance measurement. A set of appropriate measures was customized to gauge progress in meeting the IAWWG goals. These metrics focus on the vital objectives and measures that are important to the Enterprise process. Table 1 provides the point of contact and current status for each measure.

Table 1. Measuring IAWWG Performance

PERFORMANCE MEASURE	POC	STATUS
Workforce skill consistency - standardizing training and certifications.	Training Tiger Team	IA Training Path – Gold Standard defined/Credentialing Program Office established.
Total force management - Fully implementing the IA policy impacts virtually every person in the Department with access to information systems.	IAWWG Co-Chair and DON CIO IM/IT Workforce IPT	900,000 personnel took IA awareness training in FY06. Training in process for FY07. Lean Six Sigma underway to improve enterprise process.
Optimal Enterprise solutions - Enterprise solutions are achievable, capitalize best practices, eliminate redundancy, and ensure the best use of limited resources.	IAWWG Co-Chairs and Tiger Teams	Implemented Navy “COOL”, IA TMS (ASM) Pilot ongoing, CompTIA, SANs Training Pilots Underway.
Enforcement of laws and regulations - 100 percent compliance with all government regulation of the IA Workforce.	IAWWG Co-Chairs	Annual FISMA report provides update. IA workforce Management Dashboard in development.
Integration and alignment - Not limited to the functional area of information technology, but also including those who shape policy, resources, and databases for management of manpower, personnel or training.	IAWWG Co-Chairs and DON CIO IM/IT Workforce IPT and Tiger Teams	Sea Warrior/C4 Campaign Plan Collaboration, Integration, and Implementation underway.
Integration of Service and Joint needs	IAWWG Co-Chairs	COMPACFLT/CFFC IA Workforce Improvement Initiative underway in Phased approach.
Achievement of scheduled milestones	Tiger Teams	IAWWG Co-Chairs briefings; WIPAC briefings; IAWWG Minutes occur routinely and keep IAWWG on track.
Alignment of capabilities with defined requirements	IAWWG Co-Chairs and Tiger Teams	Tiger teams continue to refine requirements and update DoD DIAP and DON CIO quarterly.
Response to DoDD 8570.1 requirements and Navy and Marine Corps needs	DON OPR and IAWWG Co-Chairs	Policies, plans and TTP are being updated continuously to implement DoDD 8570.1 requirements.
Accessibility of shared resources	Co-Chairs and DON CIO	Navy and Marine Corps search for Enterprise-wide solution usable by both services is ongoing.
Achievement of communications goals	IAWWG Co-Chairs	Developed draft Communications plan which is updated monthly to reflect new information.
Proficiency of training programs	Training Tiger Team	CPF/CFFC IAWF Initiative underway to ensure Fleet metrics are reflected in the Defense Readiness Reporting System (DRRS)

Each quarter the tiger teams conduct an informal assessment concerning how best to assure the IA/CND workforce is managed and trained to provide the needed operational capabilities now and in the future. Figure 6 shows the quarterly planning for CY 2006. These assessments consider the impact of the IA/CND training and workforce management transformation on Joint, individual, and collective training, and consider management impacts and implications. Each assessment is part of a spiral-feedback mechanism to ensure lessons learned and relevant recommendations are provided to the responsible organizations in the IA community. The feedback also is used to inform the DoD Defense Information Assurance Program (DIAP) of the DON's IA Workforce Transformation progress. The DON CIO actively monitors the IA/CND Workforce Transformation integration efforts and includes these efforts in the scope of their assessments and DON metrics.

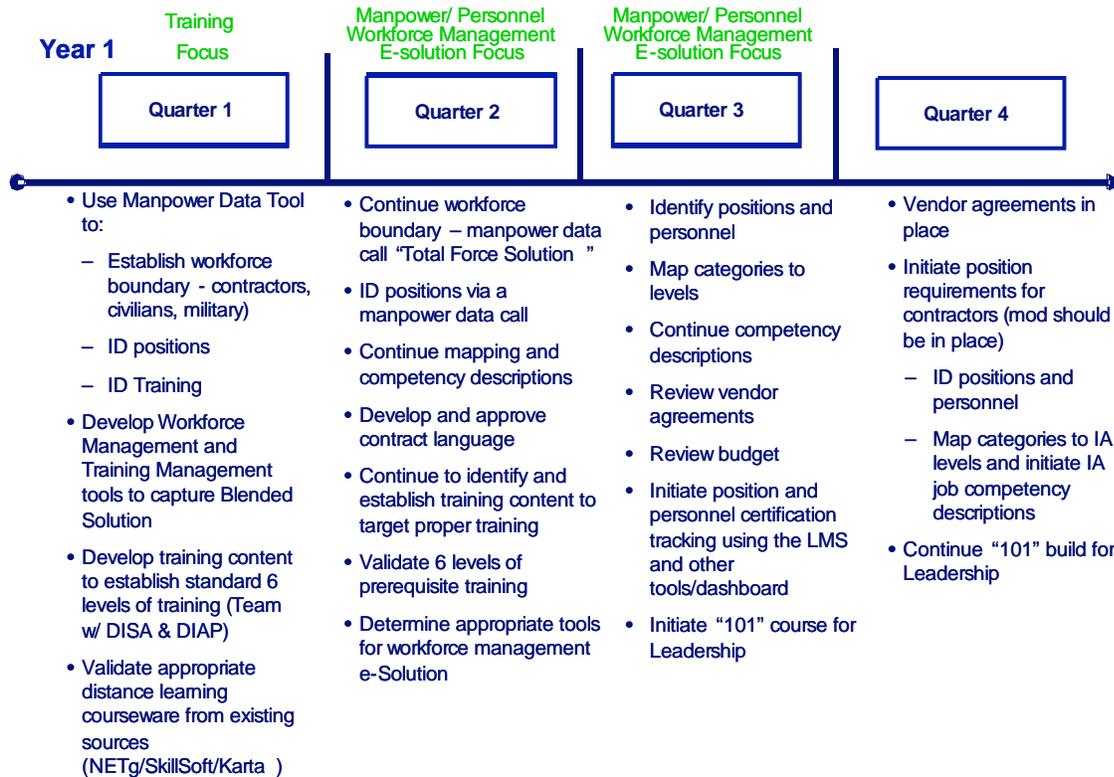


Figure 6. Quarterly Planning

4.0. Supporting the Transformation

The three IAWWG Tiger Team Leads are responsible to the IAWWG Co-Chairs for recommending Enterprise solutions in the areas of 1) Manpower and Personnel; 2) Training and Certification and 3) an e-Solution for workforce management. The three tiger teams follow a five step process, as described in Figure 7, to determine requirements

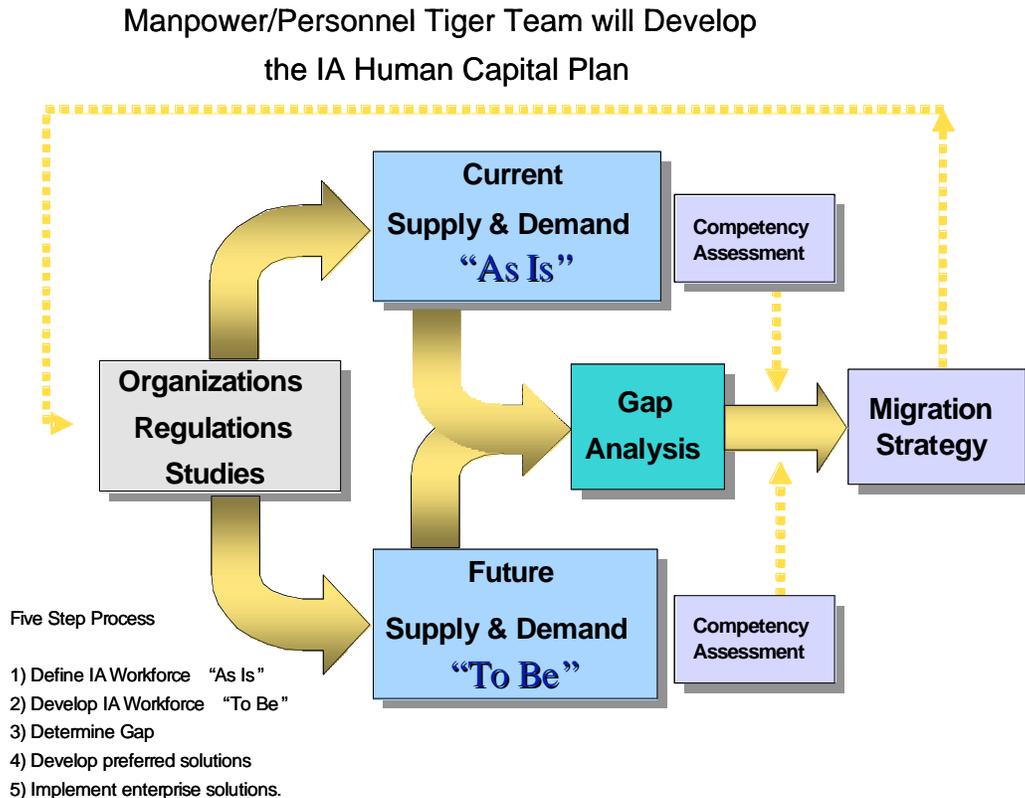


Figure 7. Gap Analysis for Total Force Plan

4.1. IA/CND Manpower and Personnel Implementation

The Navy and Marine Corps will implement interim solutions for tracking billets and personnel as the Office of the Secretary of Defense (OSD) works to develop a Joint solution for workforce management.

4.1.1. Manpower and Personnel Tasks

Manpower and personnel tiger team tasks to move toward implementation are as follows:

- Review manpower, personnel, and training tools developed by DoD and the services to identify current cost effective solutions.
- Research various human capital planning processes to determine applicability to IAWWG processes.
- Evaluate trade-offs of current manpower, personnel and training costs versus future demand.

- Publish strategy to outline approaches to meet manpower and personnel requirements.
- Document manpower and personnel requirements stemming from law, regulation, and directives.
- Determine the skill sets of the current workforce (civilian, military, contractor).
- Perform manpower and personnel gap analysis to determine delta between current skill sets and projected requirement.
- Project manpower/structure requirement.
- Project structure/billet gaps.
- Through workforce management, find the best fill (active, reserve, civilian, contractor) for the position.
- Generate requirements, evaluate, and add other manpower drivers, and develop the preliminary manpower file.
- Perform community management/track IA professionals to determine whether they are at the right place.
- Conduct strength planning/resource planning.
- Review, finalize, and distribute final manpower data to other commands as activity manpower data files.
- Send activity manpower files to Fleet readiness centers to add any additional skill requirements not previously captured and continue on with the process
- Update billets/structure and personnel codes.

4.2. IA/CND Training and Certification Implementation

Interoperable training becomes more important to IA workforce skill development as we standardize the Joint IA workforce. Common operational, technical, and system architectures are under development to allow integrated and distributed live, virtual, and constructive training and simulations to interoperate regardless of service. Through ongoing reviews and assessments, current policies that impact training, experimentation, and mission rehearsal are being examined.

Evaluation of skills will occur through commercial certification testing and Joint training events that measure performance to Joint standards. The DON will work with DoD and the Chairman, Joint Chiefs of Staff to ensure IA/CND training is integrated and not redundant. Appendix A describes the training path and provides information about credentialing.

The Navy and Marine Corps will support the OSD IA Skill Standards (IASS) development survey, also known as the "DoD IA Job Task Analysis." The purpose of the IASS is to define a common language for describing IA work across the DoD and to refine functions/levels outlined in DoD 8570.01-M as needed. Five hundred forty participants from the DON across the IA workforce categories outlined in DoD 8570.01-M will participate.

4.2.1. IA Training Tasks

The training and certification tiger team tasks are:

- Implement blended training solutions to meet standard and basic requirement. These solutions may include:
 - Classroom training
 - e-Learning

- Computer based training
- Simulation/war games/exercises
- Commercial training/certifications
- College/service schools
- Mentoring
- Performance intervention/on the job training
- Testing solutions
- Determine current service IA training.
 - Determine position and mission knowledge requirement
 - Develop an inventory of skill requirements
- Develop human capital inventory and invest in training, including:
 - Professional development
 - Personal development
 - Professional, military, and leadership training
 - Certifications and qualifications
 - Performance evaluation
 - Retention of IA personnel
 - Equipping personnel to operate in all enclaves
 - Cost-effective training
 - Training and certification completion tracking
- Develop training guidance for:
 - Individual development plan/fit-gap analysis
 - Blended solutions
 - Competency associated with enclave/equipment/platform
- Determine training cost.
- Determine information system user IA training requirements
- Implement and communicate Enterprise IA training solutions

4.3. IA/CND Workforce Management e-Solution Implementation

Personnel systems must ensure the assignment of the right individuals to the right Joint billets at the right time. To achieve this objective, Joint learning requirements and accomplishments must be tracked and documented for all DON personnel. This tracking includes accurately defining billet and Joint development requirements, developing appropriate standards, and establishing certification processes. The manpower and personnel data bases of record (see Figure 8) will report on the current standards for, and utilization of, Joint educated, trained, and experienced personnel. These reports will enable the establishment of improved personnel policies for Joint education, training, and experience.

Navy Training Management and Planning System (NTMPS) Data Interfaces

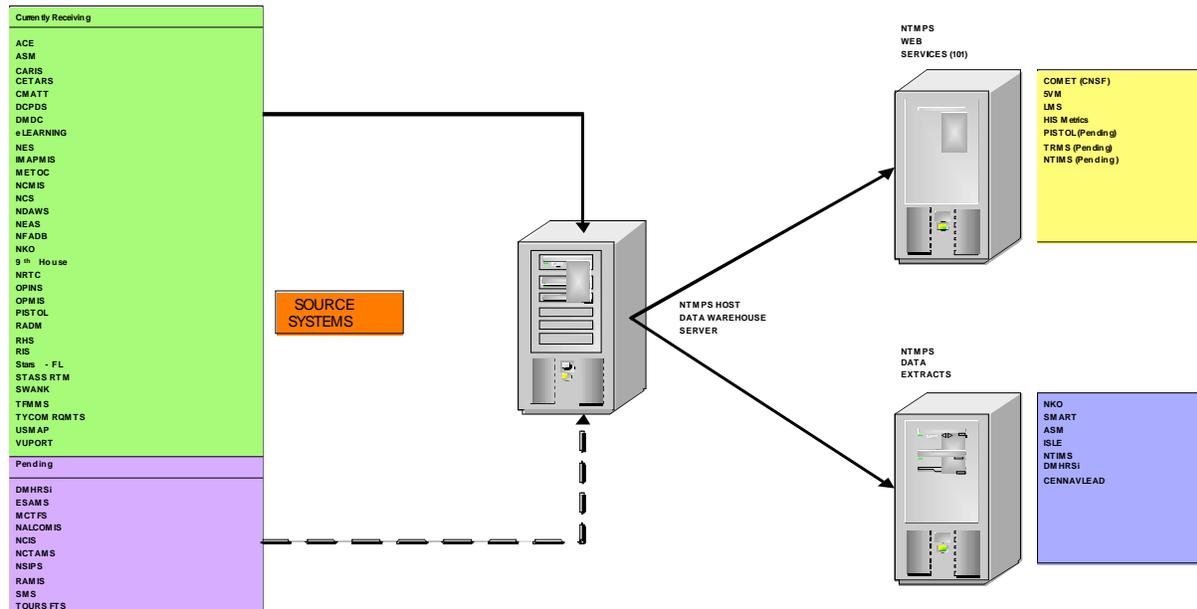


Figure 8. Authoritative Data Bases

4.3.1. IA Workforce Management e-Solution Tasks

The following identifies some of the tasks completed by the e-Solution tiger team as it assessed the “As Is” and reviewed preliminary e-Solutions and workforce management capabilities.

- Described all learning management and learning content management systems.
- Listed all relevant manpower and personnel data bases.
- Projected one solution; secure log-in for all users.
- Developed a process to evaluate existing applications/systems.
- Performed Capability Analysis:
 - Require search and report generation ability to all users based on role.
 - Software will comply with NMCI, ONE-NET, IT21 and command standards and limitations.
- Performed requirements prioritization.
- Collected key metrics for monitoring by the Community Manager.
- Conducted bi-annual data collection and risk analysis based on the information being reported in accordance with FISMA.
- Published a requirements document.
- Implemented the first e-Solution IA Workforce Management Tool. This tool was developed as an interim method to manage the workforce and will provide the manpower, personnel, and training information required for the FISMA report. Figure 9 shows some of the information captured by the tool. The Marine Corps is capturing similar information in their training information management tool.

NETWARCOM
NAVAL NETWORK WARFARE COMMAND

Marine Corps Training Information Management System collects identical data

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Navy Information Assurance Workforce Management Tool

You are logged in as: henry.knight@navy.mil | [Update my Information/Password](#)

[Add a VIC](#) | [Log-Out](#)

Submit - 1 to 10 of 20

<input type="checkbox"/>	No.	Cmd	Rank	Last Name	First Name	Primary IA Position	<< Sort
<input type="checkbox"/>	1	069235	E-6			None	edit
<input type="checkbox"/>	2	069235	CIV-GS			IAM	edit
<input type="checkbox"/>	3	069235	CIV-CONT			None	edit
<input type="checkbox"/>	4	069235	O-5			Developmen...	edit
<input type="checkbox"/>	5	069235	E-6			IAT	edit
<input type="checkbox"/>	6	069235	CIV-CONT			None	edit
<input type="checkbox"/>	7	069235	CIV-GS			None	edit
<input type="checkbox"/>	8	069235	E-7			IAM	edit

Figure 9. IA Workforce Management Tool

5.0. Considerations and Issues

Several areas require additional consideration and are described in this section

5.1. Reserve Force

On a daily/weekly basis the Reserve Force ensures its IA workforce is not only becoming credentialed, but is also being entered into the Naval Network Warfare Command (NNWC) manpower data base. The community is also ensuring that Reserve IS users are taking the IA awareness training. In the next fiscal year attention will be given to ensuring the reserve force manpower and personnel data bases are tied to the NTMPS dashboard.

5.2. Civilian Workforce

The DON CIO serves as the DON IM/IT Workforce Leader (per SECNAVINST 5430.7N), as well as the Community Leader for the Civilian IM/IT Workforce. Under DON CIO leadership, the DON IM/IT Workforce IPT has completed the task requested by the Deputy Assistant Secretary of the Navy (Civilian Human Resources) of the civilian community leaders to develop draft standard position descriptions in support of the National Security Personnel System (NSPS) implementation within the DON. Over the last several months, the IPT has reviewed the IM/IT classification series and completed the task of drafting 48 PDs for 23 series (occupation codes) and specialties. Table 2 provides an overview of the IM/IT community under the NSPS framework.

Table 2. DON IM/IT Civilian Community

Career Group	Pay Schedule	Occupational Codes
Standard	Professional/Analytical (YA)	2210, 1420, 1412, 1410, 0391
Standard	Technician/Support (YB)	2204(0335), 2203(0332), 1421, 1411, 0394, 0392, 0390
Scientific and Engineering	Professional (YD)	1550

A top priority for effective civilian community management is ensuring civilians are classified accurately because community assignment is based on series. The goal for all civilian communities is to complete career paths. This process will validate competencies and skills that will ultimately impact recruitment and development. The implementation of competency-based career roadmaps increases the urgency of classifying civilians correctly, and thereby ensuring they are assigned to the right community.

5.2.1. Information Assurance Workforce

The DON IAWWG is addressing IA workforce training, certification, and management requirements. Implementing policy is required and must be coordinated with the Office of Civilian Human Resources (OCHR) and the broader community, to clarify DoD 8570.01-M direction and identification of the IA workforce within the Defense Civilian Personnel Data System (DCPDS). Under the IA Workforce Transformation initiative, full time IA managers and IA technicians should be classified as 2210 occupations with their primary parenthetical specialty title identified as Security (INFOSEC). The Security specialty better describes the position of an

IA manager and provides a career path option for IA Technicians. However, the IA workforce category and level is not dependent on grade. The Security specialty (and the classification standard) does not adequately describe the more technical nature of IA technician positions. Therefore, IA technicians should select a secondary parenthetical specialty title from among the other parenthetical specialty titles that are typically related to network operations and solutions architect job roles, as shown in Table 3.

Table 3. Taxonomy for the 2210 IT Specialist

IT Specialist Functional Groupings	
Functional Grouping	Parenthetical Specialty Title
IT Project Management	IT Project Management
Network Operations	Operating Systems, Network Services, Internet, Systems Administration, Customer Support
Policy and Planning	Policy and Planning
Security	Security
Solutions Architecture	Systems Analysis, Applications Software, Data Management

5.2.2. Defense Civilian Personnel Data System

DCPDS is being updated with appropriate fields to enable identification of the IA workforce. Policy is expected to provide additional guidance. The centralized management requirements of the IA workforce and decentralized execution of civilian personnel present challenges for visibility across the entire Enterprise.

5.2.3. The SPAWAR IA Training Curriculum

The Space and Naval Warfare Command (SPAWAR) provides IA training for the civilian IA workforce in Echelon II commands. Commands may either send civilians to the SPAWAR classes or “train a trainer” to teach the classes at individual commands, which is the most cost effective way to attain the training. This training is geared to train to the Naval mission and does not train a civilian to take the commercial certifications exams. To prepare for the commercial certification exams, the IA workforce member will need to take the specific commercial course (that meets their required IA level of training) via Navy e-Learning or other commercial sources. Members who have already taken IA training and believe they have sufficient knowledge, may take the commercial certification tests without e-learning or pre-testing. However, until a baseline of personnel who have passed the tests is established, it is recommended that civilian personnel take both the e-learning and pretest prior to taking the commercial tests.

5.3. Contractor Workforce

The Contractor IA Workforce has four years to meet compliance with DoD 8570.01-M. All commands (Contracting Officer Technical Representatives) should prepare to write or modify their contracts to include the contractor certification requirement. The enclaves, such as NMCI, Marine Corps Network Operations and Security Command (MCNOSC), ONE-NET, should review contracting vehicles to ensure appropriate language is included to address the new DoD 8570.01-M contractor workforce management requirements. (PEO-EIS is responsible for ensuring that both NMCI and ONE-NET contractor training is completed by the vendor.)

5.3.1. Special Contractor Tracking

Contractors are a unique category of the Information Assurance Workforce, and the DON is working with subordinate commands to define requirements for contractor qualifications. Contractor contribution remains a challenge as we move forward to build a Human Capital Plan. Some of the tasks related to contractors are:

- Identify all contractors performing IA functions.
- Ensure that contractor personnel, including local nationals, possess the appropriate IA certification.
- Specify individual contractor certification and training requirements in all contracts that include acquisition of IA services.
- Document contractor certification levels in the Defense Enrollment Eligibility Reporting System (DEERS).

6.0. COMPACFLT/CFFC IA Workforce Improvement Initiative

Commander, Fleet Forces Command (CFFC) and Commander, U.S. Pacific Fleet (COMPACFLT) believe the professionalization of the IA workforce will improve both information assurance and network performance, and recognize the need within the Fleet to take a more holistic approach to IAWF improvement. This improvement initiative is based on these key assumptions:

- Training and certifications alone will not address all of the existing demands placed on our workforce. Rapid infusion of technology and information demand have outpaced training and Tactics, Techniques and Procedures (TTP). It is essential that the IAWF have the appropriate tools, support, and guidance to effectively operate our networks.
- All efforts to meet the DoD 8570.01-M requirements must improve operational readiness. In order to achieve this, it is essential that proper metrics and assessment vehicles be in place to quantify actual impact of professionalizing the IAWF.
- All efforts must align with CFFC/CPF focus areas; notably warfighting readiness and combatant commander capability requirements.

The IA workforce improvement initiative will assess the actual effect and cost of implementing DoDD 8570.1 requirements on both the IAWF and the Navy information grid. This initiative will be conducted in three distinct phases that will span both afloat and ashore activities. The goal of each phase will be to test specific assumptions, and validate tools and TTP already in place and the new processes being put in place to meet this new requirement.

6.1. GOALS AND OBJECTIVES.

Phase 1 of the COMPACFLT/CFFC workforce improvement initiative will focus on two shore commands and three afloat units. The shore-based component of Phase 1 is already underway and is evaluating a training management system for the IAWF. The afloat portion of Phase 1 will focus on development and assessment of metrics and measures for IA and network performance. The time frame for Phase 1 accomplishment is 1 Oct 06 through 15 June 07.

The Phase 2 shore component will focus on two additional NNWC commands and a shore component training manual to include required training and assessment regimens. The Phase 2 afloat component will move processes tested against individual units to the strike group level. Phase 2 will commence first quarter FY08.

The Phase 3 shore component will propagate lessons learned from Phase 2 NNWC units to all shore units. The Phase 3 afloat component will implement lessons learned into the Fleet training continuum and provide input to a headquarters-level dashboard for IA and network performance. Phase 3 will be completed by fourth quarter CY08.

As new IA tools become available (e.g. HBSS, SCCVI/SCRI) they will be included in this process.

7.0. Near Term Planned Actions

IA Workforce Transformation initiatives must be codified in DoD and DON policy. DON policy ensures that initiatives are institutionalized within the Department, provides guidance for planning and execution of service programs, and provides procedures and assigns responsibilities for the training and management of military, civilian, and contractor personnel and military units. DoD policy promotes the effective integration of activities across the Military Departments and the Navy and Marine Corps team, minimizes duplication of effort, and enables the DON to focus on priorities. Figure 10 is a schedule of important near-term planned actions.

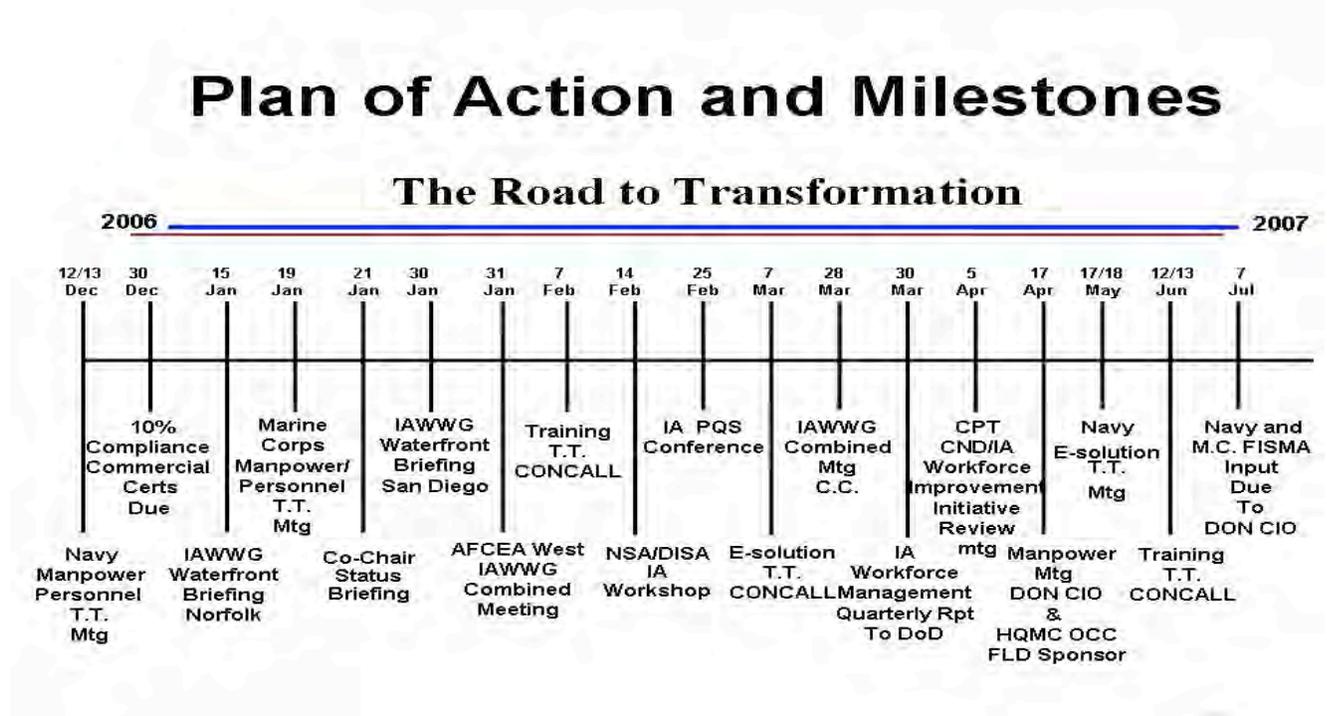


Figure 10. Schedule of Near-Term Actions

7.1. Manpower Implementation Actions

The Manpower Tiger Team will ensure three actions are taken:

- IA Workforce Data Call
 - Release DON CIO message to direct web-based manpower/personnel data capture.
 - Release NNWC/HQMC messages to identify personnel working at IAM/IAT levels I, II, and III.
 - Use FISMA data as basis for gap analysis.
- IA Human Capital Plan
 - Identify manpower and personnel requirements and gap analysis.
 - Determine civilian, military, contractor mix.
 - Reduce collateral duty.
 - Ensure military maintain skill currency while in shore billets.
 - Ensure commands support budgeting and manpower planning.

- Ensure alignment and integration with DON CIO IM/IT human capital plan and OPNAV N6/NNWC human capital plan.
- IA Workforce Manual (SECNAV)
 - Identify manpower and personnel requirements.
 - Ensure commands support budgeting and manpower planning.
 - Bring the IA workforce into compliance with the requirements.

7.2. Training and Certification Implementation Actions

The Training Tiger Team will ensure the following actions take place.

- Implement “Focused Training.” Match training to personnel working at levels IAT Level 1-3 and IAM Level 1-3, shifting the focus from “one-size fits all” training to training for specific jobs.
- Ensure training and education content and delivery reflect the most efficient and effective delivery means. Implement additional distance learning and other training techniques as appropriate.
- Ensure IA professionals have access to training spaces conducive to learning, and develop sites that are easily accessible for both training and testing.
- Provide professional training for all IA professionals so this element of the workforce maintains current command specific technological knowledge.
- Re-engineer fundamental IA training throughput at schoolhouses as appropriate
- Modularize training where feasible to reduce time in training the core IA workforce.
- Establish metrics to determine effectiveness of education and training to meet DON expectations. Use the feedback to modify and develop instructions.
- Support a continuous IT learning environment that allows the IA workforce to obtain new skills necessary for professional growth.
- Improve the process for identifying and managing individual career training and education needs.
- Implement a Five Vector Model/roadmap for military and civilians.
- Monitor command implementation of individual development plans to ensure core IA competency training.
- Implement enterprise IA training path/collateral IA training path.
- Review the best uses of CNDX and SAST simulation tools for exercises and schoolhouse uses.
- Collaborate with Defense Information Systems Agency (DISA) to develop targeted Sharable Content Object Reference Model (SCORM)-compliant training for six levels.
- Develop Enterprise training guidance to define the blended solution.
- Reduce cost of training with NETC/FEDSOURCE using best civilian industry business practices.

The IAWWG, along with Fleet components, will continue to work with the Center for Information Dominance (CID), Marine Corps Communication-Electronics School (MCCES), DoD DIAP, DISA, and the Joint staff, to help identify existing core competencies, identify learning elements, and participate in gap analyses.

7.3. e-Solutions Implementation Actions

The e-Solutions Tiger Team will ensure the following actions take place.

- Develop a workforce management e-Solution requirements document (see Figure 11).
- Develop an Enterprise IA training dashboard.
- Team with CID to support commercial certification testing through paperless vouchers.
- Leverage the NNWC IA workforce management/survey tool for Enterprise e-Solution.

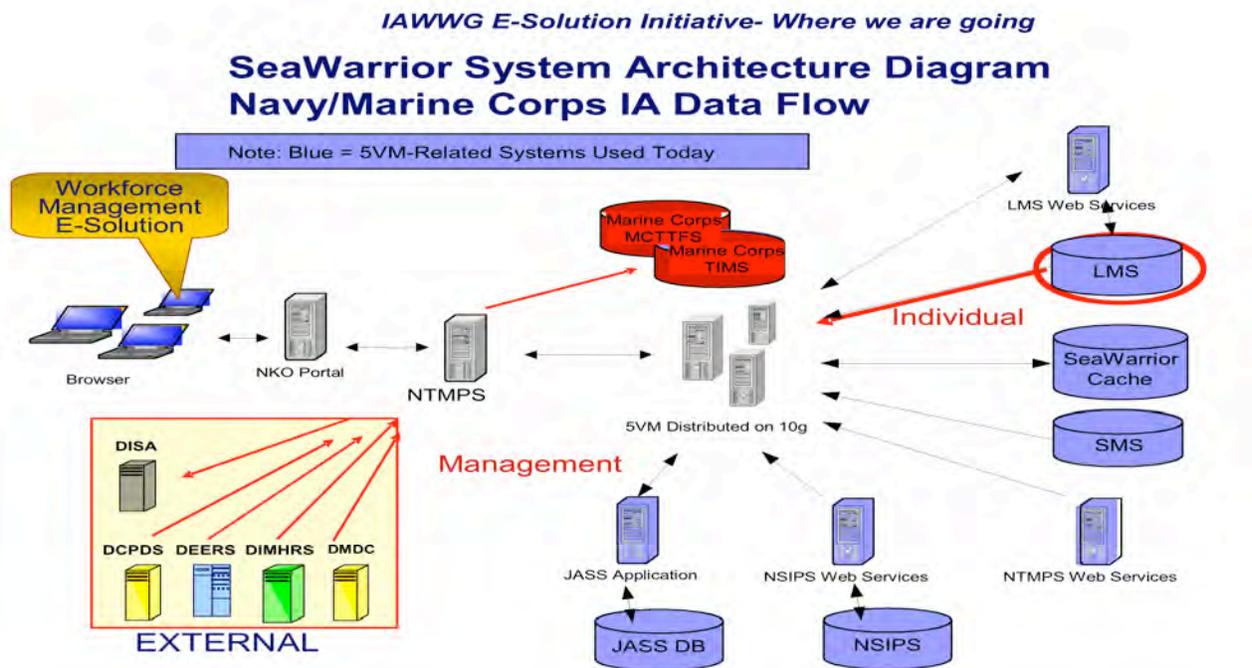


Figure 11. IA/CND Workforce Management e-Solution

8.0. Managing and Reporting

DoD CIO, released a memo on 1 May 2006 tasking the Military Departments and agencies with required actions regarding 8570.01-M implementation. The first DON responses were submitted to the DIAP on 30 May followed by quarterly reports beginning 30 June 2006. Another DoD CIO memo was released 1 June 2006 at the inspector general's request and requires further reporting from the services to reinforce DoDD 8570.1 implementation. (Note: documents are available under the IAWWG section on the DON CIO virtual site at <https://donimitcommunity.spawar.navy.mil>.)

The IAWWG facilitator, in conjunction with the DON CIO, HQMC C4, and CNO N61, will draft responses for the DON coordinated response. Service input will be solicited as necessary.

8.1. FISMA Reporting Requirements

FISMA requires that federal agencies report network security status to Congress. FISMA reporting requirements, to include IA workforce management data, have been promulgated. In 2006, in addition to billets/structure and personnel, training was also required to be reported. In 2007 the number of certifications must be reported. The information captured through the Navy and Marine Corps data call were used for the 2006 FISMA report. See Tables 4 and 5 for the DoD FISMA metrics reporting templates.

DoD FISMA Template: IA Training Metrics

DoD IA Training Metrics								
Table 2 -1: IA User Awareness Training								
	Civilian		Military		Contractor			
	Number	Certified	Number	Certified	Number	Certified		
Orientation	0	0	0	0	0	0		
Refresher	0	0	0	0	0	0		
Total	0	0	0	0	0	0		

Table 2 -2: IA Workforce Primary Duty Positions (Totals) *								
	Civilian			Military			Contractor	
	Positions	Filed	Certified	Positions	Filed	Certified	Number	Certified
IAT I	0	0	0	0	0	0	0	0
IAT II	0	0	0	0	0	0	0	0
IAT III	0	0	0	0	0	0	0	0
IAM I	0	0	0	0	0	0	0	0
IAM II	0	0	0	0	0	0	0	0
IAM III	0	0	0	0	0	0	0	0
DAA	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0
* Note: if an individual is performing in multiple IA categories only count them once based on the IA role they spend highest percent of their time/effort.								

Table 4. FISMA Reporting Template

Table 2-3: IA Workforce Additional/Embedded Duty Positions (Totals) *								
	Civilian			Military			Contractor	
	Positions	Filled	Certified	Positions	Filled	Certified	Number	Certified
IAT I	0	0	0	0	0	0	0	0
IAT II	0	0	0	0	0	0	0	0
IAT III	0	0	0	0	0	0	0	0
IAM I	0	0	0	0	0	0	0	0
IAM II	0	0	0	0	0	0	0	0
IAM III	0	0	0	0	0	0	0	0
DAA	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0

** Note: if an individual is performing in multiple IA categories only count them once based on the IA role they spend highest percent of their time/effort.*

Table 2-4: IA Workforce Training and Certification Budget Plan Report*							
IA Workforce Milestone Budget Plans (training and certification, costs) *							
IA WF Budget	(FY06)	(FY07)	(FY08)	(FY09)	(FY10)	(FY11)	Total
Required	0	0	0	0	0	0	0
Budgeted	0	0	0	0	0	0	0
Obligated	0						

** Identify data to the extent available for FY07 - FY11.*

Table 5. FISMA Reporting Template (Cont.)

8.2. Planning and Resource Management

The DON IA Workforce Transformation was designated the IA Workforce Improvement program by the Secretary of Defense, and it was included in the DON Fiscal Year 2005 Program Objectives Memorandum. The IA/CND Workforce Transformation Planning and Resource Management process is fully consistent with the DoD DIAP IA Workforce Improvement Program and it will remain in effect until officially cancelled or changed.

Per Figure 12, the DON must be in full 8570.01-M compliance by FY11 and services are required to submit POM budget requests for IA training and commercial certification testing. In the meantime the Navy and Marine Corps will receive Presidential Decision Memorandum (PDM III) funding to pay for certifications and help with database upgrades. See Table 6 for the estimated budget required for training the IA workforce through FY11.

Schedule (DoDD 8570.1; 8570.1M)

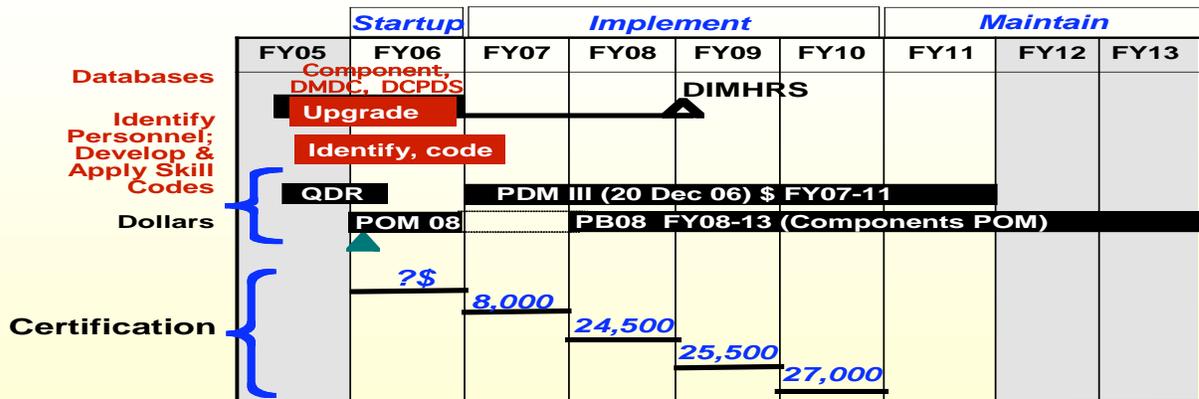


Figure 12. Four Year Compliance

IA Workforce Training and Certification Budget Plan Report*							
IA Workforce Milestone Budget Plans (training and certification, costs) *							
IA WF Budget	(FY06)	(FY07)	(FY08)	(FY09)	(FY10)	(FY11)	Total
Required	12270000	12270000	12390000	12390000	12390000	12390000	74100000
Budgeted	10700000	13000000	10000000	12000000	12000000	12000000	69700000
Obligated	12270000						
<i>* Identify data to the extent available for FY07 – FY11.</i>							

Table 6. IA Workforce Training and Certification Budget Plan

9.0 Conclusion

Achieving a consistent Enterprise approach and integrating policies, processes, and procedures will dramatically improve the DON's IA training and certification scorecard required by FISMA.

The DON IM/IT workforce maintains a virtual site (<https://donimitcommunity.spawar.navy.mil>) to collaborate and share information. The IA/CND Workforce Transformation Plan and the IAWWG Communications Plan may be found under the IAWWG section of this site. The IAWWG Communications Plan lists other sites that contain IA/CND implementation information.

As we further professionalize the IA/CND workforce by equipping DON personnel with the knowledge, skills, and tools to effectively prevent, deter, and respond to threats, we will not only shape the workforce now and in the future, we will support our vision of network-centric operations and FORCEnet.

APPENDIX A – Training Path and Credentialing

IA Training Path for the Core IT/C4 Professional

The Enterprise IA gold standard training path depicted in Figure A.1, is the recommended training path with options including components of the blended solution; classroom, e-learning, CBT, mentoring, on the job training, etc. as appropriate. Pilots of the IA/CND professional courses are being conducted January through April of CY07. The CID and MCCES are mapping CNSSI standards to course curricula and have determined the rewritten IA courses align to the standards.

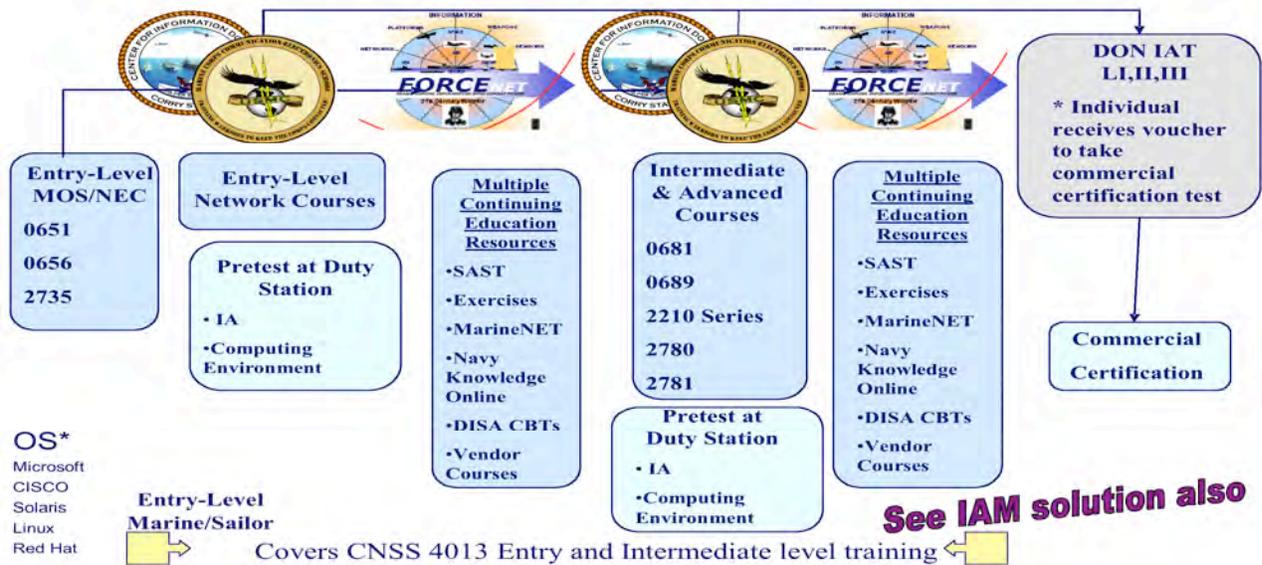


Figure A.1. IA Training Path – Gold Standard

OS Training Path for the Core IT/C4 Professional

IA professionals who work in a technical level 1, 2, or 3 environment must obtain an additional operating system (OS) certification, see Figure A.2. The CID is collaborating with the Surface Combat Systems School personnel to determine the appropriate IA training path for fire controlman, etc. who also are part of the IA workforce.

Operating System Certification



Figure A.2. Operating System Certifications

IA Training Path for IA Professionals in Other Primary Areas

Figure A.3 is an example of the Center for Surface Combat Systems modified IA Training Path for the fire controlman, who is also an IA professional at the level 1 environment.

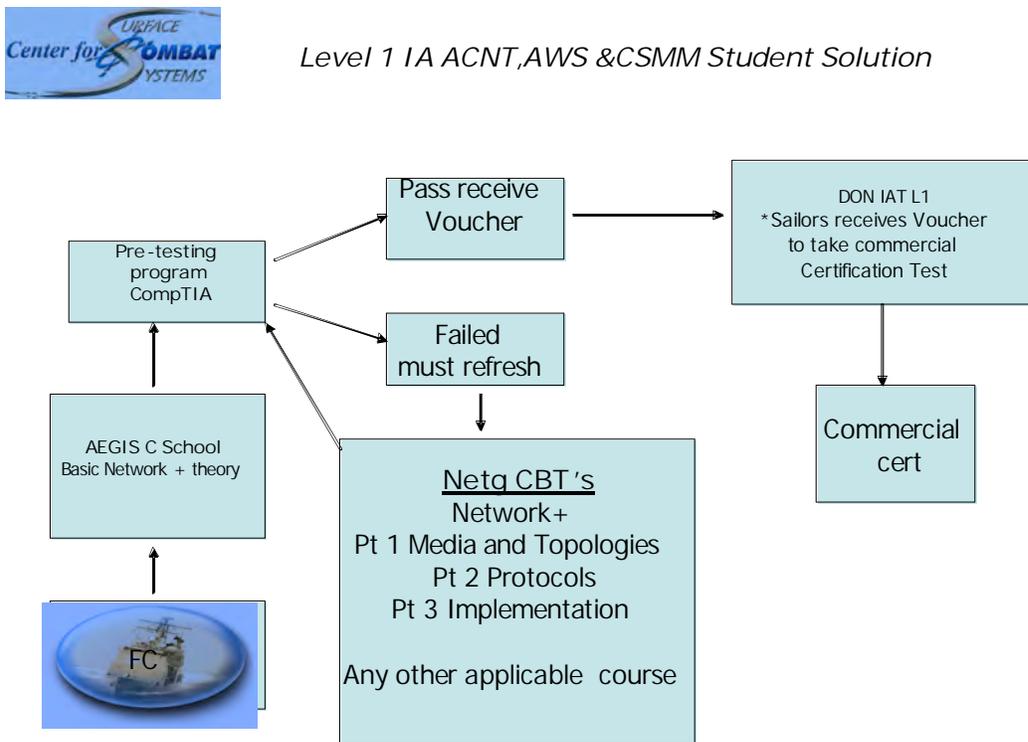


Figure A.3. Fire Controlman Training Path for the IA professional at Level 1

IA Training Priorities

The IAWWG established the following Enterprise training priorities:

1. Commercial certification testing and Defense Activity for Non-Traditional educational Support (DANTES) pilot
2. Commercial practice certification test (pretests available on Navy systems)
3. Certification sustainment
4. ILE curricula funding (DISA 5/6 functional courses)
5. Direct support 2.0 (accelerate deployment of tool that allows for deployed distance study)
6. e-Learning support (library/tools to facilitate)
7. Civilian standard training curriculum (SPAWAR course and USMC IAM course)
8. Military sustainment of CNSS standard for classroom
9. Sustainment training (simulation, i.e. Computer Network Defense Exercise (CNDX) and System Administrator Simulation Trainer (SAST))
10. Training integrators (two full-time employees at CID and 29 Palms)
11. Facilitated live distance learning
12. Commercial classroom training/vouchers
13. Enterprise IA manpower, personnel, and training management tool
14. 24-7 or Safari Books (capability to access books offline)

Some funding has been secured for most of the training priorities and funding will commence in either FY06 or FY07. In FY07 the services will receive additional certification testing funds from DoD that were secured in the Presidential Decision Memorandum (PDM III).

IA Training Path Simulations

The IAWWG continues to review the simulations available to IA professionals. For example:

- The SAST prototype, developed at the Pacific Northwest National Laboratory (PNNL), was used in the Bulwark defender exercise. SAST provides a realistic environment without threat to actual operating systems.
- The CNDX, developed by SPAWAR, is a portable simulation that can be used in a classroom or during exercises.

The CID and MCCES are reviewing both the SAST and CNDX simulations for appropriate usage to reinforce skills.

Credentialing Implementation

All IA commercial certification pre-tests must be fully integrated into the IA training path process. Upon completing formal schools or e-learning and before personnel undertake the DoD required commercial certification testing, they should assess their level of knowledge through a pre-test. Both Navy e-Learning (available through NKO) and NMCI learning management system (LMS) (available to anyone with an NMCI account) have pre-tests that are available at no charge to the IA workforce. Additionally, DoD is planning to purchase, for DoD-wide use, pre-tests from each approved certification organization listed in DoD 8570.01-M. (ISC)2 has some pre-assessments on line for the CISSP at no charge. The Enterprise credentialing implementation process is defined in Figure A.4.

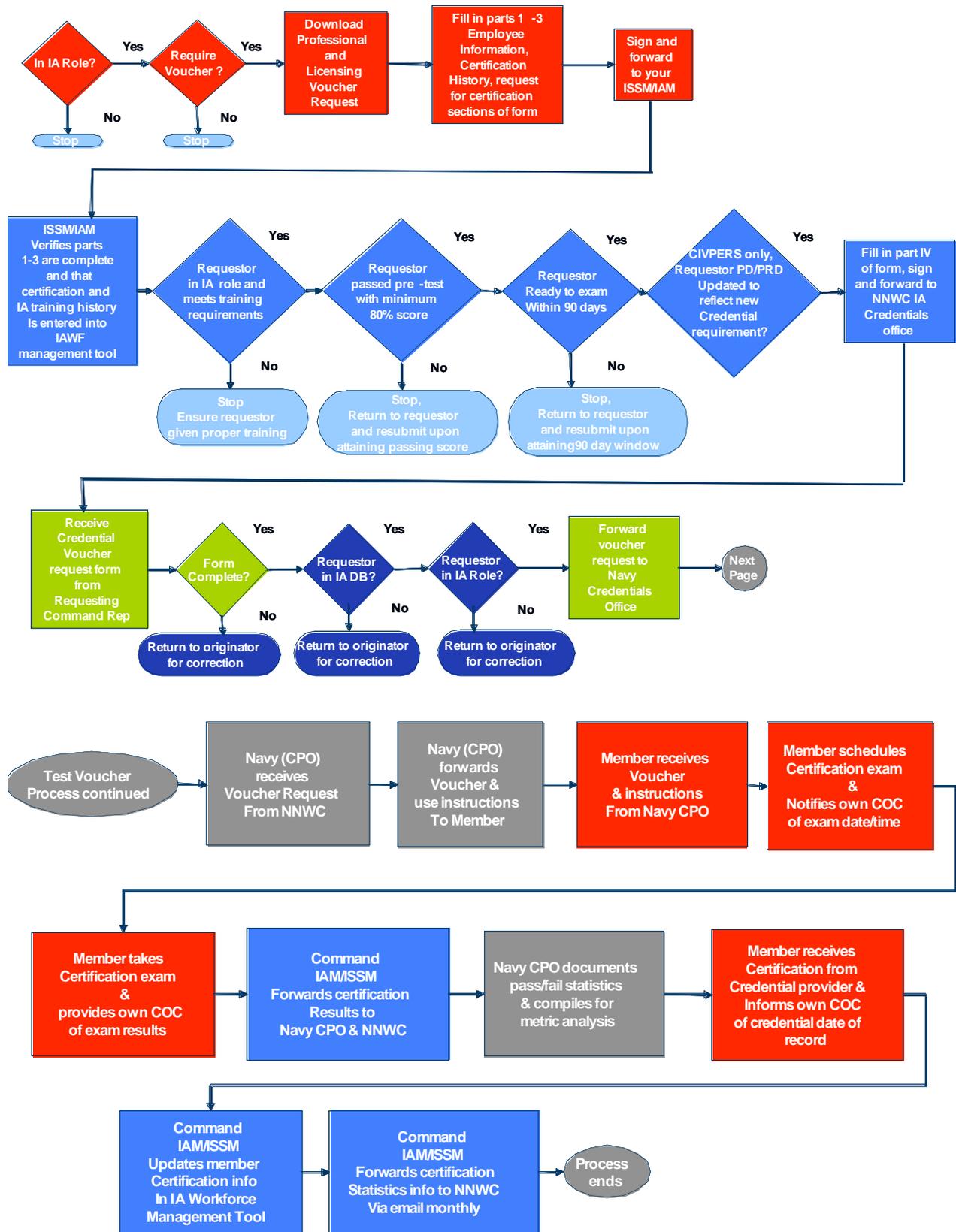


Figure A.4. Credentiaing Process

