

Implementing DHS' Cybersecurity Talent Management System (CTMS)

The Department of Homeland Security (DHS), Office of the Chief Human Capital Officer (OCHCO) Cybersecurity Statutory Authority Program Office (CSAP), is seeking input and feedback on draft requirements for various aspects of implementation and operation of its new cybersecurity-focused personnel system.

The DHS Office of the Chief Human Capital Officer (OCHCO) leads a cross-Component effort to implement a new cybersecurity-focused personnel system, the Cybersecurity Talent Management System (CTMS), as authorized by the *Border Patrol Agent Pay Reform Act of 2014* (P.L. 113-277), which added a new section (codified at 6 U.S.C. §658) to the *Homeland Security Act of 2002*. The Secretary's authority allows for a variety of talent management changes, including alternative methods for defining jobs, conducting hiring, and compensating employees.

In designing CTMS, DHS has revisited some of the foundational theories and structures that underlie how the Federal Government has managed talent for decades to modernize the civil service for cybersecurity work. In completing the design of CTMS and preparing for launch, DHS is pursuing new methods for describing work, identifying and encouraging applicants, considering time/professional experience, evaluating applicants and employees, and managing career progression. Therefore, DHS is exploring innovative, agile, and strategic approaches to the implementation and operation of this system to quickly address cybersecurity staffing requirements.

Please provide any questions for clarification and responses to "Questions for Industry" under Objectives by 12:00PM EST on Tuesday, December 3, 2019 to: Daniel Weingarten and Phorsha Peel at daniel.weingarten@hq.dhs.gov and phorsha.peel@hq.dhs.gov

OCHCO CSAP intends to conduct an in-person industry day with follow-up sessions on December 9, 2019.

Note: *Vendors may be asked to attend one-on-one sessions to discuss each objective section.*

Objectives

1: Implementation/Operation – The purpose of this objective is to support the continued design, initial launch, and refinement of the new Cybersecurity Talent Management System (CTMS) – to include assisting OCHCO in ensuring effective operation of CTMS, including all critical interactions with applicants and employees.

- a) Talent Management Strategy Support** – e.g. Federal human capital policy research, workforce planning, talent management strategy development, change management/communications, performance monitoring
- b) Talent Experience Support**– e.g. Applicant management and inquiries, employee onboarding, employee question and issue resolution, standard operating procedure development and refinement, operational process assistance, assistance with compensation and work assignment decisions, provision of development and training guidance

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Skills Sought to support this objective:

- Expertise and certification in Human Resource (HR) practices across Federal Government, including those associated the excepted service, rank-in-person approaches, career/pay progression based on factors in addition to/other than tenure, and authorities outside of 5 U.S.C. and 5 CFR
- Expertise and practical experience in implementing/operating HR practices in the private industry, with an emphasis on cybersecurity staffing/retention
- Expertise in key skills/experience of standard core requirements in HR operations with emphasis on customer-centric approaches
- Demonstrated experience in managing/implementing HR operations with an applicant-/candidate-/selectee-centric approach
- Experience in implementing best practices for recruiting/retaining cybersecurity talent
- Practical experience in/knowledge of key factors for successful offer acceptance by cybersecurity talent
- Practical experience in managing professional development to inform compensation and/or career level changes
- Expert recommendations on and ability to provide best range of personnel experienced/certified in specialties needed to support CTMS
- Currently support contracts with DHS, OPM or others for similar services

2: Employment Branding - The purpose of this objective is to assist DHS in designing and developing employment branding and marketing materials for CTMS to:

- a) Generate interest in working on cybersecurity issues at DHS
- b) Engage potential applicants and those applicants that have already expressed interest in a DHS cybersecurity career
- c) Ensure consistency of message and employment brand experience for applicants, employees, and other stakeholders

Skills sought to support this objective:

- Expert practical knowledge of advertising, public relations, communications to develop the strategy and processes for this program
- Expertise in developing communications materials and leveraging various communications outlets/media, including photography and video
- Expertise in graphic and web design, including development of visual materials, including custom content for us in printed materials and digital communications
- Experience, including current contract work, with DHS or other federal agencies for similar services
- Experience navigating federal approval and review processes for communication materials, including written and visual content

3: Talent Acquisition – The purpose of this objective is to obtain review and enhance existing strategies for ensuring sufficient rates of applicants at all career levels likely to possess the

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qualifications required by the cybersecurity work supported by CTMS. This will include benchmarking and—as appropriate—adopting leading private sector practices for attracting, sourcing, and recruiting top cybersecurity talent, and assisting in the development and implementation of strategies and programs to:

- a) Ensure a sufficient cybersecurity talent pipeline for CTMS
- b) Encourage an applicant pool that reflects America's diversity
- c) Maintain staffing connections/networks, including with academic institutions, professional associations, and similar partners
- d) Conduct headhunting/targeted recruitment/executive search, including through the use of digital tools

Skills sought to support this objective:

- Expert practical knowledge of strategies/procedures/tools is essential to this approach
- Expert practical knowledge of the skills and capabilities of talent acquisition experts/recruiters performing such work
- Expert practical knowledge of the challenges associated with the cybersecurity labor market and securing interest/application from cybersecurity/digital technology talent
- Experience, including current contract work, with DHS or federal agencies for similar services

Questions for Industry:

- 1) How might industry approach each of these requirements, i.e., what strategies, deliverables, and products would best assist the government in achieving results?
- 2) Is industry aware of systems, data sources and/or other solutions that might better inform these requirements?
- 3) What are potential achievable milestones for delivering on the purposes of each of these three requirements?
- 4) What gaps does industry see in the outlines of these three requirements that might impede government success?
- 5) DHS welcomes industry recommendations on how OCHCO could best meet these objectives.

Other Related Information

- This program is ramping up across multiple years, and growth will depend on a variety of factors, including the Department's ability to address recruiting and hiring surges. Initial work will focus mainly on needs in the Washington, DC area, including DHS Headquarters and Component talent requirements. Eventually the program could evolve to supporting talent requirements from Components nationwide.
- Understanding the Federal NICE framework and existing research on competencies associated with success in the field of cybersecurity are an important facet to this program.

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- The federal DHS project team consists of a relatively small core OCHCO program office, which interfaces with a complex set of stakeholders, including human capital and cybersecurity mission leaders across Components.
- Coordination and collaboration across contractors supporting this effort is a key requirement for success.
- Consultants will engage with leadership through numerous ongoing meetings and interviews and daily on-site presence, along with regularly scheduled milestone report delivery to both the program office or key stakeholders.
- All roles/work will be located in Washington, DC.

Success Factors / Measures

- DHS is able to improve current performance measures associated with cybersecurity talent for those positions/employees supported by CTMS:
 - Offer acceptance rates
 - Retention rates
 - Employee engagement indices
- CTMS processes are sustainable and integrate refinements regularly to remain competitive in the cybersecurity labor market
- Employees hired using CTMS and related stakeholders have transparent, consistent communication during the entire employee life-cycle
- Cybersecurity personnel within and outside of the federal government are aware of/interested in the new cybersecurity employment opportunities at DHS

Terms/Acronyms

CTMS – Cybersecurity Talent Management System

DHS - Department of Homeland Security

NICE Framework – National Initiative for Cybersecurity Education Cybersecurity Workforce Framework

OCHCO - Office of the Chief Human Capital Officer

Authorities/Requirements

Homeland Security Act of 2002

6 U.S.C. §658 (*Cybersecurity Recruitment and Retention*)

P.L. 113-277 (*Border Patrol Agent Pay Reform Act of 2014*)

P.L. 113-246 (*Cybersecurity Workforce Assessment Act of 2014*)

P.L. 114-113 (*Consolidated Appropriations Act of 2016 [Federal Cybersecurity Workforce Assessment Act]*)

Appendices

A: DHS Organization Chart

B: Draft Industry Day Agenda

C: Program Background Information

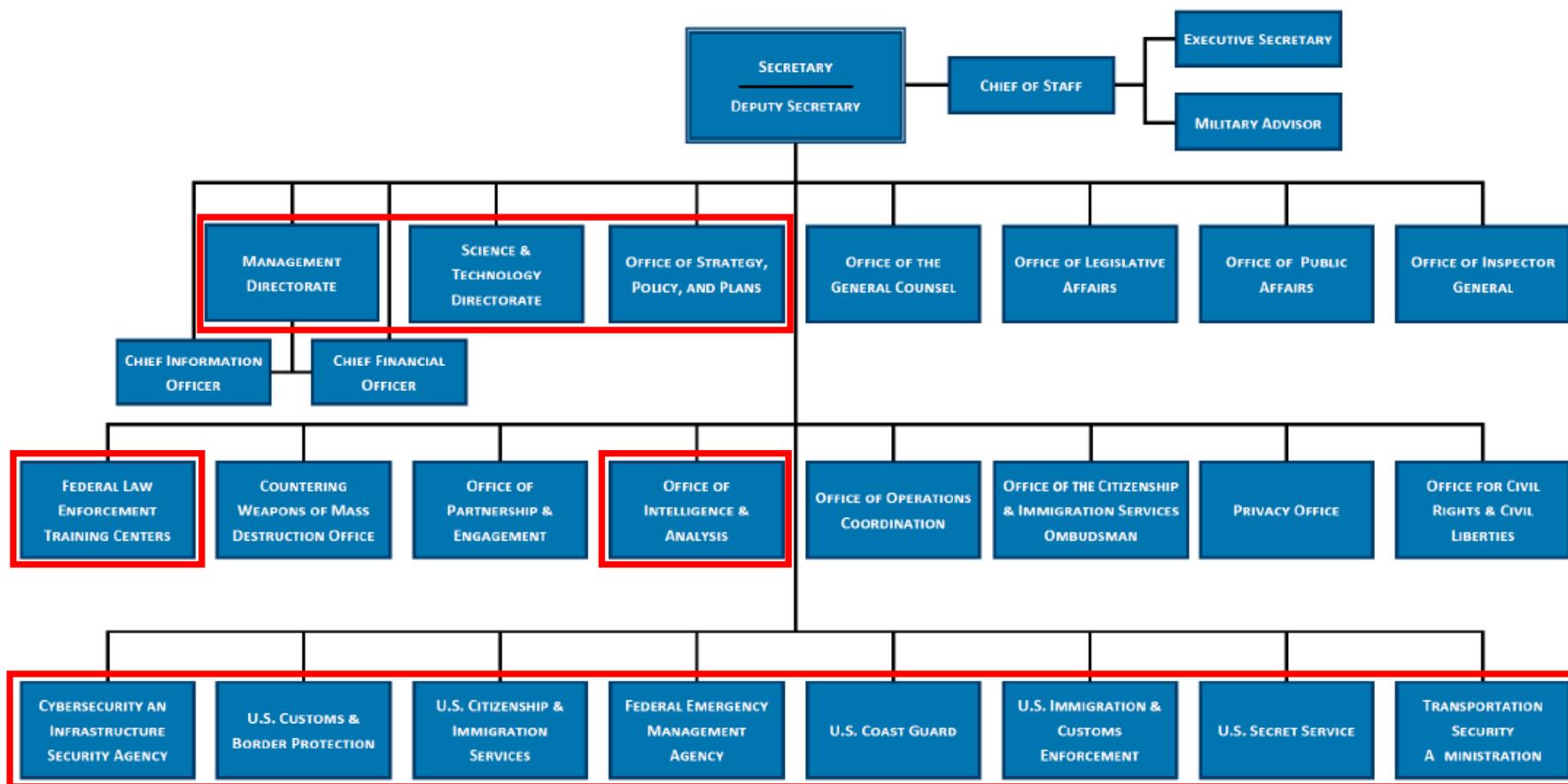
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Appendix A:

DHS Organizational Chart

Components highlighted in red have significant cybersecurity responsibilities and current employees in existing personnel systems that have been identified as performing cybersecurity work.

U.S. Department of Homeland Security



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Appendix B:

Audience: Members of DHS and Industry Representatives
When: 9 December 2019
Where: GSA Auditorium, 301 7th Street, SW, Washington, DC

Abstract:

The DHS Office of the Chief Human Capital Officer (OCHCO) leads a cross-Component effort to implement a new cybersecurity-focused personnel system, as authorized by the *Border Patrol Agent Pay Reform Act of 2014* (P.L. 113-277), which added a new section (codified at 6 U.S.C. §658) to the *Homeland Security Act of 2002*. The Secretary's authority allows for a variety of human capital management changes, including alternative methods for defining jobs, conducting hiring, and compensating employees. DHS is pursuing new methods for describing work, considering time/professional experience, evaluating applicants and employees, and managing career progression. Therefore, DHS is exploring innovative, agile, strategic approaches for the implementation and operation of a new cybersecurity-focused personnel system to ensure effective recruitment and retention of top cybersecurity talent.

Who Should Attend:

Vendors who provide services that are applicable to cybersecurity talent management operations, implementing innovative/new HR practices, building of government staff capabilities, talent acquisition, marketing and branding, public relations campaigns, private sector recruitment tactics, and human resource policy implementation. Representatives should be technically savvy and have a firm understanding of the direction of both industry and DHS policy.

Note: *Vendors may be asked to attend one-on-one sessions to discuss each requirement section.*

High-Level Agenda:

- Welcome
- Discussion of CTMS Requirements
 - CTMS Implementation and Operation
 - Employment Branding
 - Talent Acquisition
- Networking Session
- --Break--
- One-on-one sessions
- --Lunch—
- One-on-one sessions

The times of the industry day and registration information will be posted on a subsequent update to this post.

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Appendix C: Program Background Information

Background	Challenge	Solution	FY 2020 Goal
Congress granted the Secretary authority to establish an alternative personnel system to recruit and retain cybersecurity talent	Simply eliminating a step in the hiring process or adding a pay grade will not make DHS competitive, especially given the global shortage for cybersecurity talent	DHS is designing and preparing to launch CTMS, an innovative personnel system that updates the civil service for the 21 st century field of cybersecurity	Hire 150 individuals using the new CTMS, following finalization and publication of required rulemaking

Five Key Elements Under Consideration for CTMS

Element	DHS Standards for DHS Work	Proactive Recruitment	Custom Hiring Assessments	Market-Sensitive Pay	Development-Focused Progression
<i>Current Approach</i>	<i>Pre-defined Positions in Terms of Duties</i>	<i>Post to USAJOBs and Hope for the Right Talent</i>	<i>Ask Candidates to Rate Themselves</i>	<i>Adjust with All of Government Based on Data for All U.S. Jobs</i>	<i>Increase Pay Based on Time and Tenure</i>
<i>Potential Future Approach</i>	<i>Recruit and Retain People Recognizing Their Skills</i>	<i>Seek out Top Talent</i>	<i>Ensure Candidates can perform DHS Cybersecurity work</i>	<i>Analyze and Adjust to the Cybersecurity Labor Market</i>	<i>Reward Contributions and Expertise</i>
Potential Related Best Practices	<ul style="list-style-type: none"> New work (job) valuation method organized around competencies instead of occupations and factors used in traditional federal position classification Competency-focused standards for hiring instead of traditional qualification standards linked to education and experience Person-focused approaches to defining work and assignments instead of generalized position descriptions 	<ul style="list-style-type: none"> Proactive talent acquisition strategy, using social media, industry events, academic outreach, and targeting key populations Dedicated online portal for talent acquisition and outreach Multiple paths for individuals to enter application process instead of unique simply job announcements 	<ul style="list-style-type: none"> Assessment program supporting hiring at all career levels, and focused on relevant competencies Customized assessment instruments reflecting various test types—such as simulations, work style inventories, and structured interviews—instead of applicant self-rating of expertise/experience A variety of assessment tracks based on individual experience and interests instead of assessments based on a specific job announcement or occupational series 	<ul style="list-style-type: none"> Salary rates informed by analysis of the cybersecurity labor market Salary setting informed by assessments of potential employees’ critical competencies, as confirmed during hiring assessment 	<ul style="list-style-type: none"> Formal professional development program focused around maintenance and enhancement of cybersecurity expertise A focus on employee accomplishments and contributions in providing salary increases and/or bonuses instead of providing mainly tenure-based increases
Relevant Systems/Platforms		<ul style="list-style-type: none"> USAJobs USASTaffing 	<ul style="list-style-type: none"> USAHire 		<ul style="list-style-type: none"> USAPerformance

Limitations on the Use of this Information

- The content related to the proposed CTMS is provided for informational purposes only to assist vendors in responding to questions for industry.
- This information does not create any rights or benefits, substantive or procedural, against DHS, its departments, agencies, entities, officers, employees, or agents, or any other person; it does not obligate DHS to commit to any course of action.