Filling the Cyber Security Resource Gap
CyberSecureGov
What Exactly is the Problem?

Civilian agencies are challenged with finding and keeping skilled resources.

- Speed of technology change
- Speed of business needs
- Capability to get the needed skills
  - Education
  - Hands-on experience
  - Perceptions
Data on the Problem

• Demographic forces are reshaping government IT departments.

• Nearly half of all state workers are between 45 and 64 years old, a Congressional Research Service report recently found.

• Some cities say as much as 60% of their technology staff will soon reach retirement age.
Where Do Agencies Go for Resources?

- Internal resources
  - IT or Engineering
  - Business units – subject matter experts
  - Take anyone interested with some skill and educate them
- Other agency staff
  - Shared resources
  - Internships/summer interns
  - Poaching
- Contractor agreements
  - Task order driven
  - Short and long term
  - On/off premises
- Vendor support agreements
  - On/off premises
  - Term of contract based – subject matter expert
  - Third-party contracts
Determine Your Needs
Identify the short and long term needs of your organization

- Current staff capability assessment
  - Functional knowledge – know what they are doing
  - Technical capability
  - Growth potential/capacity
  - Motivation/goals

- Current staff needs – open positions or competencies
  - Vacant positions
  - Outsourcing experience
  - Job Swap capability
  - Sensitivity

- Staffing problems
  - Attrition
  - Technical capability
  - Motivation/growth
  - Benefits
Activities Before Making the Move

• Contracting opportunities/partnerships
  • Task defined and clear SOW
  • Technical capability available
  • Previous experience with vendor
    • Similar activity
    • Past performance
    • References
      • Other agencies/companies
      • Current employees/functions
  • Trust in vendor relationship
Benefits of Contracting Resources

- Benefits of contracted functions and resources
  - Support commitment defined
  - Funded differently (most often expense)
  - Not included in “headcount”
  - Task specific for time needed
  - New ideas/capabilities – industry watchers
  - Economies of scale
  - Specific needs addressed
  - Measurable results
  - Experience in supporting others
Concerns of Contracting Resources

• Technical competence
  • Who validates capabilities
  • Who determines “competence”
  • What drives assessments

• Continuous resource availability
  • Job offers
    • Contracting party
    • New opportunity – full time employment
  • Maintaining or updating skills
  • Meet “agency” policy requirements

• Intellectual property control
What’s a Good Blend?

• Depends on your ability to hire and retain staff
  • Attrition rate
  • Retirement probability (Feds, this is above 40%)
  • Your ability to provide growth
  • Your ability to compete with benefits
    • Telework/virtual work space
    • Flexible work hours
    • Continuing “knowledge acquisition”
  • Ability to show appreciation
What Contract Vehicles?

• Retainer contracts
  • Guaranteed resources
  • Compete with others

• Services contracts
  • Outsource the work effort
  • Accountability concerns

• Partnering agreements
  • Vested interest in success
  • Bidirectional accountability

• Shared agency resources
  • Who has priority
  • Who has authority
Best Options – IMHO

- Partnerships with proven providers
  - Past experience
    - Current employees
    - Trusted peers
- Recognized subject matter expertise
  - Noted for success
  - Trusted reputation in the contracting space
  - Long-term contract relationships
  - Resources current in needed skills
- Commitment to success
  - Contract adherence
  - Employee values
  - Partnership values
  - Community reputation
- Internal agency staff growth
  - Business case for additional staff
Questions?