

# 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?