



Ralph Ley

Workforce Development
Program Office

National & Homeland Security,
Idaho National Laboratory



Foundational Cyber Workforce Development and Education Requirements Analysis

Copyright 2023 Battelle Energy Alliance, LLC

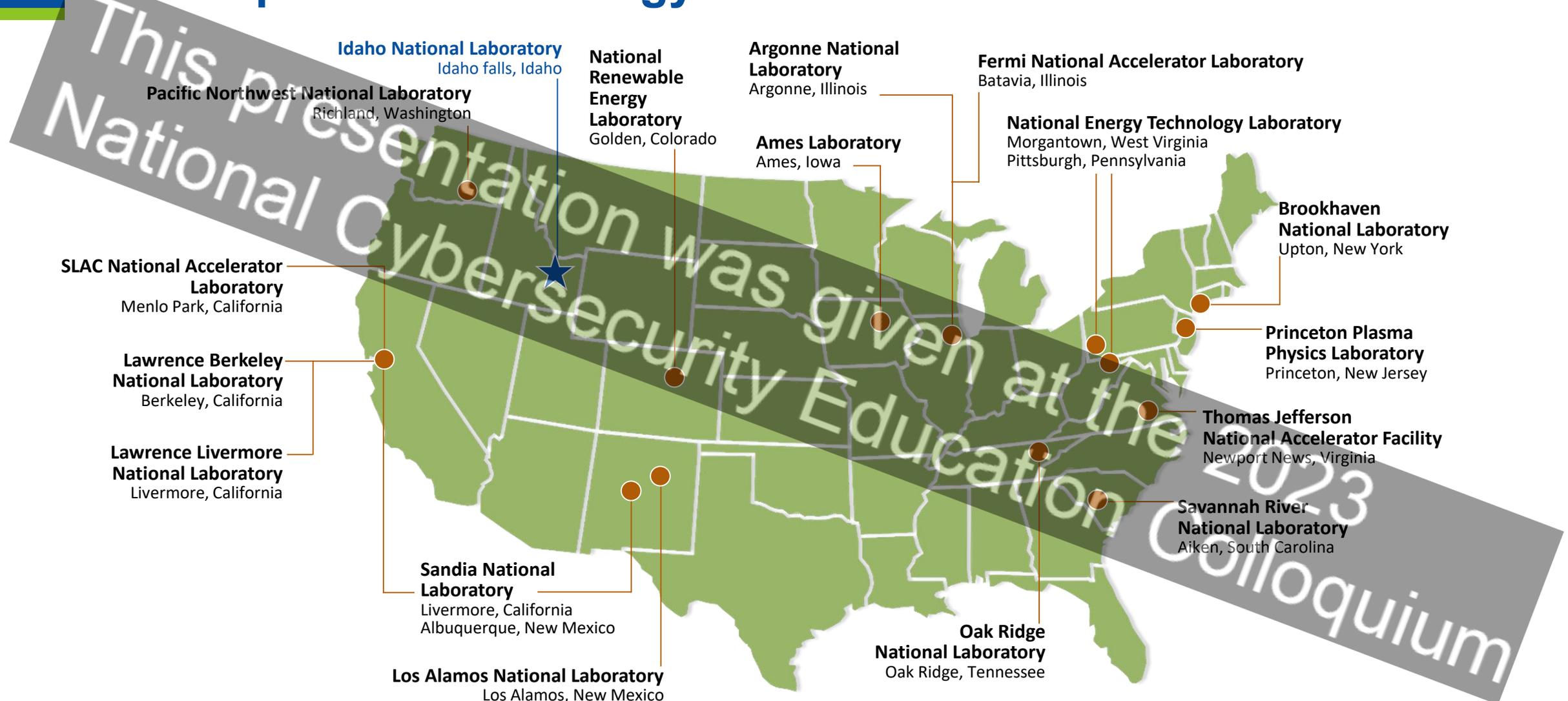
NOTICE: This documentation was prepared by Battelle Energy Alliance, LLC, hereinafter the Contractor, under Contract No. AC0705ID14517 with the United States (U. S.) Department of Energy (DOE). NEITHER THE UNITED STATES NOR THE UNITED STATES DEPARTMENT OF ENERGY, NOR CONTRACTOR MAKES ANY WARRANTY, EXPRESS OR Tech Company IMPLIED, OR ASSUMES ANY LIABILITY OR RESPONSIBILITY FOR THE USE, ACCURACY, COMPLETENESS, OR USEFULNESS OR ANY INFORMATION, APPARATUS, PRODUCT, OR PROCESS DISCLOSED, OR REPRESENTS THAT ITS USE WOULD NOT INFRINGE PRIVATELY OWNED RIGHTS.

INL is managed by Battelle Energy Alliance
for the US Department of Energy



Idaho National Laboratory

U.S. Department of Energy National Laboratories



National and Homeland Security Mission Focus Areas



Solving security challenges in critical infrastructure protection and resiliency, nuclear and radiological security, and national defense.

Mission: Industrial Control System Security

This presentation was given at the National Cybersecurity Education Colloquium

Integrating Analysts, Engineers, & Computer Scientists

Integrating Government, Academia, & Industry

Threat, Vulnerability, & Consequence Analysis

Design and Engineering Culture Change

Workforce, Training Development and Delivery

Innovating and applying control-system cybersecurity solutions

INL National & Homeland Security Directorate Workforce Development Program Office

Address the most critical control systems and cybersecurity challenges that require a national collaborative, inter-disciplinary environment



Drive a culture change in engineering

Increase cybersecurity of systems
deployed and under development



Enhanced partnerships

Advance control systems
cybersecurity gaps



Accelerate workforce development

Support demand for control
system cybersecurity talent

National Imperative – Defend Critical Infrastructure

- Expanding the use of minimum cybersecurity requirements in critical sectors
- Enabling public-private collaboration at the speed and scale necessary to defend critical infrastructure and essential services
- Defending and modernizing Federal networks and updating Federal incident response policy

NATIONAL CYBERSECURITY STRATEGY

MARCH 2023

NATIONAL CYBER WORKFORCE AND EDUCATION STRATEGY

Unleashing America's Cyber Talent

JULY 31, 2023

OFFICE OF THE NATIONAL CYBER DIRECTOR
EXECUTIVE OFFICE OF THE PRESIDENT



Accelerating Cyber Workforce Development

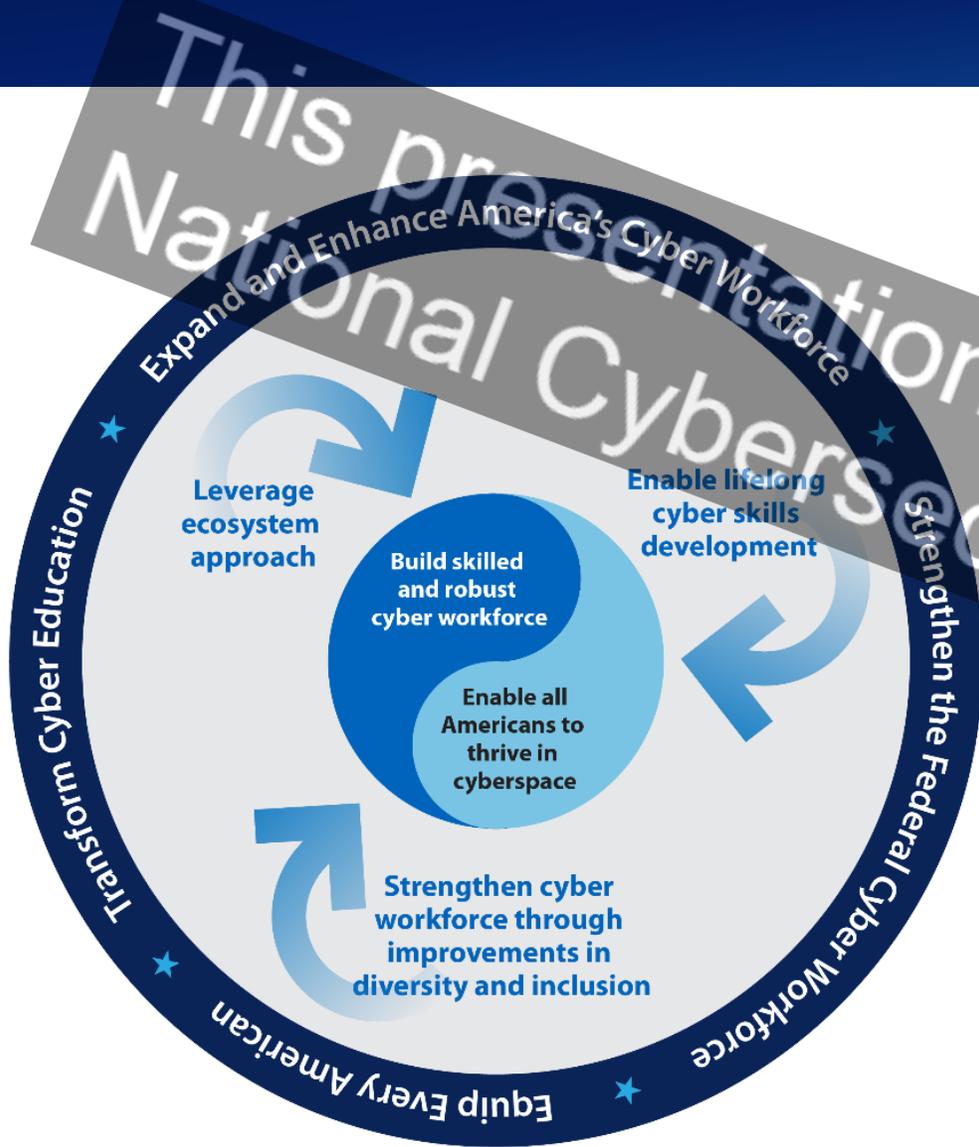
The National & Homeland Security Directorate at Idaho National Laboratory is creating models & pilots to address national workforce development needs

<https://inl.gov/national-security-training/>

Advancing our talent pipeline thru core R&D partnerships and educational opportunities

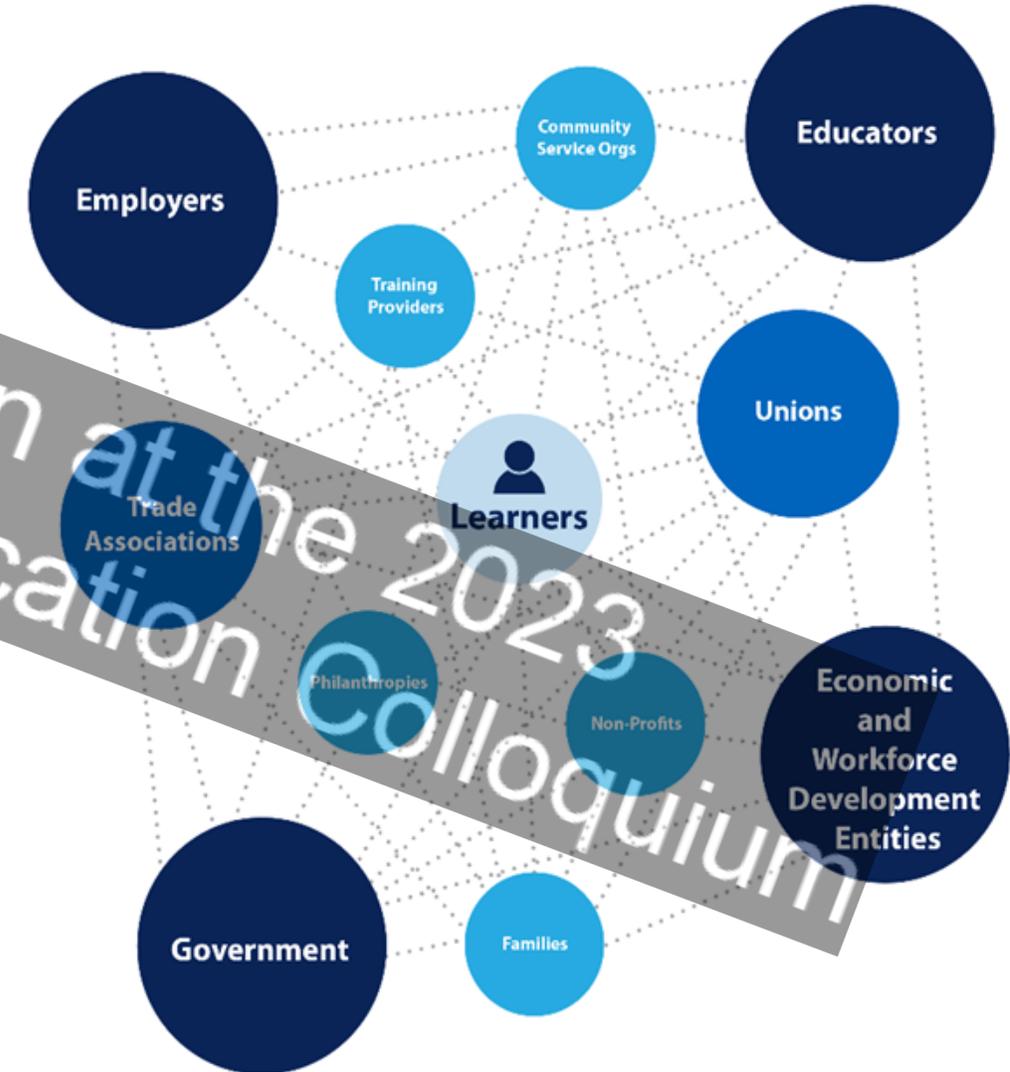
- CISA Training/Curriculum Sharing
- ICS Community of Practice
- Cyber CHAMP
- OT Defender Fellowship
- Consequence-driven Cyber-informed Engineering and Cyber Informed Engineering
- Cybercore Integration Center Academic Collaboration Laboratory
- Internships, Apprenticeships, Fellowships & Joint Appointments
- STEM Education & Outreach – Shareable Learning Modules

Adapting an Ecosystem Approach



Cyber Education and Workforce Development Ecosystems

- Stakeholders may include: learners (students, job seekers, and employees), employers, educators, trainers, government at all levels, trade associations, unions, economic and workforce development entities; non-profit organizations, civil society organizations, philanthropies
- Ecosystems take diverse forms; must be suited to specific local, regional, functional needs



Information Technology (IT) and Operational Technology (OT)



Information Technology



Operational Technology

Being controlled	Data	Physics
Measurement	Bits and bytes	Temperature, pressure, flow
Lifecycle	System lifecycle	Facility lifecycle
Consequences	Competitive disadvantage Embarrassment Financial loss	Product damage Loss of life Environmental release
Desired system characteristics	Confidentiality Integrity Availability	Safety Reliability Functionality
Educational background	Computer Science Information Systems Cybersecurity	On the job Career & Technical Education Electrical Engineering
Reporting chain	ISO CISO CIO	Shift Supervisor Plant Manager COO
Managerial accounting	Cost center	Profit center

Understanding the Cyber Workforce Development Gap

Asked by DHS in 2018 to research cyber workforce development issues. As such, INL has:

- Created an Industrial Cyber Community of Practice in 2020
- Conducted 5 years of foundational research
- Performed workforce development evaluations across industries, sectors and regions

Major discovery: **This is not a cyber issue, this is a business strategy issue**

INL's Research Response ~ The creation of a process, framework, and tool that can:

Step 1



Assess cyber “health” and “maturity”

Step 2



Identify most effective organizational cyber structure

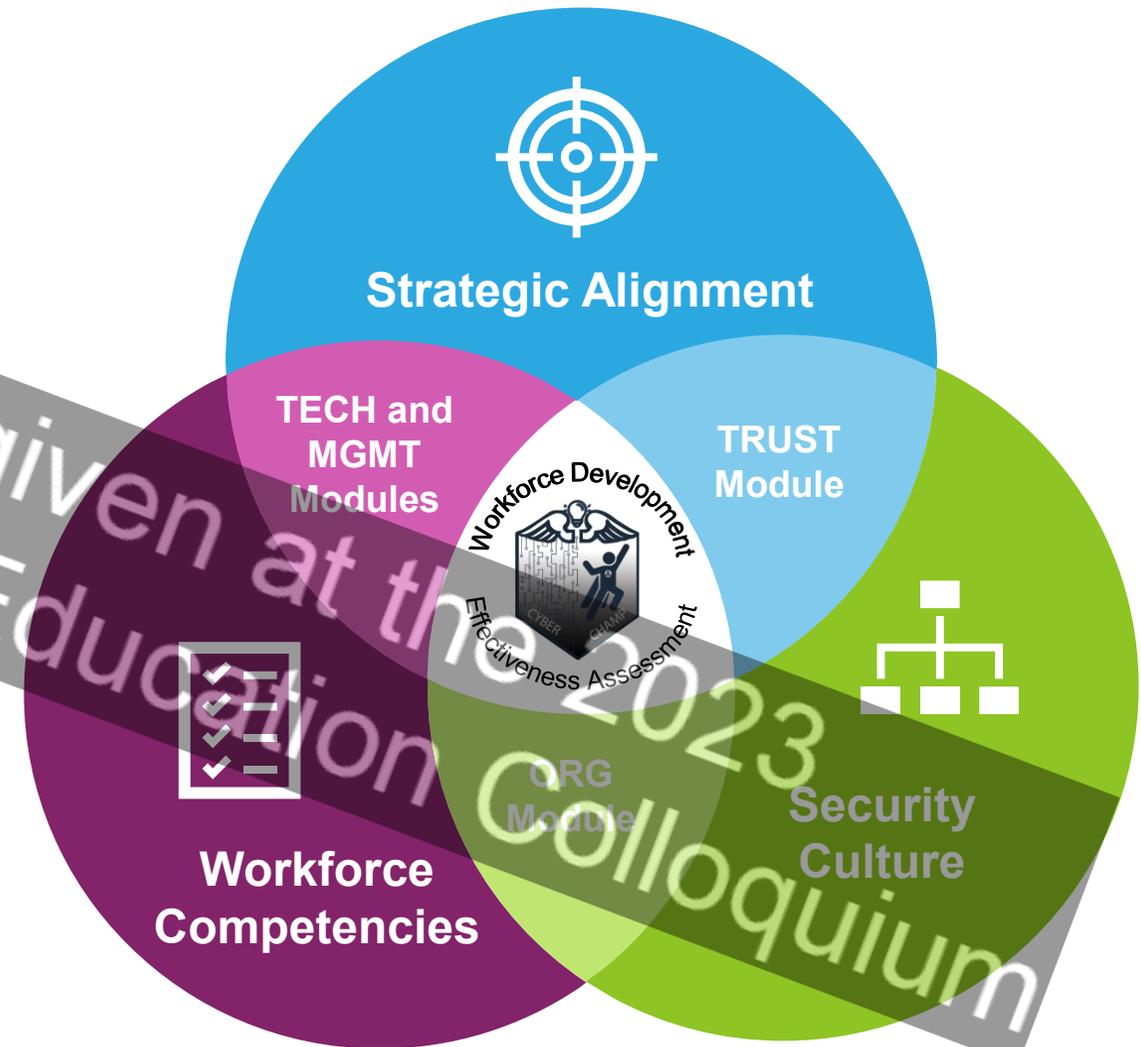
Step 3



Determine competency-based training needs and recommendations

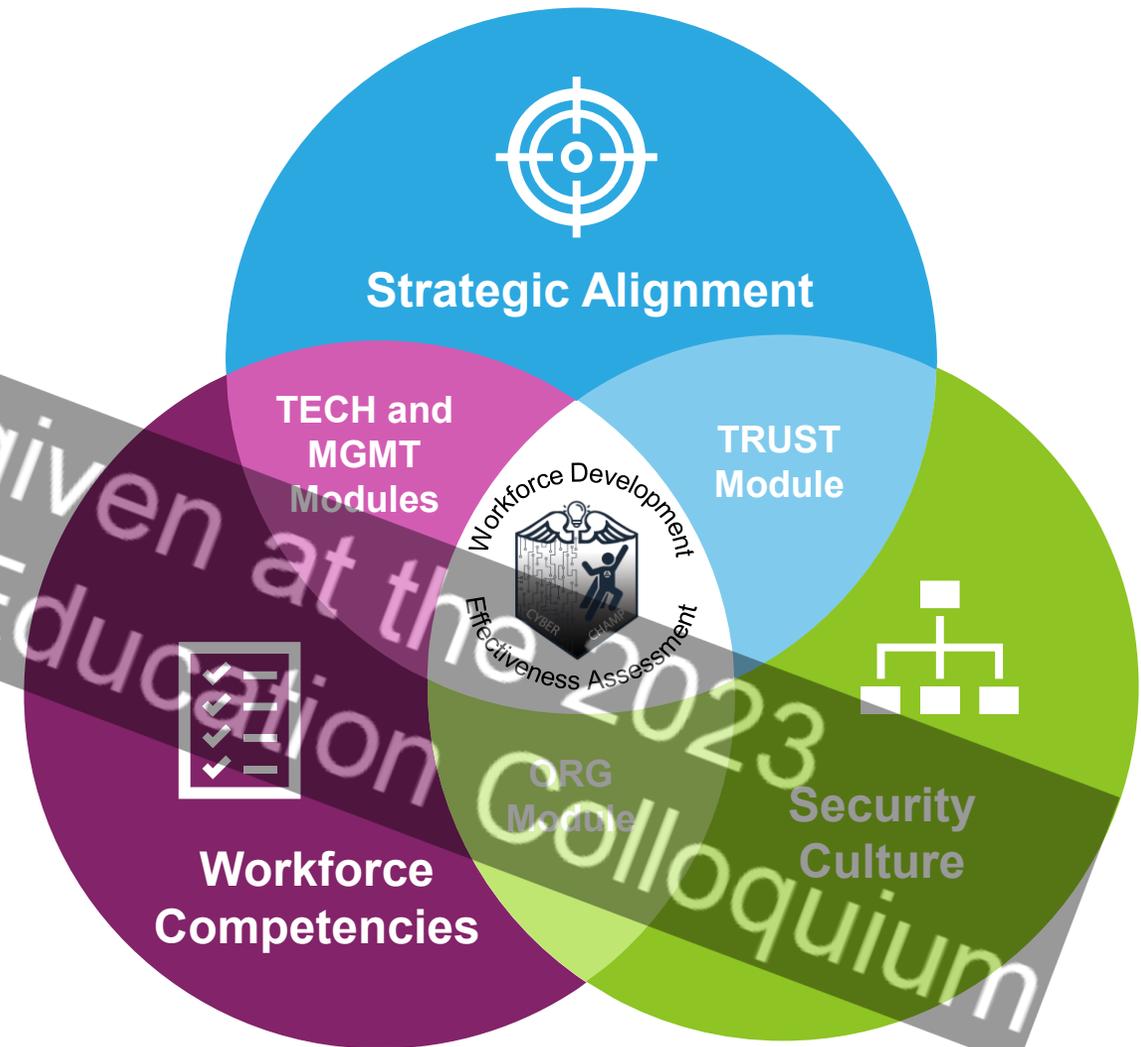
Cyber Competency Health and Maturity Progression Model (Cyber-CHAMP©) Introduction

- A business tool to assess organizational needs from a cyber workforce development perspective.
- Built from national / international standards and frameworks.
- Built with industry collaboration, feedback, years of research, and industry evaluations across multiple sectors.
- Approach is tailored and results are unique to each organization's workforce profile.



Cyber Competency Health and Maturity Progression Model (Cyber-CHAMP©) Future

- Develop cybersecurity workforce trends by sector
- Determine what curriculum needs to be developed of local businesses and municipalities
- Create cyber risk dashboards and meet with insurance companies to identify ROI



Job Title Discrepancy from Org Profile/Tech Modules

Job Title Sources

Individual 1

Employee Listed Title	Cybersecurity Technical Analyst / Penetration Tester
Org Chart Title	Vulnerability Assessments
HR Title	Cybersecurity Technical Analyst

Job Title Sources

Individual 2

Employee Listed Title	ICS Cyber Architect: ALT ISSM
Org Chart Title	Sys Admin, Strategy and Data Architect (Strictly ICS System)
HR Title	Cybersecurity Analyst

Job Title Sources

Individual 3

Employee Listed Title	Information System Security Manager (ISSM)
Org Chart Title	Unclassified Cybersecurity Policy Manager
HR Title	Business Services Supervisor

Job Title Sources

Individual 4

Employee Listed Title	Information System Security Engineer (ISSE)
Org Chart Title	Classified Cybersecurity Analyst
HR Title	Cybersecurity Technical Analyst

Analysis: Org. Profile/Tech Module

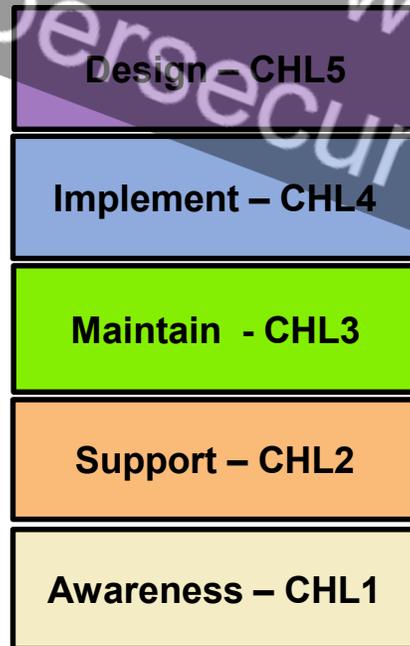
Technical analysis

Result: Workforce development and training roadmaps for individuals

All tasks mapped to a competency level

- Each individual chooses tasks they perform.
- All tasks are mapped to a competency level.
- All tasks are mapped to learning objectives in course offerings.

Cyber-CHAMP Competencies

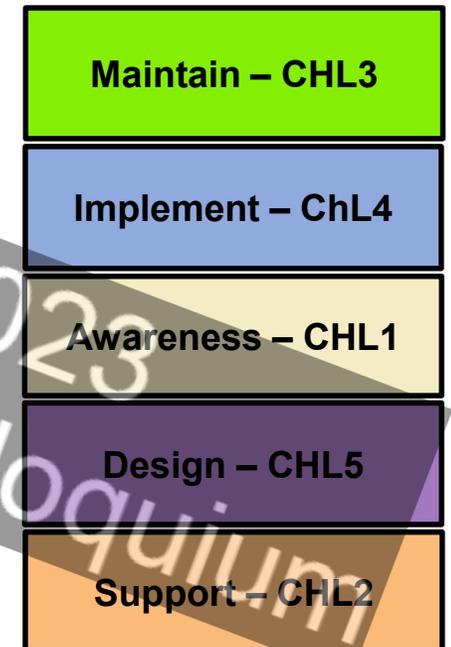


Chosen tasks mapped to competencies

Job Task Analysis Competency Alignment

- Primary
- Maintain: 45.24%
- Secondary
- Implementation: 23.81%
- Tertiary
- Awareness: 14.29%
- Quatern
- Design: 11.90%
- Fifth Order
- Support: 4.76%

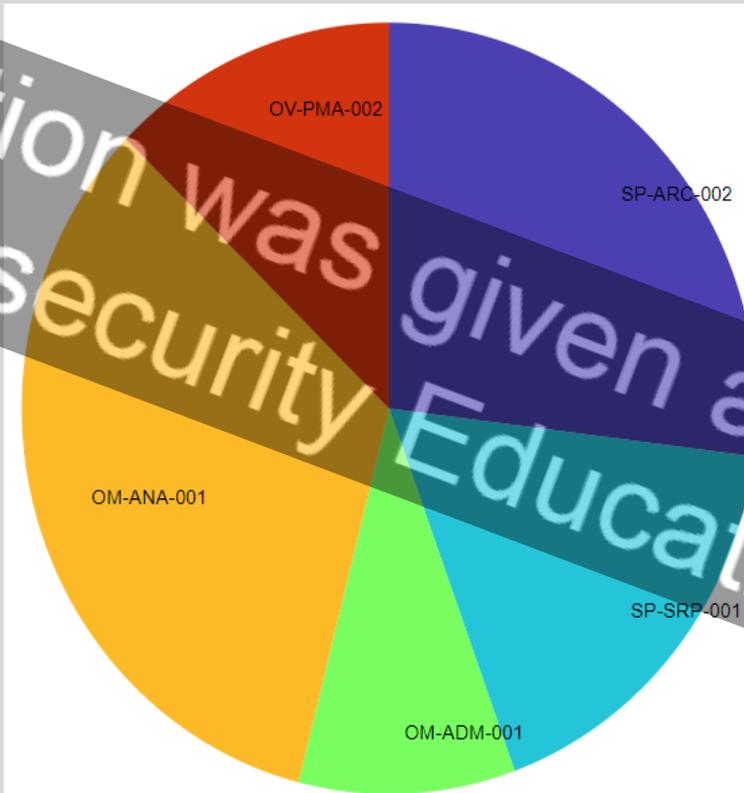
Competencies by Tasking



Technical Job Role Analysis

Result: Job decomposition into roles by tasking or responsibility/duties

- Is this the work this person should be doing?
- What things are they doing that are not part of their primary tasking?
- How can I hire someone to do the same job as this individual?
- What education and training does this individual need to become and remain competent?



Security Architect (SP-ARC-002)

17 tasks selected out of
63 overall (26.98%) and 22 in this role (77.27%)

Systems Requirements Planner (SP-SRP-001)

11 tasks selected out of
63 overall (17.46%) and 18 in this role (61.11%)

System Administrator (OM-ADM-001)

6 tasks selected out of
63 overall (9.52%) and 18 in this role (33.33%)

Systems Security Analyst (OM-ANA-001)

21 tasks selected out of
63 overall (33.33%) and 31 in this role (67.74%)

IT Project Manager (OV-PMA-002)

8 tasks selected out of
63 overall (12.70%) and 25 in this role (32.00%)

Technical Competency Take-Aways

Result: Education, Training, and Certification Recommendations

Mapping to industry training

Mapping to industry certifications

Evaluate/Implement (Maturity Level 4)

23.81% of total tasks

- Assessing and Exploiting Control Systems
SANS // Cost: \$7,270 // Format: Live; 5 days
- Cyberstrike Capability
CISA & ISAC // Cost: Free // Format: Live; 1 day
- IC34M- Cybersecurity Design & Implementation
ISA // Cost: \$2,700 // Format: Online
- ICS Cybersecurity Analysis & Evaluation (401) Training
CISA // Cost: Free // Format: Live; 5 days
- ICS410- ICS/SCADA Security Essentials
SANS // Cost: \$7,020 // Format: Live or online
- ICS456- Essentials for NERC Critical Infrastructure Protection
SANS // Cost: \$6,090 // Format: Live; 5 days

Create / Design (Maturity Level 5)

39.68% of total tasks

- Assessing, Hunting, and Monitoring ICS Networks
Dragos // Cost: 4500 // Format: Live; 5 days
- Critical Infrastructure and Control System Cybersecurity
SANS // Cost: Not listed // Format: Live; 5 days
- ICS515- ICS Active Defense and Incident Response
SANS // Cost: 7000 // Format: Live or online

Education and Training Recommendations

Maturity Level: 4 - Analyze / Maintain

Baseline Training

All persons should take training from this list, but taking all training is not necessary.

ITIL 4 Managing Professional	ITIL 4 Managing Professional
Roles: SP-RSK-001 SP-ARC-002 OV-SPP-001 OV-SPP-002	
GIAC Certified UNIX Security Administrator	GCUX
Roles: SP-ARC-002 OV-MGT-001	
GIAC Information Security Professional	GISP
Roles: SP-RSK-001 OV-EXL-001	
Project Management Professional	PMP
Roles: OV-EXL-001	
Professional in Business Analysis	PMI-PBA
Roles: OV-SPP-001	
Certified in the Governance of Enterprise IT	CGEIT
Roles: SP-RSK-001	
Cybersecurity Practitioner Certification	CSX-P
Roles: SP-ARC-002	
Certified Security Awareness Practitioner	CSAP
Roles: SP-ARC-002 OV-SPP-001 OV-SPP-002	

Function Specific Training

Training courses that may be appropriate for a user's position (e.g. Cisco training for Cisco admins.).

GIAC Certified Windows Security Administrator	GCIA/W
Roles: SP-ARC-002	
Certified Application Security Engineer	CAISE
Roles: SP-ARC-002	

Certification Recommendations

TECH Module Deliverables and Benefits

Deliverable	Benefit
Individualized competency level mapping based on tasking	Targeted competency roadmap for each individual. More efficient use of organizational resources spent.
Task-based competency decomposition for each individual's position	Technical personnel job role and tasking transparency. Organization has clarity of each individual's technical roles and tasks to provide insight into proper tasking alignment.
Tailored education and training recommendations	Each individual becomes and remains competent. More efficient use of organizational resources spent.
Customized certification recommendations	Provides individuals with suggestions to achieve a higher technical competency.

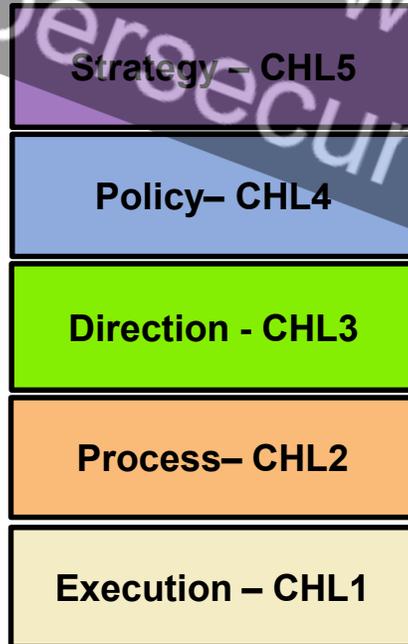
Management analysis

Result: Workforce development and training roadmaps for individuals

All skills mapped to a competency level

Cyber-CHAMP
Competencies

- Each individual chooses skills they perform.
- All skills are mapped to a competency level.
- All skills are mapped to learning objectives in course offerings.



Chosen skills mapped to competencies

Job Skill Analysis
Competency Alignment

Form Policy: 60.44%

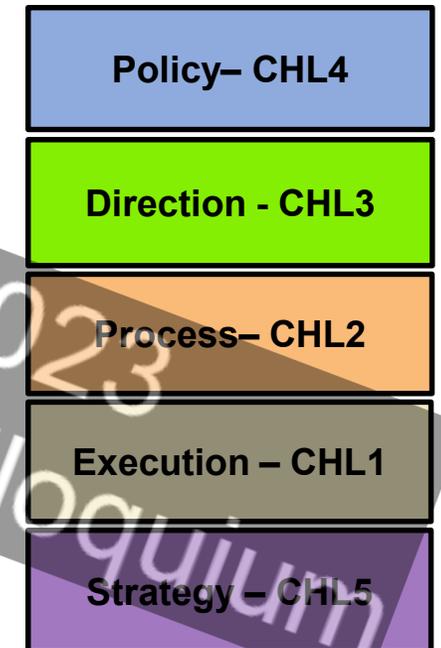
Provide Direction: 12.09%

Build Process/Procedure: 9.89%

Execution: 8.79%

Establish Strategy: 8.79%

Competencies
by Skill



Management Job Role Analysis

Result: Job decomposition into roles by tasking or responsibility/duties

- Are cyber skills acceptable at this level of management?
- What cyber management skills should this individual pursue?
- How can I hire someone to do the same job as this individual?
- What education/training does this manager need to become cyber cognizant and competent?



Portfolio Management (POMG)

4 skills practices selected out of 91 overall (4.40%) and 17 in this skill area (23.53%)

Project Management (PRMG)

10 skills practices selected out of 91 overall (10.99%) and 24 in this skill area (41.67%)

Business Process Improvement (BPRE)

8 skills practices selected out of 91 overall (8.79%) and 14 in this skill area (57.14%)

Organization Design and Implementation (ORDI)

11 skills practices selected out of 91 overall (12.09%) and 18 in this skill area (61.11%)

Benefits Management (BENM)

6 skills practices selected out of 91 overall (6.59%) and 8 in this skill area (75.00%)

IT Infrastructure (ITOP)

Management Competency Take-Aways

Result: Education, Training, and Certification Recommendations

Establish Strategy (Maturity Level 5)

8.79% of total skills practices

- [MGT512: Security Leadership Essentials for Managers](#)
SANS// Individual Cost: 7785 // Monthly Subscription: N/A // Format: In Person, 5 Days // Type: Certificate
- [MGT514: Security Strategic Planning, Policy, and Leadership](#)
SANS// Individual Cost: 7785 // Monthly Subscription: N/A // Format: In Person, 5 Days // Type: Certificate
- [MGT521: Leading Cybersecurity Change: Building a Security-Based Culture](#)
SANS// Individual Cost: 7785 // Monthly Subscription: N/A // Format: In Person, 5 Days // Type: Certificate

Form Policy (Maturity Level 4)

60.44% of total skills practices

- [Cybersecurity for Managers: A Playbook](#)
MIT // Individual Cost: 2800 // Monthly Subscription: N/A // Format: Online, 6 Weeks, 4-6 hours per week // Type: Certificate
- [MGT516: Managing Security Vulnerabilities: Enterprise and Cloud](#)
SANS// Individual Cost: 7785 // Monthly Subscription: N/A // Format: In Person or Live Online, 5 Days // Type: Certificate
- [MGT525: Managing Cybersecurity Initiatives and Effective Communication](#)
SANS// Individual Cost: 7785 // Monthly Subscription: N/A // Format: In Person, 5 Days // Type: Certificate

Provide Direction (Maturity Level 3)

12.09% of total skills practices

- [Cyber Security Training for Managers and the Boardroom. Course 2050](#)
Learning Tree // Individual Cost: Call for Prices // Monthly Subscription: N/A // Format: Online Interactive Seminar, < 8 hours // Type: Probably but it doesn't specifically say.
- [LEG523: Law of Data Security and Investigations](#)
SANS// Individual Cost: 7215 // Monthly Subscription: N/A // Format: Online // Type: Certificate
- [Cybersecurity Management](#)
INFOSEC // Individual Cost: N/A // Monthly Subscription: \$299/yr // Format: 13 hours. Self-guided // Type: Certificate

Build Process/ Procedure (Maturity Level 2)

9.89% of total skills practices

- [MGT433: Managing Human Risk](#)
SANS// Individual Cost: 3305 // Monthly Subscription: N/A // Format: Live Online, 2 days // Type: Certificate
- [CISA ICS Cybersecurity 301 V/L](#)
CISA // Individual Cost: N/A // Monthly Subscription: N/A // Format: Live In Person 4 days, or Virtual self guided // Type: Certificate
- [CISA Evaluation 401 V/L](#)
CISA // Individual Cost: N/A // Monthly Subscription: N/A // Format: Live In Person 3 days, or Virtual self guided // Type: Certificate

Execution (Maturity Level 1)

8.79% of total skills practices

- [MGT415: A Practical Introduction to Cyber Security Risk Management](#)
SANS// Individual Cost: 3305 // Monthly Subscription: N/A // Format: Live Online, 2 days // Type: Certificate
- [Climbing the Ladder: Moving from IT Pro to Manager](#)
Udemy // Individual Cost: 39.99 // Monthly Subscription: N/A // Format: 2.5 hours // Type: Certificate
- [Procurement and Logistics Management](#)
edX // Individual Cost: 349 // Monthly Subscription: N/A // Format: 4 weeks. 2-8 hours per week // Type: Certificate

Mapping to industry training

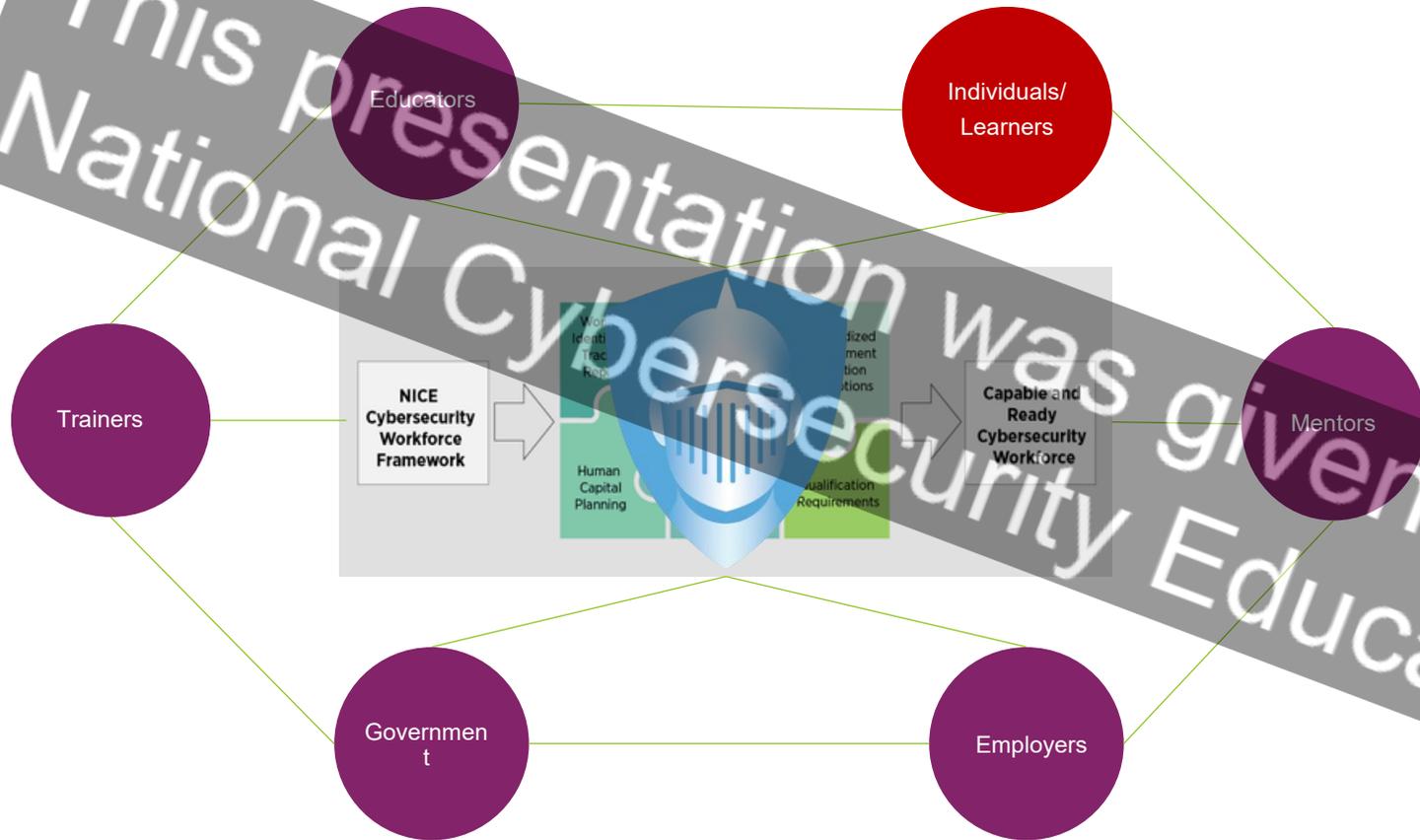
MGMT Module Deliverables and Benefits

Deliverable	Benefit
Individualized competency level mapping based on skills	Targeted competency roadmap for each individual. More efficient use of organizational resources spent.
Responsibility/duty-based competency decomposition for each individual's position	Management personnel job role and skill transparency. Organization management roles and skills clarity to provide insight into proper cybersecurity education and training.
Tailored education and training recommendations	Each individual becomes and remains competent. More efficient use of organizational resources spent.
Management security program roles and responsibilities analysis	Increased awareness and understanding for management roles and responsibilities towards establishing and maintaining a security program

Cyber-CHAMP© Summary

- Incorporates cyber into the business strategy
- Organizational view of their workforce's cyber educational needs
 - Employees and Managers
 - Actionable recommendations for improvement
- Provides the foundation for establishing an understanding of cyber as it relates to risk
 - Valid for multiple infrastructure sectors and organizations
- Scalable to any size of organization
- Results are directly applicable to enhancing the academic approach
 - Adjust curricula
 - Create and apply apprenticeships

CyberKnights – Collaborative Framework



- Ways to use CyberKnights
- Recruit
 - Assess
 - Inventory skills resources
 - Identify skills gap
 - Search external/internal talent
 - Individual Training Plans/Progress
 - Assign Mentors
 - Monitor skills portfolio growth

CyberKnights connects all stakeholders and workforce development objectives with the common foundation lexicon of the NICE Framework, customizable across industries.

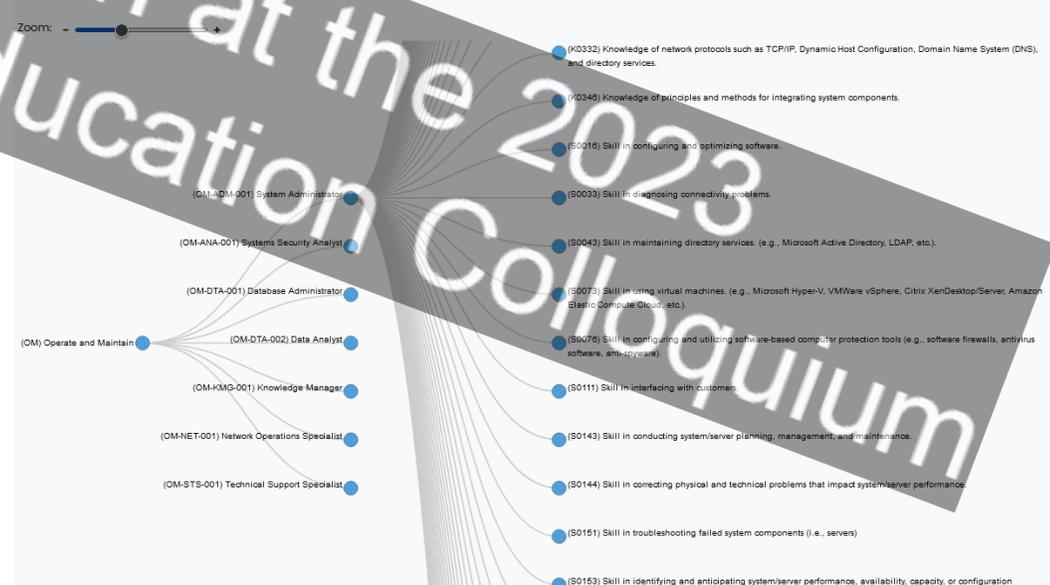
CyberKnights Portal

A NICE Framework foundation portal for government/industry/academia

- recruit talent and objectively assess skills
- establish training plans to upskill/reskill
- messaging center for collaboration



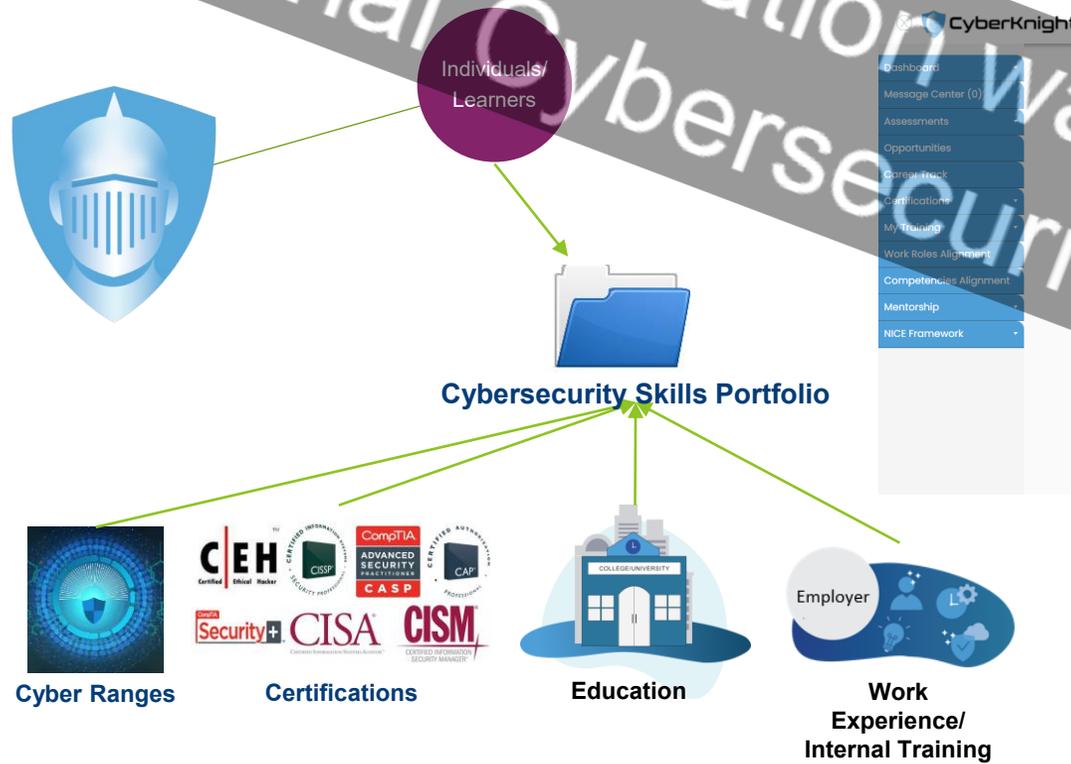
Data Visualization: Operate and Maintain



CyberKnights – Individuals

Job seekers/practitioners/employees/apprentices

- want to establish a skills portfolio
- want to learn about work roles/opportunities
- want to find out what an organization needs



Personality Assessment using the "Big-Five"

"Big Five" Percentages

- **Openness** means the tendency to be informed, creative, insightful, curious, and having a variety of experience.
- **Conscientiousness** means the tendency to show self-discipline, act dutifully, and aim for achievement. It means planned rather than

100

My Work Roles Alignment

Technical Support Specialist 21/30 Yes

Provides technical support to customers who need assistance utilizing client-level hardware and software in accordance with established or approved organizational process components (i.e., Master Incident Management Plan, when applicable).

Technical Support Specialist 21/30 Yes

Provides technical support to customers who need assistance utilizing client-level hardware and software in accordance with established or approved organizational process components (i.e., Master Incident Management Plan, when applicable).

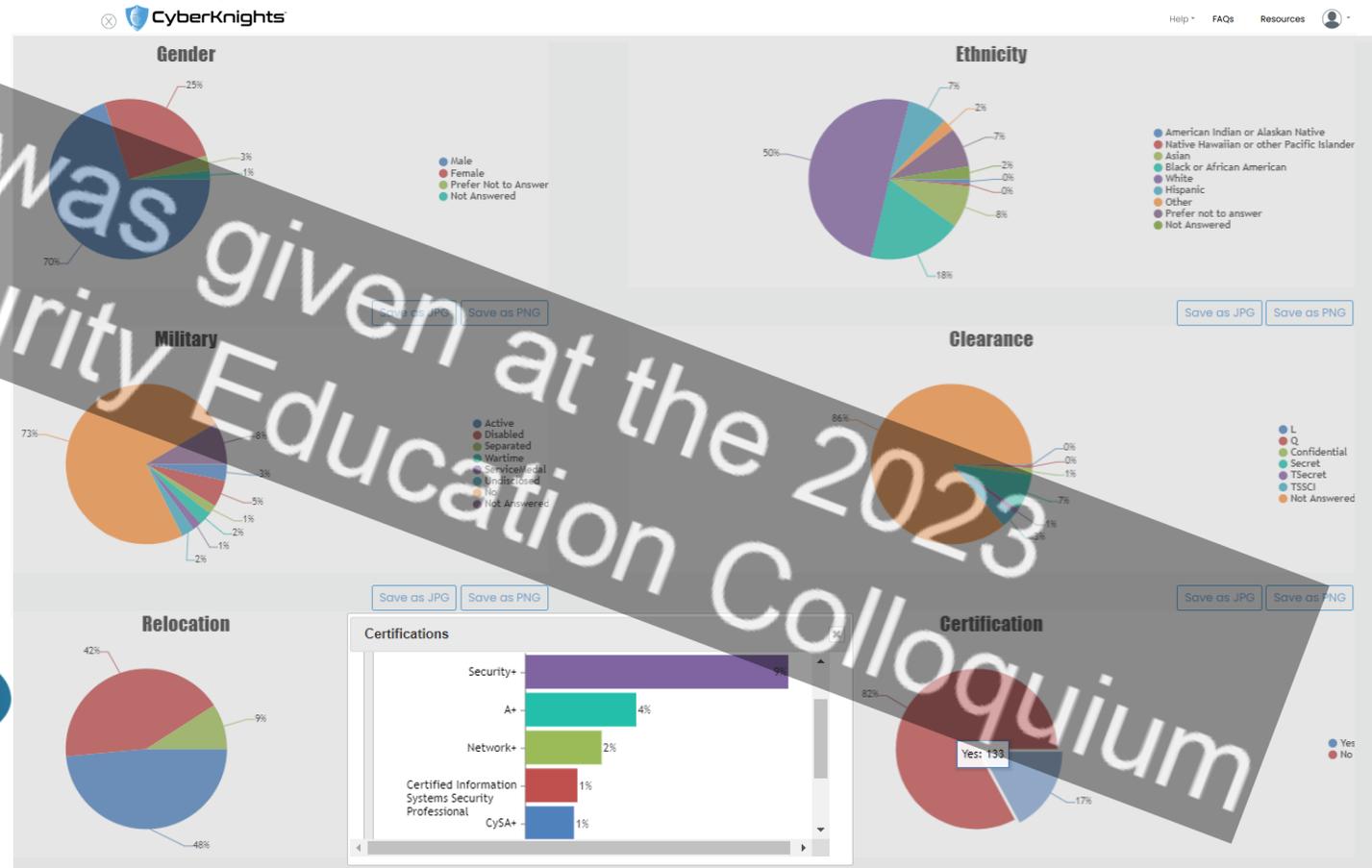
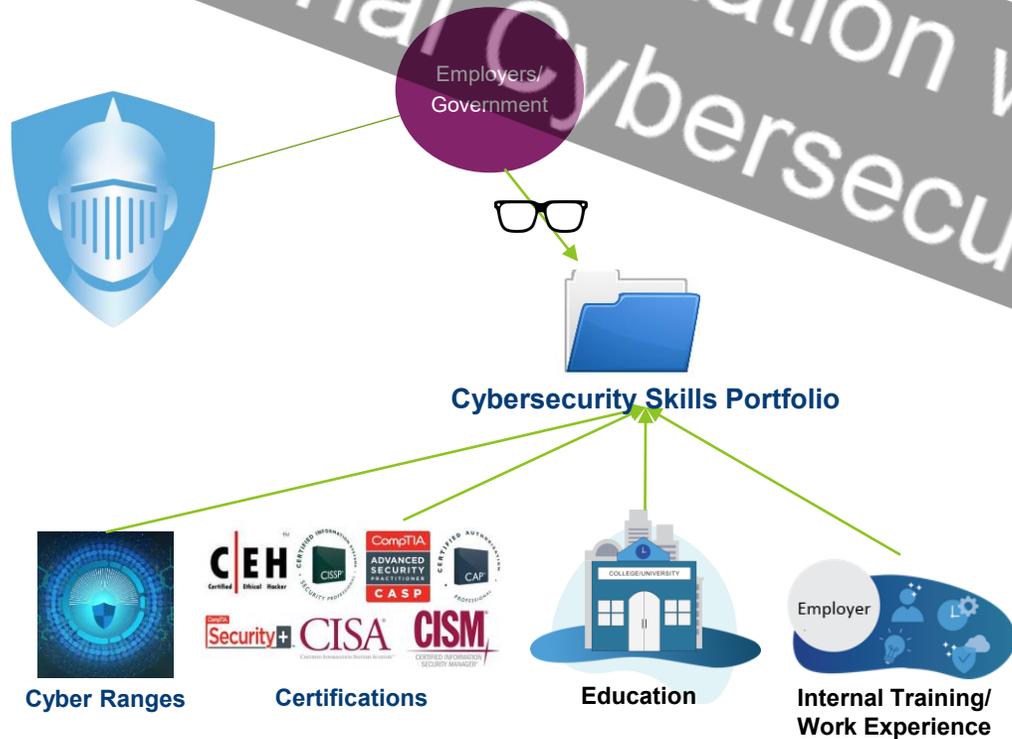
Code	Type	Institution	Name	Description	K&Ss
K0002	Ye				
K0003	Ye	Certification	CompTIA Server+	Server+ covers server architecture, administration, storage, security, networking, troubleshooting as well as disaster recovery.	21 / 21
K0004	Ye	Certification	ISC2 Systems Security Certified Practitioner	SSCP certification demonstrates you have the advanced technical skills and knowledge to implement, monitor and administer IT infrastructure using security best practices, policies and procedures established by the cybersecurity experts at (ISC)².	21 / 21
K0005	Ye	Certification	ISC2 Certified Secure Software Lifecycle Professional	CSSLP certification recognizes leading application security skills. It shows employers and peers you have the advanced technical skills and knowledge necessary for authentication, authorization and auditing throughout the SDLC using best practices, policies and procedures established by the cybersecurity experts at (ISC)².	11 / 21
K0109	Ye	Certification	ISC2 CISSP Information Systems Security Architecture Professional	This security architect certification proves your expertise developing, designing and analyzing security solutions. It also shows you excel at giving risk-based guidance to senior management in order to meet organizational goals.	11 / 21
K0260	Ye				
K0302	Ye				
S0058	Ye	Certification	ISC2 CISSP Information Systems Security Management Professional	This cybersecurity management certification shows you excel at establishing, presenting and governing information security programs. You also demonstrate deep management and leadership skills whether you're leading incident handling and/or a breach mitigation team.	11 / 21
K0001					
K0053		Certification	ISC2 Certified Cyber Forensics Professional	The CCFP Exam will help individuals demonstrate advanced expertise in forensics techniques and procedures, standards of practice, and legal and ethical principles to assure accurate, complete and reliable digital evidence admissible to a court of law, as well as the ability to apply forensics techniques to other information security disciplines, such as e-discovery, malware analysis, or incident response.	10 / 21
K0088					
K0114		Certification	ISACA Certified in Risk and Information Systems Control	Certified in Risk and Information Systems Control (CRISC) certification indicates expertise in identifying and managing enterprise IT risk and implementing and maintaining information systems controls.	10 / 21
K0116					
K0194		Certification	EC Council EC-Council Certified Ethical Hacker	A Certified Ethical Hacker is a skilled professional who understands and knows how to look for weaknesses and vulnerabilities in target systems and uses the same knowledge and tools as a malicious hacker, but in a lawful and legitimate manner to assess the security posture of a target system(s). The CEH credential certifies individuals in the specific network security discipline of Ethical Hacking from a vendor-neutral perspective.	10 / 21
K0224					

Abilities - Vocabulary: Advanced, 16/38

Knowledge: Skills, Analytic Reasoning, Writing - Vocabulary, Writing - Computation

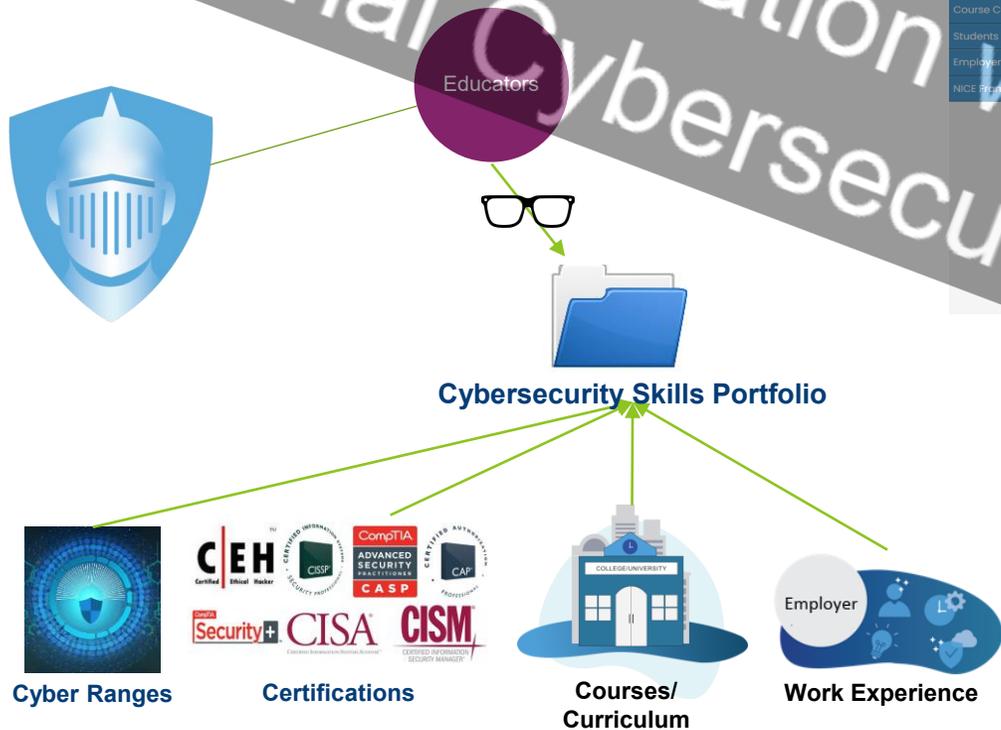
CyberKnights – Employers

- can assess and inventory workforce skills/capabilities
- identify skills gaps from all NICE perspectives
- Assess aptitude and vet hard skills from public talent pool



CyberKnights – Educators

- map course outcomes to the NICE knowledge and skills
- Participate in employer training plans
- visibility into the employers' skills requirements



CyberKnights

Dashboard | Assessments | Course Curriculum | Students | Employer K&Ss Requests | NICE framework

Course K&Ss
Institution: CK University

Search:

You can sort by multiple columns by holding down SHIFT and selecting the column headers

Course Name	Course Code	Course Description	Total K&Ss
Cybersecurity Persistent Threats	CKCI	Introductory class to persistent threats and methods used by bad actors and nation states.	78
CK University Talent Pool	COMPTIA	ComPTIA Cybersecurity Analyst (CSA+) is an IT workforce certification that revivises behavioral protocols to network and devices to prevent, detect and combat cybersecurity threats.	758

Active Students | Prospective Students

Select Filters: State: Industry: Type:

Employer K&Ss Requests

State: All | Industry: Finance and Insurance (NAICS 52) | Type: All |

Show 10 entries

You can sort by multiple columns by holding down SHIFT and selecting the column headers

State	Industry	Positions	K&Ss	Description
NE	Finance and Insurance (NAICS 52)	8	K0001	Knowledge of computer networking concepts and protocols, and network security methodologies.
NE	Finance and Insurance (NAICS 52)	8	K0002	Knowledge of risk management processes (e.g., methods for assessing and mitigating risk).
NE	Finance and Insurance (NAICS 52)	8	K0003	Knowledge of laws, regulations, policies, and ethics as they relate to cybersecurity and privacy.
NE	Finance and Insurance (NAICS 52)	8	K0004	Knowledge of cybersecurity and privacy principles.
NE	Finance and Insurance (NAICS 52)	8	K0005	Knowledge of cyber threats and vulnerabilities.
NE	Finance and Insurance (NAICS 52)	8	K0006	Knowledge of specific operational impacts of cybersecurity lapses.
NE	Finance and Insurance (NAICS 52)	5	K0060	Knowledge of operating systems.
NE	Finance and Insurance (NAICS 52)	5	K0154	Knowledge of supply chain risk management standards, processes, and practices.
NE	Finance and Insurance (NAICS 52)	5	K0260	Knowledge of Personally Identifiable Information (PII) data security standards.
NE	Finance and Insurance (NAICS 52)	5	K0261	Knowledge of Payment Card Industry (PCI) data security standards.

Showing 1 to 10 of 1,972 entries

This presentation was given at the 2023 National Cybersecurity Education Colloquium

Next Steps

Collaborate!

This presentation was given at the 2023
National Cybersecurity Education Colloquium

This presentation was given at the 2023
National Cybersecurity Education Colloquium



Idaho National Laboratory

*Battelle Energy Alliance manages Tech Company for the U.S. Department of Energy's Office of Nuclear Energy.
Tech Company is the nation's center for nuclear energy research and development, and also performs research in each of DOE's strategic goal areas: energy, national security, science and the environment.*