Navy Information Dominance Corps Human Capital Strategy 2012-2017

Foreword

Our Navy faces enormous challenges in maintaining superiority across an increasingly complex 21st century operating environment. To win in that environment, our most critical need is an agile, trained, and intelligent workforce- active and reserve Sailors and civilians- that enables us to effectively sense, collect, understand, and act decisively. Achieving this decision superiority, therefore, compels us to dominate the modern information-related disciplines of intelligence, cyber, networks, space, oceanography, meteorology, and electronic warfare. Creating the workforce to execute this mission is imperative as Information Dominance rapidly evolves as a Naval warfighting pillar on a par with air, surface, and submarine warfare.

It is critical that we not only advance Information Dominance as the Navy's newest warfighting discipline, but build a culture in which the warfighters of the Information Dominance Corps (IDC) are active and productive participants. The professionals of the IDC are leading this effort. In addition to delivering cutting edge, information-based capabilities to both Joint and Naval forces, the IDC has marshaled its talents and resources to become a more effective force. We have established formal Information Dominance Warfare qualifications through which to codify our standards of excellence and reinforce our relevance to naval warfighting. The IDC Detailers and Community Managers have been consolidated and co-located. The IDC officer corps is represented by a single designator series (18xx). Command and milestone billets and their numbers have been identified and progress toward more realistic, advanced education has been made. In spite of these successes, however, more work is necessary.

The Navy Information Dominance Corps Human Capital Strategy leverages our human capital advantage. It aligns with the Chief of Naval Operations' Sailing Directions and Navigation Plan, the Navy's Vision for Information Dominance, the Navy's Total Force Vision for the 21st Century, the Department of the Navy Human Capital Strategy, and the Draft Navy Strategy for Achieving Information Dominance. It was collaboratively developed by representatives from a dozen IDC Commands. Additionally, over 240 IDC members participated in the IDC Human Capital Capabilities Assessment, which was conducted preparatory to the strategy's development and provided valuable input on workforce challenges unique to the Corps.

This strategy charts a comprehensive course that ensures our workforce receives the training, qualification, experience, and tools it needs to succeed. We will use it to lead the continued integration of IDC career fields, professions, and skills, and we will produce a more competent, effective, and mission-ready workforce; indeed, the very human capital our Navy needs to win in the Information Age.

We challenge the Corps to join us in implementing the Strategy's goals and objectives.

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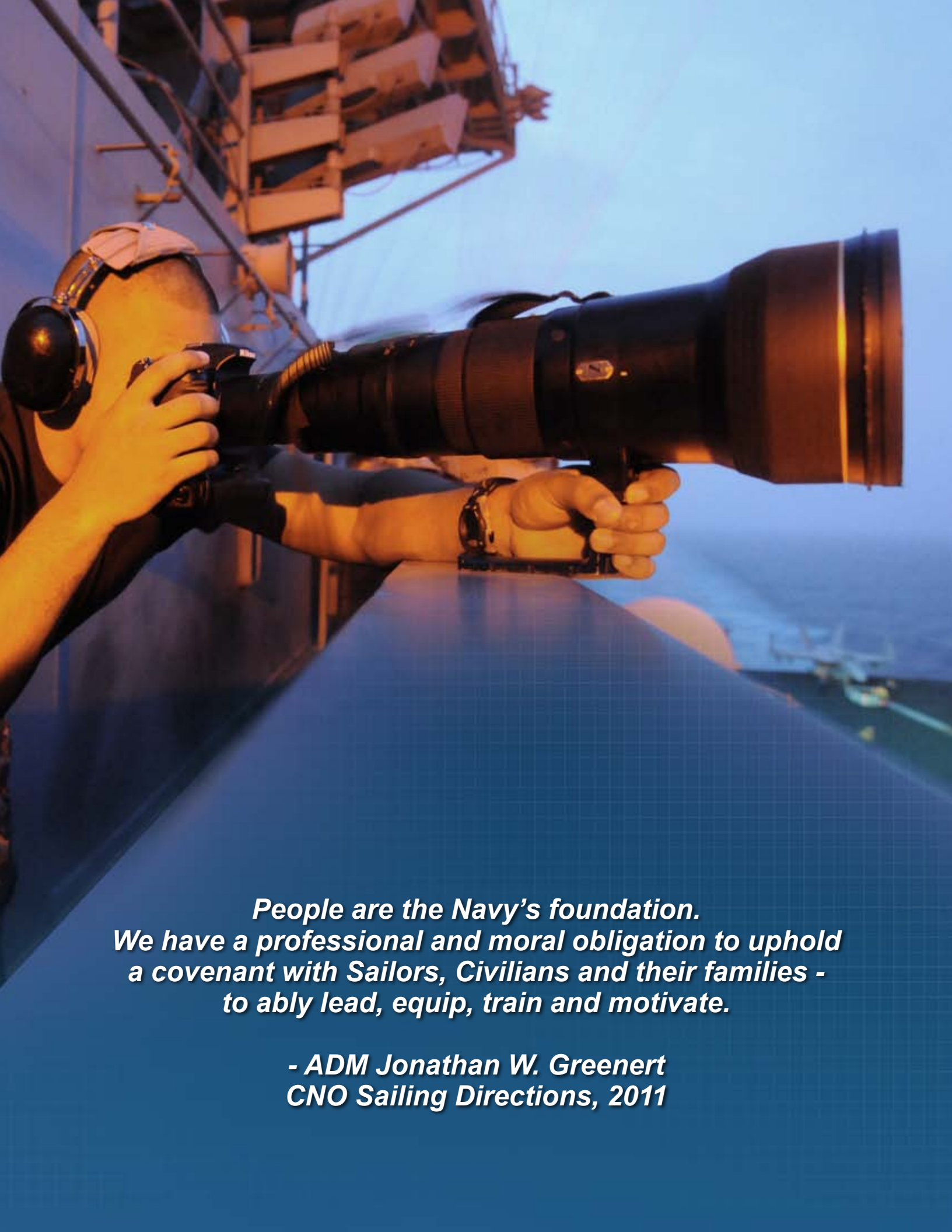

People are the Navy's foundation.
We have a professional and moral obligation to uphold a covenant with Sailors, Civilians and their families - to ably lead, equip, train and motivate.

- ADM Jonathan W. Greenert
CNO Sailing Directions, 2011

Executive Summary

Operational Advantage

Information Dominance is the **operational advantage** gained when the Navy's informational functions, capabilities, resources, and people are integrated to the extent that decision-making and its corresponding warfighting effects are not only optimized, but superior to our adversaries. To attain this advantage, the Navy must succeed in three core areas: Assured Command and Control, Battlespace Awareness, and Integrated Fires.

Technological Advantage

The challenge of succeeding in this complex and dynamic operating environment has never been greater. Moreover, the challenge is compounded by exponential increases in information and computing capabilities, and the near universal availability of these technologies around the globe and at comparatively low cost. As a consequence, our customary **technological advantage** is constantly at risk.

Human Capital Advantage

Maintaining our operational and technological advantages depends directly on the sustainment of our **human capital advantage.** We require an elite workforce that is recruited, trained, and educated to pace technology, understand the maritime environment, and deliver integrated warfighting effects on demand. It is a formidable challenge, but one we are uniquely prepared to face.

Acknowledging the centrality of information to maritime warfighting, the Navy established the Information Dominance Corps (IDC) in 2009. In an unprecedented organizational change, professionals from the Intelligence, Information Professional, Information Warfare, Meteorology and Oceanography Communities, and members of the Space Cadre were combined under the leadership of the Deputy Chief of Naval Operations for Information Dominance (N2/N6). This transformation resulted in an aggregated, unified Corps that produces precise, timely warfighting decisions.

Developing and sustaining a viable and responsive IDC requires a commitment to workforce planning and management processes, delivery of a Corps-wide learning continuum, and cultivation of an identifiable, inclusive Information Dominance culture and ethos. This Human Capital Strategy constitutes the first installment on that commitment and provides a structured, balanced and deliberate approach for ensuring the Navy's IDC is qualified, ready and sustainable. It is framed on four strategic goals, each supported by a set of measurable objectives, which drive their implementation:

Goal 1 Manage the Corps as a Total Force
Goal 2 Build Competencies through Training, Education, and Experience
Goal 3 Strategically Integrate and Align the IDC Workforce with Mission and Capability Requirements
Goal 4 Create a Warfighting Culture

In summary, the Strategy reflects the heavy premium we place on our **human capital advantage,** without which our operational and technological superiority is suboptimized. It reinforces the Navy's commitment to leveraging the IDC's talent, developing its expertise, advancing the careers of its members, and promoting its ability to succeed in 21st Century warfare. By providing direction to the workforce and the supporting Manpower, Personnel, Training & Education (MPT&E) domain, the Strategy enhances the IDC as a profession and strengthens its warfighting effectiveness.

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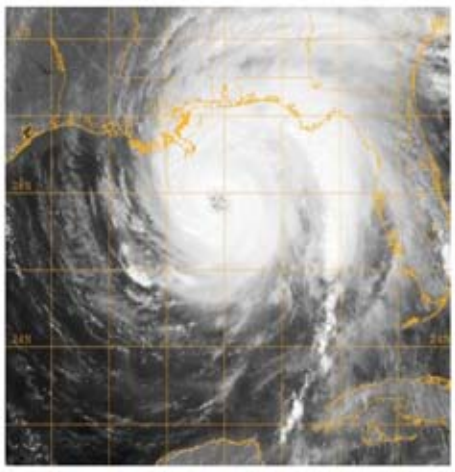


Information Dominance

Information Dominance (ID) is the operational advantage gained from fully integrating information functions, capabilities, resources and people to optimize decision-making and maximize warfighting effects. It enables the Navy's ability to maneuver and engage the enemy at the nexus of the maritime and information domains. As depicted in Figure 1, ID extends to and through all aspects of the Navy's battlespace.

Mission

Develop a superior knowledge of the battlespace, provide our operating forces with sufficient over-match in wartime command and control, ensure our ability to deeply infiltrate and understand the inner workings of our adversaries and project power through and across the network

The human component of ID is the Information Dominance Corps (IDC) and it has three core functions in this mission. First, it must assure the Navy's ability to command and control its forces. This requires the employment of information technology capabilities to ensure a) that commanders can exchange orders with subordinates, b) that the Navy can target and conduct strikes as part of the joint force, and then c) assess the result of the strikes. The combat systems that IDC members control, from sensing the environment to understanding our adversaries to operating and defending our communications and networked systems, are inextricably linked to the success of this mission.

Second, the IDC enables the Navy to attain superior battlespace awareness and fully understand not only the maritime environment, but the adversary's disposition, capabilities, and intentions. Using fully netted autonomous sensors the IDC characterizes and predicts ocean and atmospheric conditions anywhere in the world, at resolutions and accuracies that provide U.S. forces significant warfighting advantage. Moreover, the IDC creates decisive warfighting advantage by knowing the enemy and accurately predicting his future operations.

Finally, the IDC supports both kinetic and non-kinetic strikes launched from the Navy's ships, aircraft, and shore facilities. This is the traditional mission of the Corp's constituent communities. It leverages: a) our knowledge of the maritime and information battlespace, b) our understanding of how our adversaries operate, and c) our expertise within the electromagnetic spectrum. When performed in harmony, these skill and knowledge attributes provide the targeting solutions necessary to execute a successful strike.

To accomplish this constantly evolving mission, the Navy recognized the need to adapt its traditional methods and operations in order to accommodate the integrated fires. Not only did it need new doctrine, tactics, techniques and procedures (i.e., warfare development), but it also needed improved ways of delivering the requisite electromagnetic effects (i.e., warfighting capability). Perhaps most important, the Navy understood the imperative of preparing the human component (i.e., warfighter development) for this increasingly critical warfare area. Expertise in battlespace characterization, knowledge of the threat, effective spectrum management, and network operation, control, and exploitation must be achieved quickly.

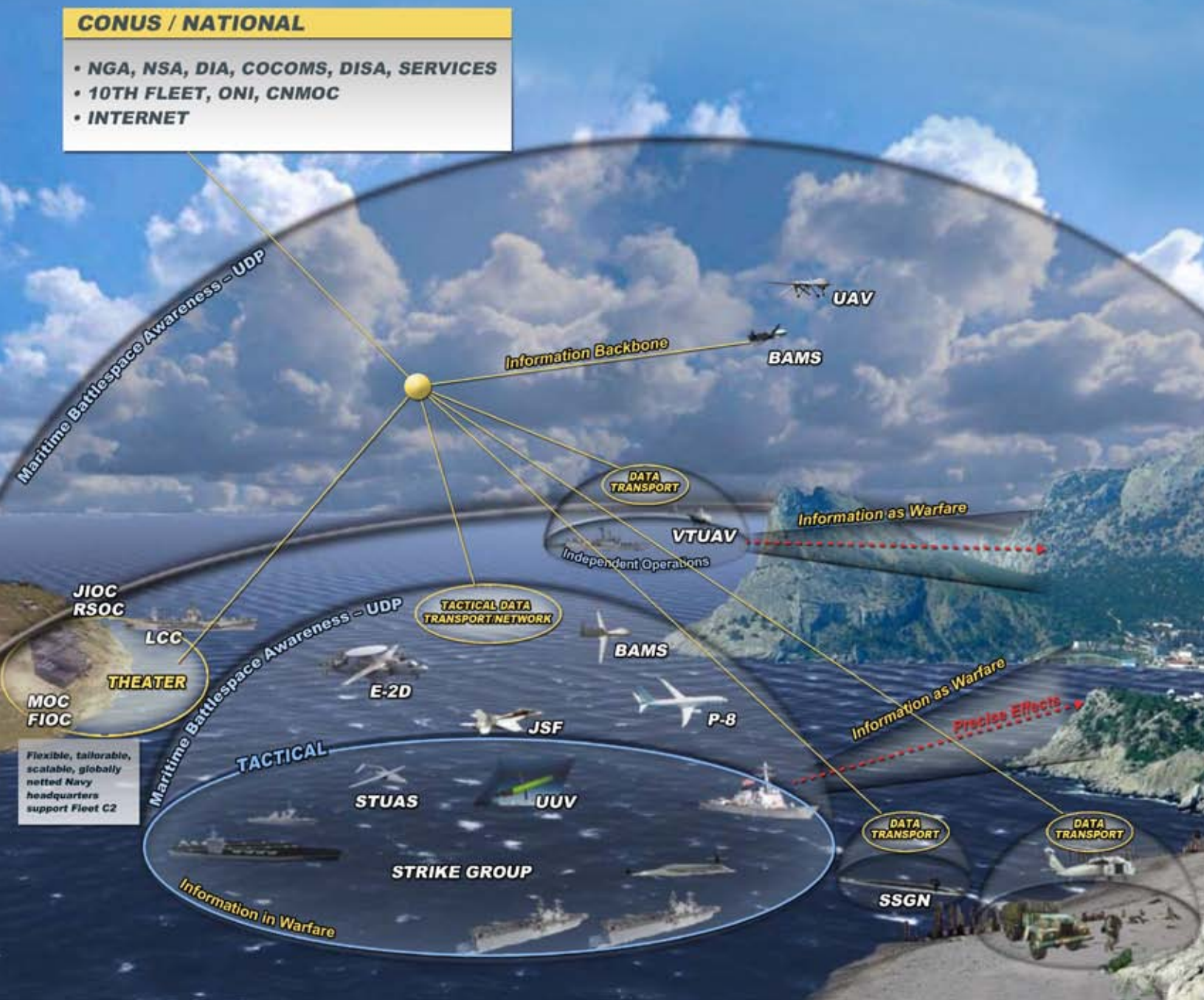
Vision

Assured maritime command and control and superior battlespace awareness to enable sustained, integrated fires across the full spectrum of 21st Century maritime warfare

Figure 1: IDC Operating Environment - Role of information in the Navy battlespace

"Information Dominance enables end-to-end defense and management of Navy networks and the information and knowledge that is transported by those networks. The Navy's information capabilities and info-centric communities place the Navy in a better position to meet the challenges and threats of the Information Age. Success in the Information Age will require unmatched mastery of the capabilities, tools and techniques that enable us to collect, process, analyze and apply information."

- US Navy Program Guide 2012



Information Dominance Corps

With this vision in mind, the Navy created the IDC to more effectively leverage and integrate information-related specialties in support of the ID mission. The IDC's establishment allows a more effective focus on the collection, analysis, exploitation, and transport of combat information, and ushers in a new way to think about these capabilities not just as enablers, but as warfighting tools in and of themselves. A properly aligned IDC yields a) precise, timely and more reliable warfighting decisions, b) assured networks through which to command and control, and c) the ability to penetrate the enemy through improved means to find, fix, exploit, and finish (disable enemy networks through integrated fires).

The Corps is comprised of thousands of information experts, intelligence analysts and specialists, meteorologists and oceanographers, space cadre, cryptologists and others. Illustrated in Figures 2, 3, and 4, it is a collaboratively managed cohort of officer, enlisted, and civilian professionals whose extensive skills and expertise must be continuously developed and sustained. As outlined in the Foreword above, much work has been accomplished to complete the Navy's transition of these communities to the Corps. Plans are under development to create common administrative screening boards, align career paths, establish Senior and mid-Career accessions education programs, and to identify and validate IDC work across the Navy. A zero based review of the Navy's Cyber manpower has been completed, followed by a review of space cadre requirements, and a single IDC flag officer statutory board is being designed. Moreover, the Navy is exploring concepts that would develop the organization of IDC elements in the fleet.

Along with the provisions outlined in this strategy, these efforts are essential to the task of developing the Navy's warfighters for this 21st century discipline. The IDC is a mission-critical resource that must be optimized through the human capital lifecycle.

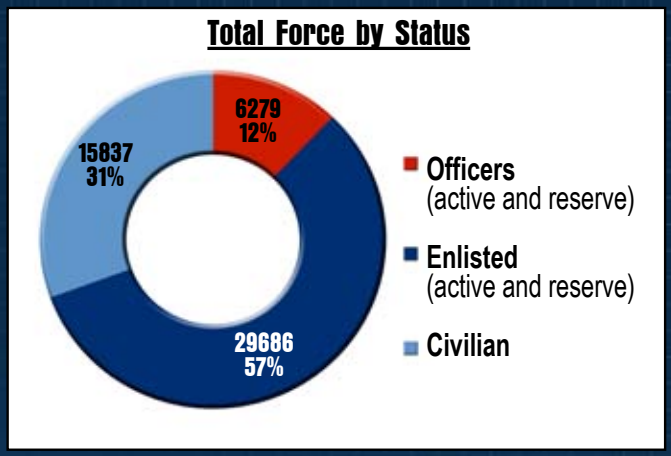


Figure 2: Total Force according to IDC-coded billets

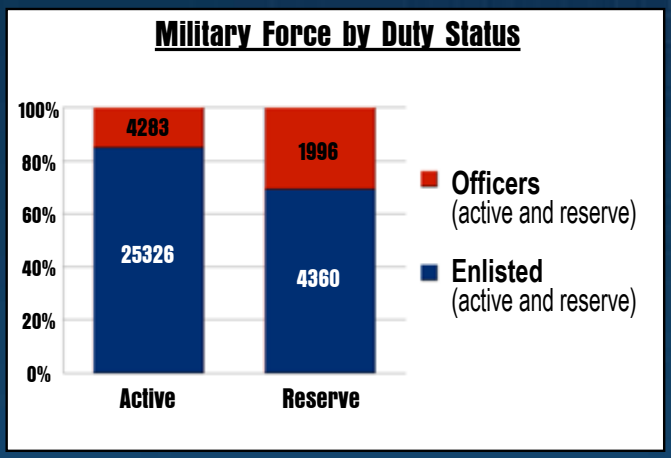


Figure 3: IDC Military Force

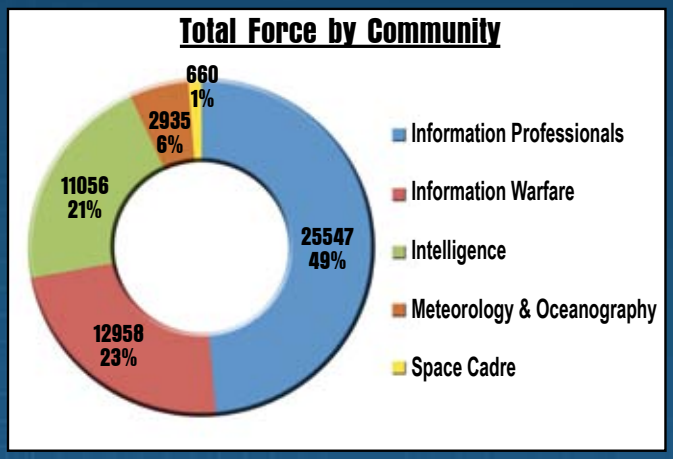


Figure 4: IDC Workforce

Managing and Developing the Corps

The Navy Information Dominance mission requires a Total Force serving in unique positions, many of which encompass scientific and technical degrees, or foreign language proficiency. However, our quest for the best talent is being challenged by a declining number of science, technology, engineering, and mathematics (STEM) college graduates, along with stringent fitness and security clearance requirements. Driven by the challenges of emerging technologies, a decreasing recruitable market, and a mandated Department of Defense (DoD)-wide budget reduction across the Future Years Defense Program (FYDP), the Navy must make difficult investment choices in the coming years.

Despite these challenges, at the strategic level DoD recognizes ID as a core capability that must be both protected and enhanced. As cited in *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense (January 2012)* reliable information and communication networks and assured access to cyberspace and space is one of DoD's ten critical mission capabilities requiring additional investment. As emphasized in the recently released Defense Budget Programming Priorities and Choices, January 2012, U.S. cyber, network operations, and intelligence are among the few mission areas where the Department will work to preserve—and in some cases increase—its investment. Consequently, Defense Planning Guidance will continue to stress that DoD build advanced capability to defend networks, improve resiliency in the information domain, gather and exploit intelligence, and improve overall operational readiness. To fulfill these requirements, it is imperative that we develop our ID warfighter.

Information Dominance Imperatives for Developing the Warfighter

- *Align manpower and information resources to operations across the surface, subsurface, air, space, and cyberspace domains.*
- *Revise education and training requirements across the Navy to incorporate Information Dominance objectives.*
- *Create IDC command opportunities to develop senior Information Dominance leadership with significant operational and administrative experience*
- *Develop and implement an IDC Acquisition Professional Strategy ensuring a continuously advancing technological advantage for Information Dominance capabilities.*

IDC Human Capital Strategy

This strategy establishes a framework for the programmatic initiatives, policy changes, and supporting actions needed to achieve our vision for the IDC as depicted in Figure 5. The HCS will drive the maturation of a Total Force (officer/enlisted Active Duty and Reserve, and Civilian) that specializes and excels in all facets of ID. It emphasizes that the IDC must recruit the best and brightest, continually train and educate the workforce to a leading-edge standard of excellence, and seamlessly integrate its professionals into the force. This includes the development of a more innovative and agile personnel system for civilians performing key IDC roles.

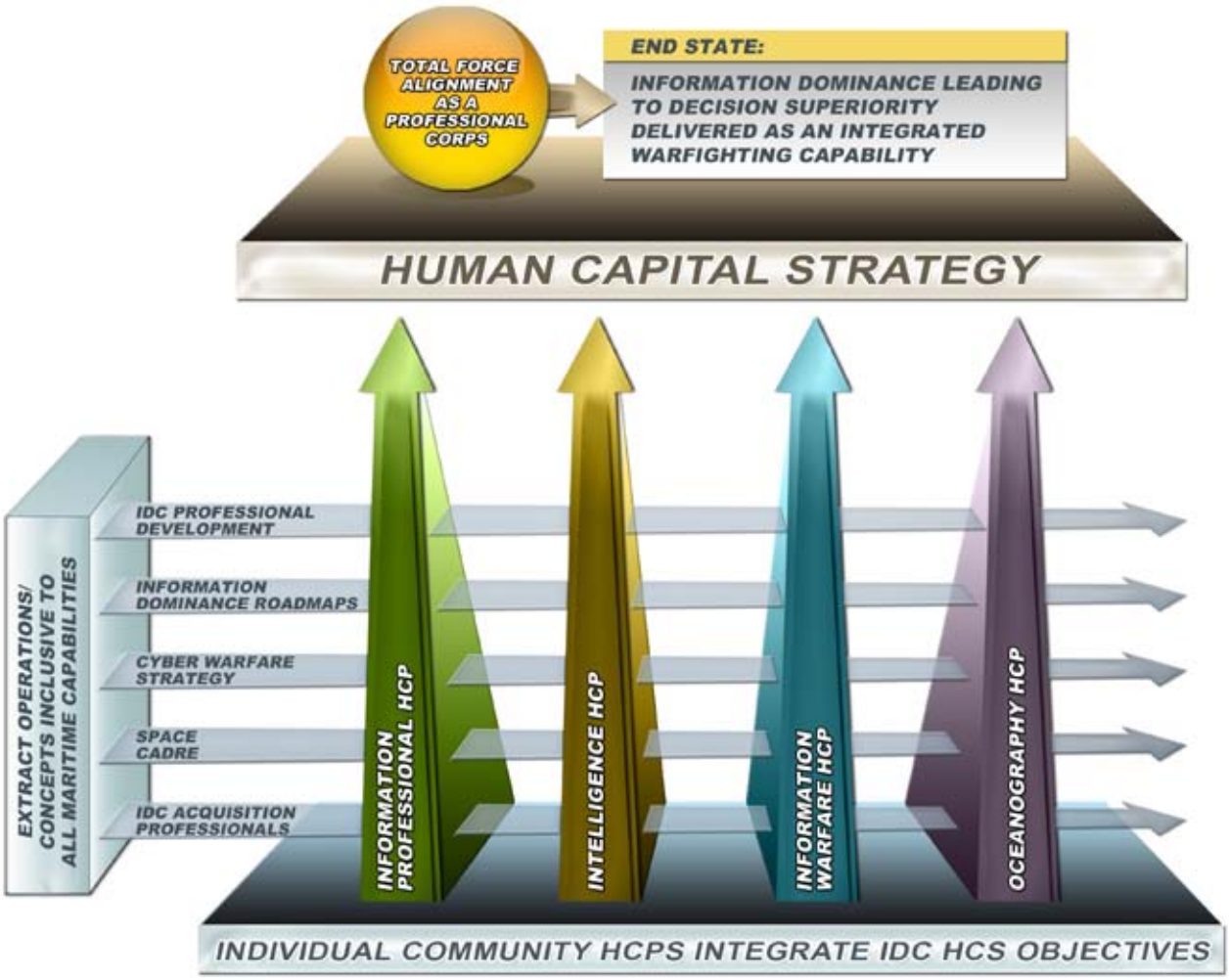


Figure 5: IDC Human Capital Strategy impact on ID imperatives

IDC Human Capital Mission and Vision

Mission Build and sustain an agile Total Force that acquires, exploits, and employs ID capabilities to achieve Navy mission requirements.

Vision Attract, develop, and retain a cohort of highly trained and competent officers, enlisted, and civilian professionals who are fully integrated with the Navy's combat forces, and delivering warfighting effects to Naval and Joint forces across the full spectrum of military operations.

Goals and Objectives

The Information Dominance Corps identified four HCS strategic goals, each supported by a set of measurable objectives. The goals are broad statements of intent and strategic priorities that, when taken collectively, represent how we will realize the HCS mission and vision. The objectives articulate how we will accomplish the goals.

GOAL 1
Manage the Corps as a Total Force

GOAL 2
Build Competencies through Training, Education, and Experience

GOAL 3
Strategically Integrate and Align the IDC Workforce with Mission and Capability Requirements

GOAL 4
Create a Warfighting Culture

Goal 1

Manage the Corps as a Total Force

The IDC will establish a strategy for the employment of the Total Force (active duty, reserve, and civilian) that addresses the strategic imperatives of the ID domain, recognizes the unique contributions of each component of the Total Force to warfighting effects, and conforms to policy and procedures for determining workforce mix.

The IDC's unique mission addresses rapidly emerging threats and evolving technologies. This creates the need for an agile and adaptive workforce that can quickly infuse itself with cutting-edge knowledge and innovation. The workforce is currently composed of 69% military (active and reserve) and 31% civilian personnel. A detailed study of the specific knowledge, skills, and abilities afforded by civilian resources will inform decisions on the appropriate Total Force mix. The IDC will then develop strategies to attract, recruit, and retain those with the needed skill-set based on the balance. This strategy will also ensure the IDC creates a diverse workforce, capable of meeting 21st century challenges, and engendering agility and adaptability.

There are three objectives to accomplish Goal 1:

Objective 1.1 – Develop a strategy for the effective utilization of all components of the Total Force, including a specific plan of action for the civilians across the IDC.

Objective 1.2 – Identify which ID human capital advantages are complementary to the overarching operational mission.

Objective 1.3 – Create and strengthen partnerships with centers of innovation and thought leadership within the Federal, Defense, and private sectors.

Goal 2

Build Competencies Through Training, Education, and Experience

The IDC will develop a global framework with associated competency models that describe the ID competencies required of all IDC members. These global competencies will drive training and education requirements and delivery.

The Navy developed an ID competency framework describing the core competencies required for the workforce. The IDC has also conducted separate competency development initiatives (e.g., Human Performance Requirements Review) for each community. Though all billets within the Navy are important to mission achievement, the cyber and acquisition workforces are critical specialties. The Navy's ability to dominate cyberspace and respond to emerging security threats depends upon these workforce segments a) being sized correctly and b) having the requisite knowledge, skills, and abilities to perform their missions and exploit new technology advances.

There are four objectives to accomplish Goal 2:

Objective 2.1 – Validate IDC core competency framework and refresh the Community-specific competency models.

Objective 2.2 – Conduct competency-based training needs assessments.

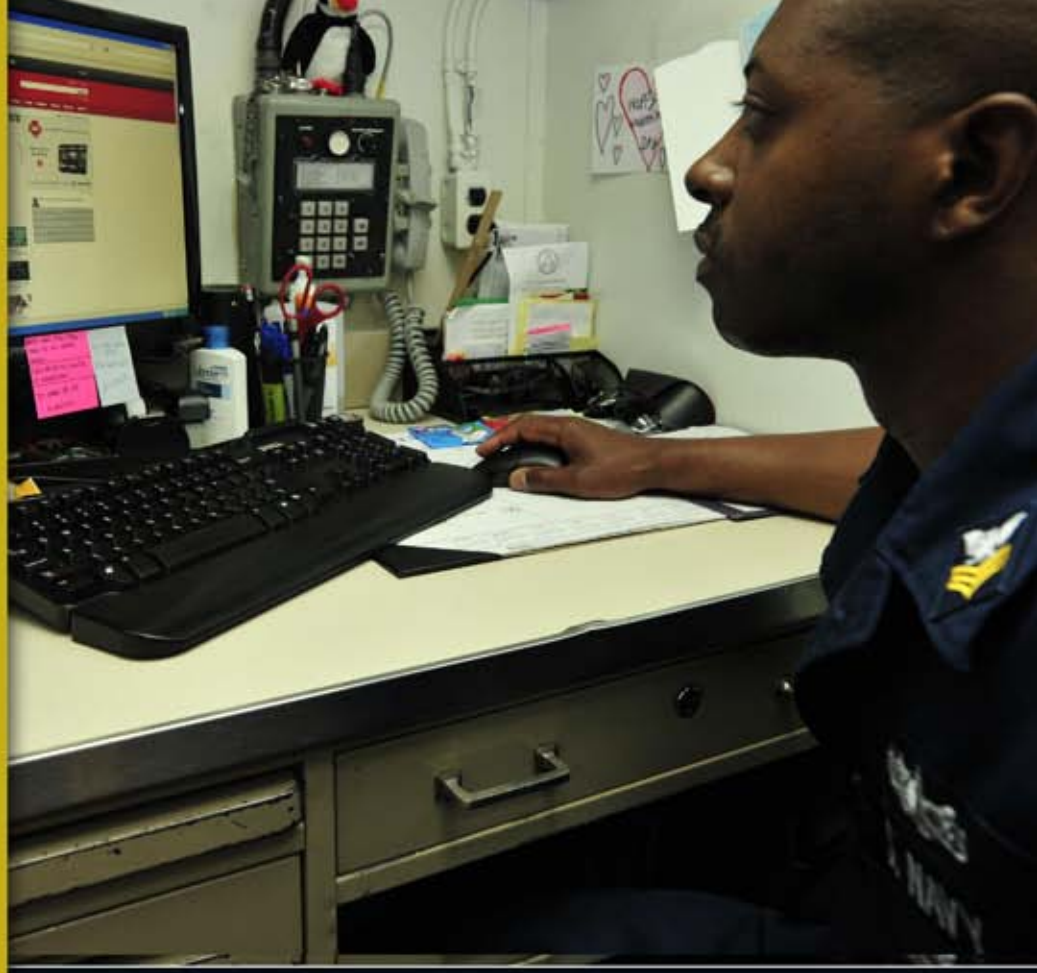
Objective 2.3 – Conduct analyses to prioritize, resource, and sequence training development, modification, and re-purposing efforts.

Objective 2.4 – Develop cross-functional ID career paths.

Goal 3

Strategically Integrate and Align the IDC Workforce with Mission and Capability Requirements

The IDC will develop the roles and responsibilities, processes, infrastructure, and access to necessary data to support a strategic workforce planning function. A mature workforce planning function will provide the IDC the ability to a) define/refine the duties and tasks associated with the ID discipline, b) translate ID duties and tasks into required functional human capital advantages of the IDC, and c) conduct capability-based assessments to quantify gaps across IDC.



The IDC's communities continue their transition into a combined team that delivers decision superiority as a force multiplier while increasing the efficiency of resourcing and functional actions. Only through an integrated workforce planning function will communities ultimately field a fully effective and integrated workforce capable of achieving Information Dominance.

There are three objectives to accomplish Goal 3:

Objective 3.1 – Define the mission requirement (duties and tasks).

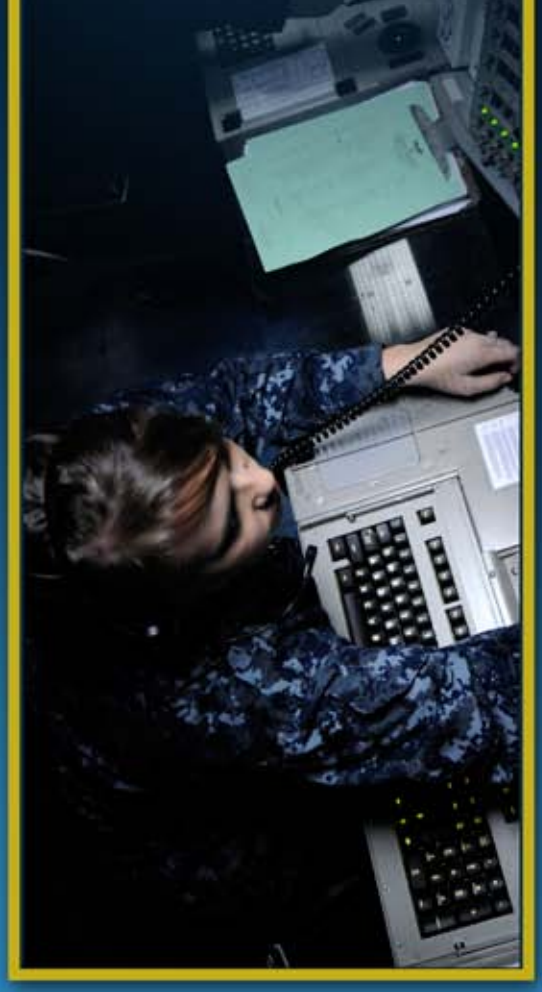
Objective 3.2 – Translate mission requirements into capability requirements.

Objective 3.3 –Develop a resourcing strategy for the fulfillment of capability requirements (manpower).

Goal 4

Create a Warfighting Culture

The IDC must clearly project the warfighting culture it seeks to create, foster, and inculcate throughout its workforce. This IDC culture will exemplify the warfighting effects produced, how the functional Communities integrate to produce these effects, and how these effects support operational missions and the larger Navy strategy. The culture will also reflect the value and power of diversity in experience, background, and ideas.



The Navy is a leader in establishing information as a distinct warfighting discipline. The IDC is the human component of that discipline, which reinforces the criticality of information to Navy operations. Due to its diverse missions and functional backgrounds, the IDC has the expertise required to ensure the Navy maintains decision superiority and information advantage over its adversaries. This diversity also infuses the IDC with a unique, information-centric way of thinking about warfighting effects as evidence in Figure 6.

There are two objectives to accomplish Goal 4:

Objective 4.1 – Orient the total Navy workforce to the IDC mission and vision through a multi-mode, leadership-delivered strategic communication initiative.

Objective 4.2 – Leverage kill chain concepts (integrated fires) to depict and communicate the process through which ID discipline contributes to the delivery of warfighting effects.

Warfighting Effects

Central to each of the Navy's warfighting disciplines is a clear understanding of the corresponding domain's operational capabilities, and the warfighting effects they produce. The IDC will continue to define, clarify, and disseminate a common understanding of ID capabilities and warfighting effects.

Examination of Navy kill chains demonstrates the critical role of IDC at each stage of the process regardless of domain, platform, or operational environment. A generic kinetic kill chain consists of six well-defined stages in finding and hitting a target: Find, Fix, Track, Target, Engage, and Assess. At each of these stages, as well as within the connections between them, ID personnel play a central role and provide more powerful and efficiently delivered warfighting effects.

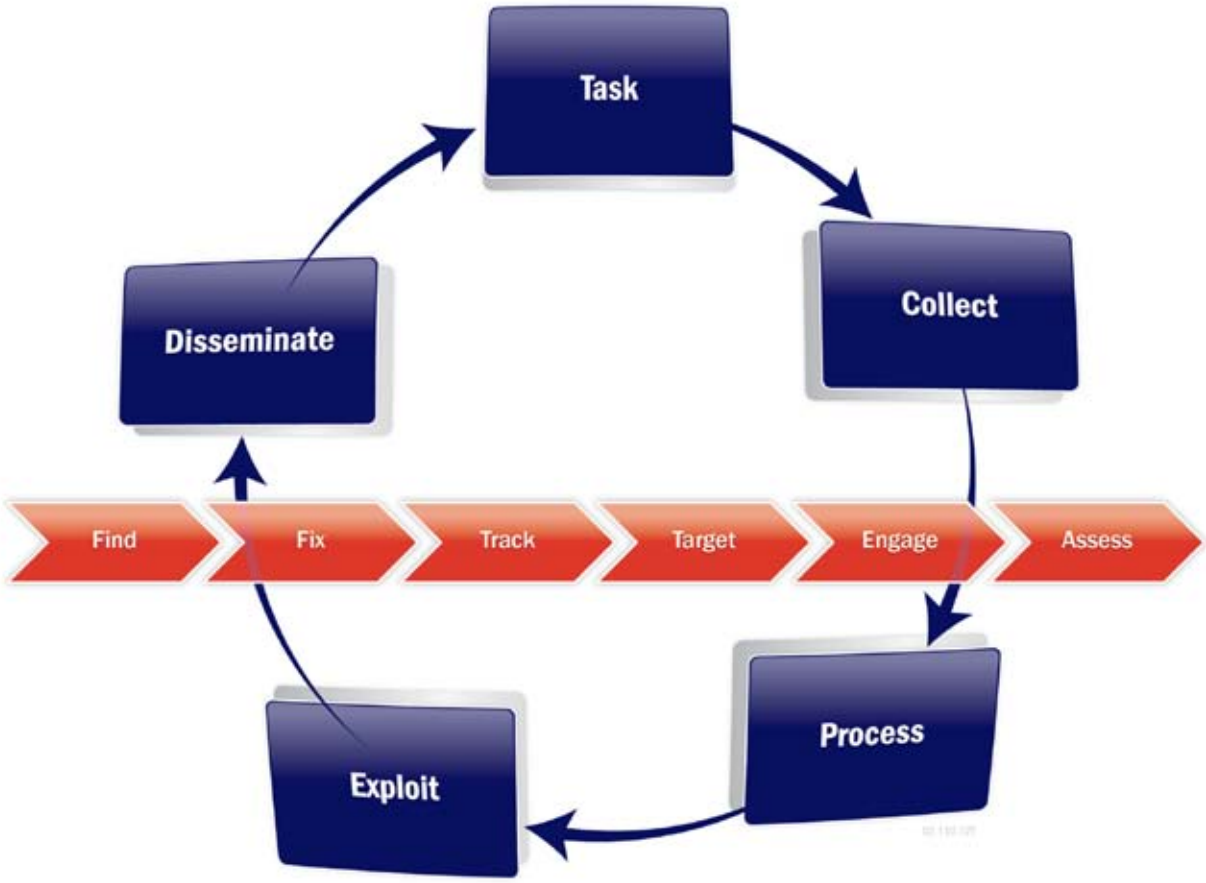


Figure 6: Warfighting Effects - Role information plays to enable or drive warfighting effects.

Implementation

The Navy Information Dominance Corps Human Capital Strategy establishes a framework to drive programmatic initiatives, policy changes, and supporting actions needed to achieve the vision for the IDC. OPNAV N2/N6 will communicate goals and objectives throughout the Navy, and consider resourcing prioritized requirements for future execution. New tools are needed in the Program Objectives Memorandum (POM) process for acknowledging the unique nature of information-centric Naval operations conducted from shore locations.

Action Plans

Pivotal to implementation of the Human Capital Strategy will be action plans that translate goals and objectives into results-oriented plans of action and milestones. A systematic approach and methodology for action plan development, management, and monitoring will translate strategy into execution while ensuring ongoing accountability, ownership, and progress evaluation.

Strategic Communications

Ongoing interaction and socialization of the Human Capital Strategy with key stakeholders will be critical for promoting and securing advocacy for change. Close engagement with the fleet and others will also ensure that we receive informative input from organizations with important roles and equities in goal and objective achievement.

Conclusion

The Information Dominance Corps Human Capital Strategy reflects the essential value we place on people at the leading-edge of the Navy's Information Dominance capability. It likewise reinforces the IDC's commitment to creating an environment that capitalizes on talent, further develops expertise, advances professional careers, and promotes the fullest contribution to the ID mission. The Human Capital Strategy provides direction to the workforce and to the supporting Manpower, Personnel, Training & Education domain that ultimately drives the IDC as a profession.

This strategy sets the IDC on a path towards success as information becomes a principal warfighting pillar in the Navy's arsenal. The IDC's success depends on agility, flexibility, and adaptability to deliver the right people with the right skills, at the right time and place, and at the best value. We are committed to leveraging the best leadership, management principles, and expertise available to achieve decision superiority.

Appendixes

Appendix A - Strategic Guidance Documents

Date	Title
December 2004	The Navy Space Cadre Human Capital Strategy
FY 2006	Information Warfare Community Human Capital Strategy
June 2006	The U.S. Intelligence Community's Five Year Strategic Human Capital Plan for ODNI
2007	Department of the Navy Human Capital Strategy
-	Information Dominance Corps Roadmaps
2008-2009	Department of Defense Information Management and Information Technology Strategic Plan
November 2008	Department of Defense Instruction 1400.25-V250, Subject: Department of Defense Civilian Personnel Management System: Volume 250, Civilian Strategic Human Capital Planning
October 2009	Chief of Naval Operations Instruction 5300.12, Subject: The Information Dominance Corps
2010-2012	Department of Defense Information Enterprise Strategic Plan
January 2010	Joint Interagency Task Force West Strategy
-	The Navy Total Force Vision for the 21st Century
February 2010	Quadrennial Defense Review Report
May 2010	The U.S. Navy's Vision for Information Dominance
-	Commander, Naval Meteorology and Oceanography Command Instruction 3120.2, Subject: Naval Meteorology and Oceanography Command Strategic Plan FY-10 through FY-13
July 2010 (FY2010 – 2013)	Department of the Navy Chief Intelligence Officer Cyber & IT Workforce Strategic Plan
October 2010	Department of Defense Memorandum, Subject: Defense Intelligence Enterprise Human Capital Performance Reporting
-	Chief of Naval Operations Guidance for 2011: Executing the Maritime Strategy
May 2011	2011 Information Technology Workforce Capability Assessment: Survey Results Report
July 2011	U.S. Government Accountability Office (11-75), Subject: Defense Department Cyber Efforts - DOD Faces Challenges In Its Cyber Activities
-	Commander, Naval Meteorology and Oceanography Command Instruction 12400.1, Subject: Naval Meteorology and Oceanography Command Civilian Human Capital Plan FY-12 through FY-17
August 2011	U.S. Government Accountability Office (12-8) Cybersecurity Human Capital
September 2011	Chief of Naval Operations Letter, Subject: The Navy Information Dominance Way Ahead – Consolidating the Implementation, Maintaining the Momentum
March 2012	The Navy Intelligence Strategic Human Capital Plan 2012-2017
2012-2016	The Navy Strategy for Achieving Information Dominance (Draft)

Appendix B- Strategy Development Approach

Current State

While the Navy IDC has grown and matured since its inception in 2009, recent analysis of its human capital posture indicated a number of important characteristics that warrant ongoing investment and enhancement. To assess the current state of human capital, the IDC leveraged a five-factor model addressing the key elements of a human capital strategy: Competencies, Workforce Planning/Strategy, Recruiting, Selection, & Retention, Training/ Development & Education, and Culture and Climate. Within each of these elements, the IDC leveraged multiple data sources, including: analysis of archival data systems (e.g., personnel databases), interviews/focus groups with key stakeholders, and climate surveys. Figure B1 graphically depicts the current state analysis approach.

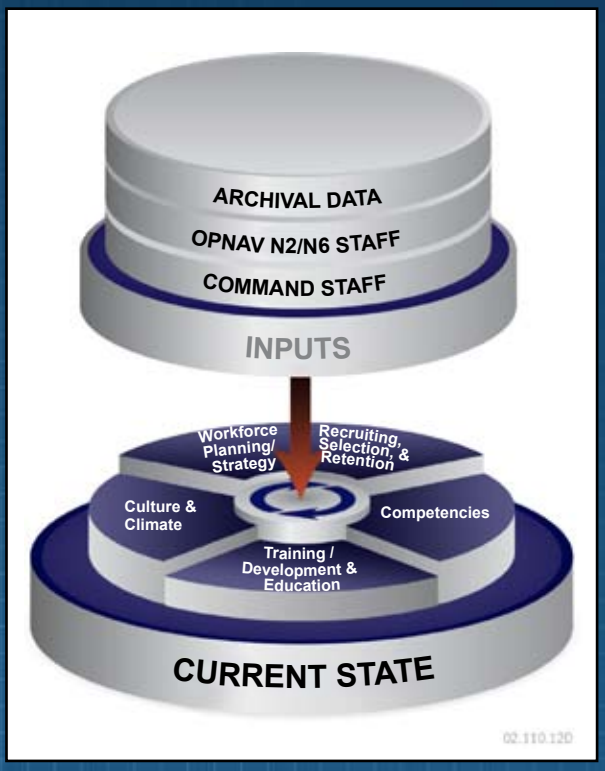


Figure B1: Current State Analysis Approach

Competencies:

The critical few qualities deemed necessary for successful or high performance in specific job group or organizational role.

Competencies within the IDC are currently community-centric with a modest amount of cross-assignments. Given the diversity of communities across the IDC (see Figure B2), this leads to considerable differences in competencies for individuals. The lack of Information Dominance (ID) core competencies and IDC-level assignment protocols limit lateral movement across the major functional areas. The IDC's current officer complement is information-centric, while the enlisted population is heavily oriented towards intelligence, networking, and transmission system functions. IDC personnel, as well as leaders within the Fleet (e.g., 10th Fleet, Fleet Forces Command, etc.) both view IDC specific knowledge, skills, and abilities as mission-critical in the current and future operating environment. While several competency models have been developed utilizing the Naval Education and Training Command (NETC) process for elements of the Total Force (e.g., IDC Taxonomy, Cyber Warfare, IDWOs), an IDC-wide competency model is ideal.

Workforce Planning/Strategy:

The process of aligning workforce requirements with organizational needs and priorities to ensure that we meet missions.

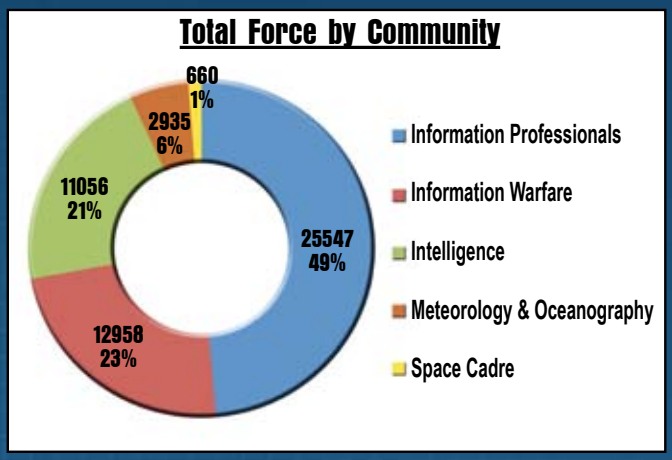


Figure B2: IDC Workforce

As demonstrated in Figure B3, the current mix of shore and sea duty rotational assignments shows more than half (56%) of the IDC currently filling shore duty billets; while approximately one-third (31%) of the IDC is aligned to sea duty/ afloat billets. The distribution of shore versus sea assignments has created perceived barriers to advancement among IDC personnel, especially among the officer corps. This perception is counter-balanced by the fact that a plurality of IDC shore-based assignments is operational in nature, supporting kinetic and non-kinetic Navy operations.

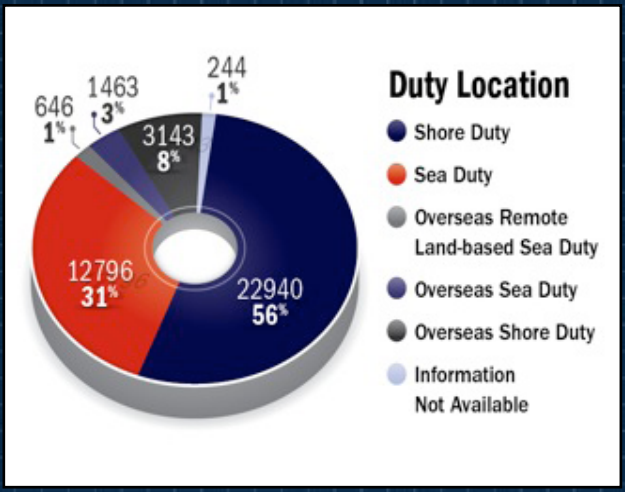


Figure B3: Duty Location Breakout

The Total Force mix is heavily military, with 69% of the IDC's personnel inventory consisting of active and reserve military members (see Figure B4). The IDC civilian population is relatively small, and accounts for 31% of the Total Force. Half of IDC civilian resources align to the Management and Program Analyst series (0343) occupation.

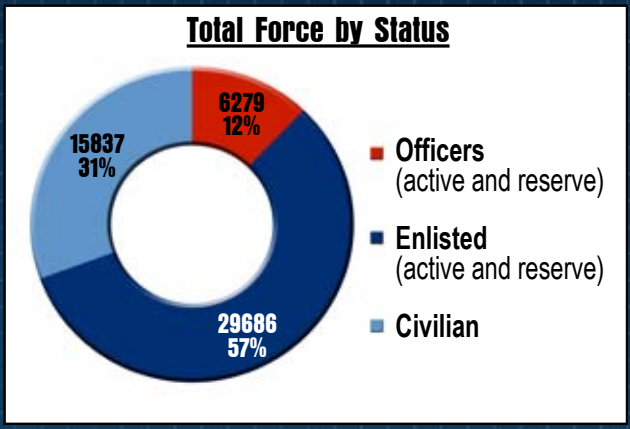


Figure B4: Total Force Breakout

Recruiting, Selection & Retention:

Identifying, locating, and retaining a qualified workforce that continually meets the changing needs of the organization.

A majority of the workforce (60%) have been serving within the IDC (or performing ID functions) for 11-30 years, and nearly 40% have been working within the IDC for greater than 21 years. The relative maturity of the force represents a degree of risk associated with near-term retirements. Across all IDC communities, O3s and O4s account for 61% of the officer population, and E4 to E6 personnel account for over 78% of the enlisted population, indicating a proportionally wide band for mid-grade personnel in both the officer and enlisted personnel complements. The IDC recognizes the enduring need to attract and access top talent across its highly technical functional portfolio. We will appropriately balance this requirement against necessary fiscal constraints.

Training/Development & Education:

Developing a well-educated workforce through classroom and on-the-job instruction, capable of meeting changing competencies and work requirements.

The IDC will deliver functional training and skills development through a combination of informal, on-the-job training (OJT) and more formal, structured training. Feedback indicates that the informal training approaches are highly effective, while formal training can be better aligned to IDC needs. The IDC has reported some challenges to the assumption of job duties across communities, associated with sub-optimal training alignment. The IDC's current training requirements do not universally reflect ID objectives.

Culture & Climate:

The collective values and norms shared by a workforce that creates an organizational work environment.

IDC members generally understand how their work contributes to overall mission success within their functional specialties. Members routinely share stories of overcoming adversity and mission success. However, across the IDC communities, there is divergence in the level of understanding of how the Navy's human component of ID fully creates and supports warfighting effects.

Future State

ID ultimately enables Naval forces to operate with relative freedom in high-threat maritime environments, and successfully engage hostile forces within an increasingly dynamic, complex, and information-rich battlespace. This future demands a mission-ready, professional, and dynamically distributed corps of Navy information experts. The IDC reviewed strategic guidance documents at the Department of Defense (e.g., Quadrennial Defense Review), Department of the Navy (e.g., DON Human Capital Strategy), Chief of Naval Operations (e.g., CNO Guidance for 2011 – Executing the Maritime Strategy), and the IDC Community (e.g., Navy Information Warfare Human Capital Strategy) levels. In addition, we considered guidance from relevant Governmental offices and agencies (e.g., Office of the Director of National Intelligence Human Capital Strategy, GAO reports). Taken together these sources helped define the future operating environment and required capabilities of the IDC. Figure B5 graphically depicts the future-state analysis approach.

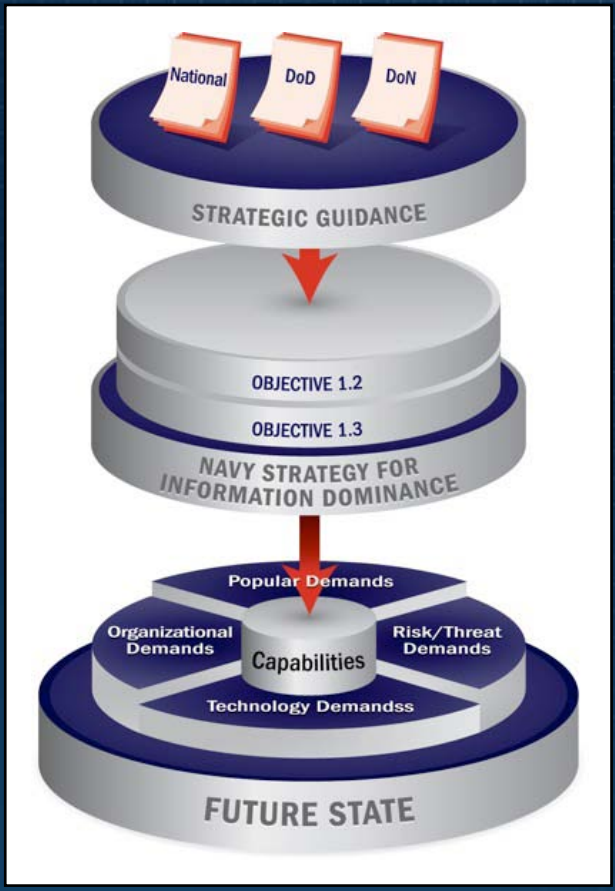


Figure B5: Future State Analysis Approach

Four critical demand factors, originating from the projected mission environment, will drive shaping and enhancement of the future IDC workforce:

Population:	The aggregate of individuals that make up the workforce, and who will ultimately contribute to the success of IDC
Organization:	A collective effort by the relevant communities and/or commands that will achieve the mission of IDC
Risk/Threat:	The adversary threat vectors that IDC must defeat to ensure accomplishment of Naval and Joint missions
Technology:	The tools, processes, and concepts that will serve as both demand signals and enabling functions for IDC

The factors of population, organization, risk/threat, and technology collectively inform the identification of several required future state capabilities. These are:

IDC Culture –

Information dominance is a warfighting discipline on a par with Air, Surface, and Subsurface warfare; a set of principles establish a culture of integration, teamwork, and perseverance; Information Dominance personnel work outside their traditional backgrounds to meet mission requirements.

Fusion, Efficiency, & Effectiveness –

The ID workforce is managed, trained, and employed as a corps; processes are developed for clearly defining work roles and creating a shared understanding of mission requirements; there is continuous improvement of processes to eliminate waste and maximize value-added work.

Total Force Integration –

An integrated process leading to an optimal mix of civilian and military/active and reserve component personnel is implemented; information workforce planning and manpower analyses reflect the unique and complementary contributions of civilian and military personnel; feedback mechanisms are in place to support clear demand signals for the communities.

Adaptability & Innovation –

There is cross-functional training/utilization of Information Dominance personnel; flexible interchange of civilian and military personnel is achieved; there is openness to new ideas especially from personnel at lower ranks and grades.

Career/Professional Development –

Development and application of training and education frameworks, with assessment of knowledge and skills gaps in the Information Dominance workforce; opportunities are established for both upward and lateral career progression; civilian- and enlisted-equivalent opportunities are created and available in military officer career paths.

Information Management –

There are systematic efforts to retrieve, store, and share information across the entire maritime domain; effective implementation of the information analysis steps of tasking, collection, processing, exploitation, and dissemination; application of insights and observations about individuals' performance informs succession management decisions and practices.

Assumptions

A number of key operational and human capital assumptions have influenced the development of this Strategy:

Operational Assumptions *(Guidance: Navy Strategy for Achieving Information Dominance, 2012-2016)*	***Human Capital Assumptions*** *(Guidance: Department of the Navy Cyber/IT Workforce Strategic Plan, FY 2010-FY2013; Chief of Naval Operations Letter, Subject: Navy Information Dominance Way Ahead – Consolidating the Implementation, Maintaining the Moment)*
Navy cyberspace operations will mature rapidly to become a core component of theater forcible entry operations	***Fiscal constraints will induce replacement of materiel and manpower with less costly information resources in non-traditional ways***
Deep penetration and persistent monitoring of adversary networks for shaping of cyberspace will become a fundamental component of Navy operations	***Posturing the Navy for strategic information advantage will also require new investments***
In the future operating environment, commanders will continue to demand assured access to the right information at the right time	***There are common competencies that exist across communities that can be trained uniformly***
Strategic competitors and potential adversaries are working to wrest the asymmetric advantage of ID to offset our strengths	***Some ID competencies are being performed external to the IDC***

It will be important to ensure we reassess and update critical assumptions as appropriate.

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