



# Strategic Recruitment for Cybersecurity

Data-driven. Collaborative. Strategic.



Analyze



Investigate



Oversight and  
Development



Collect and  
Operate



Operate and  
Maintain



Protect and  
Defend



Securely  
Provision



# Strategic Recruitment

**The Office of Management and Budget's, Federal Cybersecurity Workforce Strategy Memorandum M-16-15, issued on July 12, 2016 reads:**

- **Goal 3: Recruit and Hire Highly-Skilled Talent.** Engaging in Government-wide and agency-specific efforts to expand the cybersecurity workforce through recruitment of highly-skilled talent, and streamlining the hiring and security clearance process while still meeting applicable law and standards.
  - **Purpose:** Engage in Government-wide and agency-specific efforts to conduct outreach and recruitment for cybersecurity talent and improve and expand on existing hiring and retention efforts.
  - **Outcome:** Increase the pipeline of cybersecurity talent entering the Federal workforce, including candidates who have not traditionally considered Federal employment, and provide reliable and effective human resources services that enable agencies to immediately fill vacancies.





# Strategic Recruitment

**Consistent with the Federal Cybersecurity Workforce Strategy, OPM is:**

1. Ensuring the Federal cybersecurity workforce is diverse and highly-skilled by supporting agencies' recruitment and outreach initiatives.
2. Partnering with agencies and key cybersecurity leaders to continue to improve the way the Federal Government attracts and recruits new talent.
3. Offering recruitment tools on USAJOBS such as resume mining, interactive maps, and job opportunity announcement analytics.
4. Providing applicant flow data to help agencies better target and measure the success of their recruitment efforts.
5. Conducting outreach to stakeholders in the public, private, nonprofit, and academic sectors to help educate them and raise awareness of various career paths, scholarships, fellowships, and employment opportunities.
6. Assisting agencies to strengthen their recruitment programs by providing training and tools such as the [Recruitment Policy Studio](https://www.hr.gov/recruitment-policy-studio) on [www.HRU.gov](https://www.HRU.gov).





# Components

**Agencies with a proactive recruitment model focused on building talent pipelines, cultivating and maintaining partnerships, monitoring recruitment activities and sharing accountability will be more successful in securing top cybersecurity talent.**

## Resources

- Staff
- Budget
- Technology

## Collaboration

- Leadership
- Hiring Managers
- Human Resources
- Recruiters

## Data-driven Approach

- Workforce Planning
- Labor Market
- Recruitment Analytics

## Employer Branding

- Job Postings
- Recruitment Messaging
- Communication with Candidates

## Integrated Social Media

- Branding and Messaging
- Communication with Candidates

## Onboarding and Retention

- Mentoring
- Orientation

## Sourcing

- Students, Recent Graduates and Alumni
- Presidential Management Fellows
- Transitioning Service Members
- Veterans
- Military Spouses
- Federal Employees
- Experienced Candidates
- Senior Executives



# Resources

**In order for a recruiting strategy to be successful agencies must determine what resource needs will be required for implementation. Having the right staff and technology with the capabilities to implement the strategy is a critical step in the strategic process.**

**Budget**—The strategic recruitment plan will need to be examined against current and future budgeting requirements. A proactive recruitment strategy will require more funding than a traditional passive recruitment strategy.

**Staff**—The collaboration of HR and Hiring Managers can only accomplish a part of the strategic recruitment process due to the transactional nature of the relationship. Agencies may need to seek out qualified talent acquisition professionals (i.e., recruiters, sources, or vendors) to gain access to groups of qualified individuals. Staff capability to accomplish recruitment sourcing will need to be assessed.

**Technology**—Access and the ability to utilize recruitment technology and tools will be critical in reaching qualified job seekers and maintaining agency competitiveness with the private sector.



# Resources—Budget

## Recruiting Expenses

### Operations

- Infrastructure
- Staff expenses
- Security

### Technology

- Website(s)
- Social media
- Databases

### Advertising

- Print
- Online
- Third-party

### Agency Misc.

- Travel
- Staff training
- Memberships

### Candidate Misc.

- Travel
- Relocation
- Assessments

## Alleviating Constraints

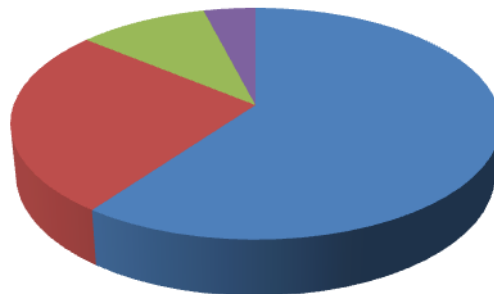
- Advance headcount targets
- Supportive staffing model
- Zero-based budgeting



# Resources—Budget

**Costs associated with the recruitment and sourcing of candidates are often carried by the agency, but the individual costs (e.g., candidate travel, relocation, background checks) may be borne by the office or component. Some budgeting recommendations include:**

- Develop hiring goals (e.g., headcount targets) prior to developing a budget.
- Obtain budget approval as far in advance of the recruitment cycle as possible for items such as Relocation, Recruitment, and Retention (3Rs), advertising, technology, travel, etc.
- Consider a zero-based budgeting approach.
- Create a long-term, scalable recruitment strategy to address budget uncertainty.



**How is the acquisition of mission critical talent prioritized in your budget?**



# Resources—Staff

**Successful recruitment requires experienced recruitment teams with expertise in developing networks, identifying groups of qualified individuals, managing the recruitment lifecycle, and building relationships with sources of talent. Your agency will need to define the following:**

## **Team Purpose**

- Aligned with Strategic Recruitment Plan
  - Talent Pipeline
  - Requisition-Specific
  - Occupation-Specific
  - Volume
  - Seasonal

## **Team Role**

- Talent Capability
  - Messaging
  - Sourcing
  - Outreach
  - Full Lifecycle
  - Candidate Experience

## **Organizational Structure**

- Fit and Function within the Organization
  - Organizational Home
  - Working Relationships
  - Integrated Processes
    - *Governance and Compliance*
    - *Workflows (Effectiveness and Efficiency)*
    - *Service Level Agreements*

## **Sourcing Methodology**

- How Sourcing will be Done
  - Research (Market Intelligence)
  - Sourcing (Finding Talent)
  - Messaging (Engaging Talent)
  - Conversion (Generating Qualified Applicants)





# Resources—Technology

**Your agency will need the technical capability (e.g., equipment, infrastructure) to set-up and carry out recruitment activities through online resources (i.e., USAJOBS, job boards, sourcing tools, and social media). You will need to ensure staff have the capability and technological resources to conduct online recruiting as well as clear policy guidance on social media usage.**

**Other technology considerations include:**

- **Organizational coordination of online resources.**
  - Social media account management.
    - Employment brand alignment with agency brand.
    - Brand messaging coordinated with agency communications and media relations office.
- **Focus on resolving business problems should lead system development.**
  - How to manage the candidate lifecycle in real-time?
  - How to establish and manage a social media branding and recruitment strategy?
  - How to acquire the right technology and access to social media to accomplish the above?



# Collaboration

Hiring managers should be involved in the recruitment process to ensure quality of candidates.

1. **Work closely with human resources (HR) before the job opportunity announcement (JOA) is posted to:**
  - Ensure the position description (PD) is accurate and up-to-date;
  - Complete a job analysis to identify the critical competencies needed in the job;
  - Participate in identifying/developing the assessment tool that will be used to evaluate candidates;
  - **Develop a recruiting strategy;** and
  - Ensure the JOA accurately describes the duties of the job and competencies and experience required in an easy-to-understand and appealing manner. After the applicants are assessed and the referral list is issued, the hiring manager should actively engage in interviewing top candidates and making the selection.

“Quality is much better than quantity. One home run is much better than two doubles.”

—*Steve Jobs*

# Collaboration

## 2. Hiring managers and HR Specialists should collaborate to recruit and hire a diverse, high-performing workforce that reflects the diversity of the American society.

### Hiring Managers

- Prepare for the conversation (i.e., be able to describe your team/office, have past PDs, provide historical feedback from interviewers and/or applicants on the process, etc.).
- Finalize recruitment plan.
- Participate in recruitment and outreach activities before JOAs are posted.



It's a team effort.

### Recruiters and HR Specialists

- Educate your managers on recruiting strategies, hiring authorities, and agency policies.
- Use OPM resources and training to inform managers on the recruitment and hiring process.
- Encourage hiring managers to engage in outreach and recruitment activities.
- Solicit hiring manager's feedback on the ROI of recruiting events.
- Collaborate with internal diversity councils to access diversity data and incorporate that data into your planning.

# Collaboration

## Hiring Managers

- Allocate sufficient time to devote to recruitment.
- Reach out to HR about data. Internal agency policies determine who has access to data, but they also encourage the use of such data.
- Provide realistic job requirements so HR and recruiters can prepare a realistic job preview to attract quality applicants throughout the hiring process.
- Provide timely feedback to HR and help reduce or eliminate transactional barriers.
- Think long-term about hiring needs and resources to attract talent (e.g., recruitment and relocation incentives).

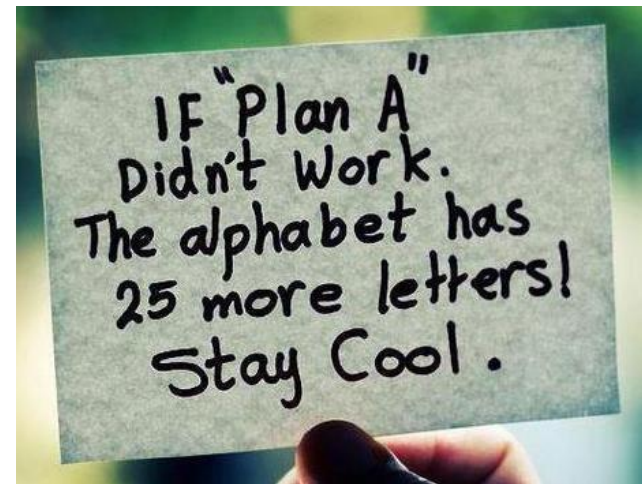
## Recruiters and HR Specialists

- Research the job series related to cybersecurity and similar internal or external job postings.
- Review relevant hiring data and industry trends and share information with managers.
- Provide the manager with an overview of the process and timeframes to manage expectations.
- Set realistic expectations and help develop recruiting options.
- Advise on assessment options.
- Keep managers and applicants informed.



# Data-Driven—Workforce Planning

1. **Review your organization's workforce plan, especially for cybersecurity positions.**
  - Define hiring projections: number of cybersecurity vacancies.
  - Identify series, grade/band, skill levels, competencies and level of experience to target.
  - Identify and address workforce gaps.
2. **Ensure proper cybersecurity coding to capture work roles and align those roles with cybersecurity vacancies.**



- Refer to the NIST Guidance, Federal Cybersecurity Coding Structure issued November 15, 2016  
[https://www.nist.gov/sites/default/files/documents/2017/05/15/opm\\_cybersecuritycodingstructure.pdf](https://www.nist.gov/sites/default/files/documents/2017/05/15/opm_cybersecuritycodingstructure.pdf)



# Data-Driven

3. **Recruiters/HR Specialists must research workforce trends and talent needs and inform cybersecurity managers and HR specialists.**
  - Labor trends, market shifts, economic factors, educational trends, workforce demographics.
  - Skill sets of talent pools.
  - Information on current recruitment trends will be available on HRU.gov ([Recruitment Policy Studio](#)).
  
4. **Review your organization's applicant flow data and workforce diversity to give you a clear guide on where gaps exists. OPM reports include:**
  - <https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/reports/>
  - <https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/federal-workforce-at-a-glance/>

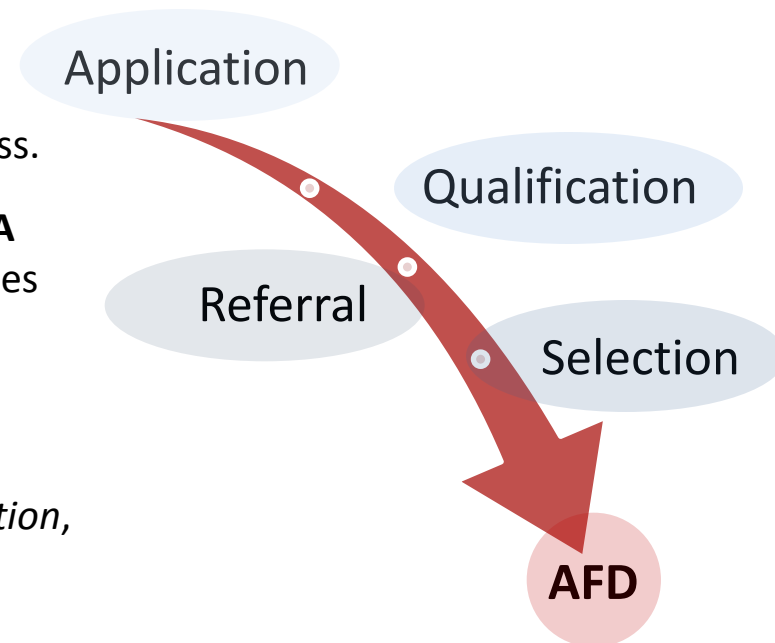


**OPM Contact**

[DiversityandInclusion@opm.gov](mailto:DiversityandInclusion@opm.gov)

# Data-Driven—Applicant Flow Data

- Applicant Flow Data is used to determine if applicant pools are reflective of the civilian labor force.
- USA Staffing **built an Applicant Flow Data (AFD) reporting capability** by combining **demographic data** collected by USAJOBS with data from the hiring process.
- Applicant Flow Data is **available to agencies using USA Staffing** through a secure FTP site and Cognos. Agencies using other Talent Acquisition Systems will need to contact their service provider for access to AFD.
- AFD allows agencies to **identify barriers and best practices at each stage in the hiring process**: *application, qualification, referral and selection*.
- USA Staffing and OPM's Office of Diversity and Inclusion host an **interagency Applicant Flow Data Work Group** to share information and best practices.

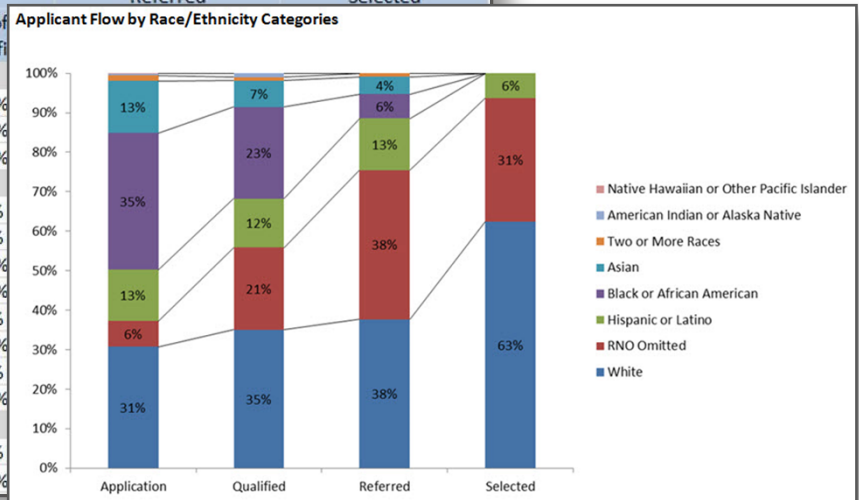




# Data-Driven—Applicant Flow Data

USA Staffing began offering Summary AFD Reports in Cognos in 2016.

	Applied		Qualified		Referred	Selected
	Count	% of Applied	Count	% of Qualified		
<b>Sex</b>						
Male	17,950	38%	13,195	34%		
Female	15,454	33%	11,897	31%		
Sex Omitted	13,651	29%	13,644	35%		
<b>Race/Ethnicity</b>						
American Indian or Alaska Native	365	1%	264	1%		
Asian	1,836	4%	1,405	4%		
Black or African American	10,883	23%	7,776	20%		
Hispanic or Latino	5,194	11%	3,862	10%		
Native Hawaiian or Other Pacific Islander	103	0%	73	0%		
White	14,285	30%	11,213	29%		
Two or More Races	500	1%	336	1%		
Race/Ethnicity Omitted	13,889	30%	13,807	36%		
<b>Veteran Status</b>						
Veteran Status Claimed	3,889	8%	3,172	8%		
None Claimed	43,166	92%	35,564	92%		



**USA STAFFING**  
Great Government Starts Here®  
OPM's Talent Acquisition System for Federal Agencies

To find out more about USA Staffing capabilities, please contact:

**Alesia Booth, USA Staffing Program Manager**  
[Alesia.Booth@opm.gov](mailto:Alesia.Booth@opm.gov)





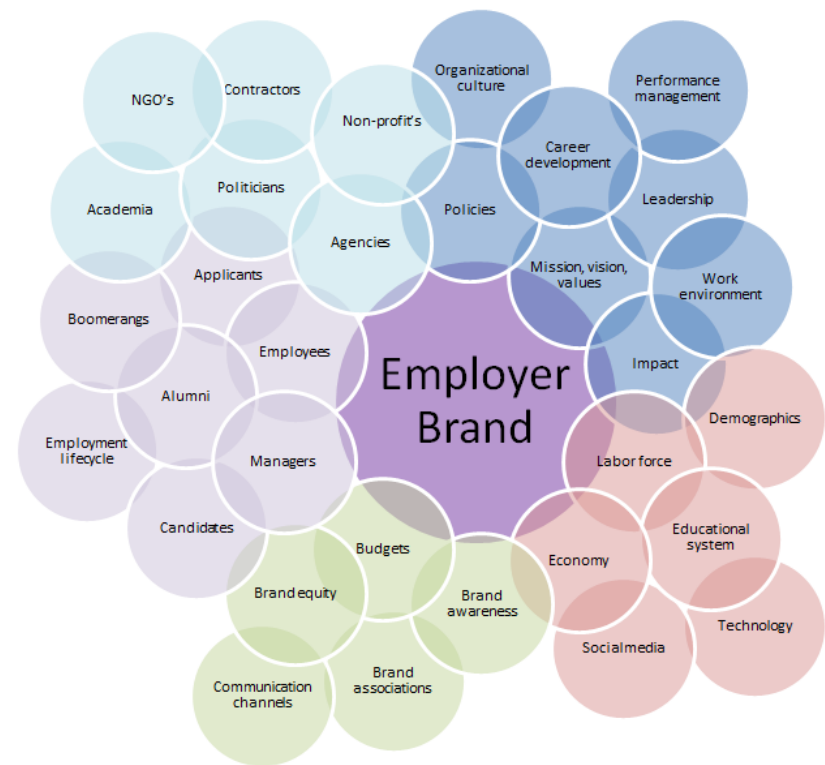
# Data-Driven

5. **Collect and use data to track the success of the recruiting strategy. Some metrics include:**
  - **Time-to-hire**—How long it takes to hire.
  - **Source-of-hire**—Where you get quality hires.
  - **Conversion Rates**—For the Pathways and Scholarship for Service Programs.
  - **Quality of Hire**—New hire performance and productivity.
  - **Cert-to-hire Ratio**—The number of candidates referred divided by the number of hires.
  - **Yield Ratios**—Examine yields for key stages of the recruiting lifecycle.
  - **Utilization Rates**—For hiring flexibilities and special hiring authorities.
  - **Satisfaction Surveys**—Measure hiring manager, applicant, and new hire satisfaction.
  - **Exit Surveys**—Address recruitment and retention issues in real-time.
6. **Make adjustments to improve sourcing.**
  - Conduct barrier analysis.
  - Use available hiring flexibilities and hiring authorities to drive sourcing efforts, including those specific to attracting cybersecurity talent.
  - Effectively target diverse applicant pools.
  - Build relationships with viable sources of applicants.

# Employer Branding

The **Employment Brand** is critical in communicating core organizational and occupational attributes to cybersecurity talent.

- **Employee Value Proposition (EVP)** is built around attributes relevant to the talent pool and is critical to an effective brand.
- Your brand includes your EVP, the **values** exhibited by your leaders and employees, and reflects what others say about your agency.
- **Social Media** is an effective employment branding tool and least effective as a job board.
- Effective **Employer Branding** increases candidate quality.
- Your brand makes clear to job seekers what your agency's **competitive advantage** is as compared to other employers.





# Employer Branding

- 1. Create or validate your Employee Value Proposition based on what is important to the cybersecurity talent that you seek.**
- 2. Develop an Employment Brand and branding strategies before considering use of social media.**
- 3. Integrate the Employment Brand into the entire recruitment lifecycle.**
- 4. Provide enough information through branding so applicants can determine if the position is a good fit.**
- 5. Create clear and consistent recruiting messages in your career portal, website, and marketing materials.**
- 6. Write clear and understandable job postings that describe the duties of the job, competencies, and required experience in plain language and in an appealing manner.**
- 7. Communicate with your applicants when you recruit, when they apply, and when there are jobs that can be a good fit.**

Large agencies may find it difficult to create a consistent brand that applies across all components. A theme that best describes the cybersecurity mission of the agency can be determined by examining the attributes of your current cybersecurity workforce.



# Integrated Social Media

**Social media recruiting is integrated into the organizational social media strategy through cross-functional collaboration.**



## **1. Lead with a Strategy.**

- Engage executive leadership, communications and media offices, hiring managers, subject matter experts, and recruiters in creating the organizational social media recruiting strategy for cybersecurity positions.

## **2. Use an event-based approach and limit the use of social media feeds as job boards.**

- Engage job seekers (e.g., post an article, video)
- Provide an event in which job seekers can actively participate (e.g., Recruiter's Resume Tips WebEx).

## **3. Use Available Resources.**

- Leverage your careers website to engage potential applicants who are attracted to your agency's mission or careers.

## **4. Share Meaningful Content.**

- Have your recruiters involved by posting cybersecurity news and other relevant information that may attract applicants to your job openings (e.g., hiring initiatives, Federal Viewpoint Survey scores).



# Sourcing—Practices

**Active and targeted sourcing of talent is necessary to meet the high volume of cybersecurity hiring required to expand and maintain the Federal workforce.**

- 1. Partner with colleges and universities, including minority serving institutions, Centers of Academic Excellence in cybersecurity to increase recruiting efforts.**
  - Raise awareness of career and scholarship opportunities.
  - Use Student Ambassadors from your agency to talk to cybersecurity students about your agency and careers.
  - Have cybersecurity experts provide virtual or in-person information sessions to students.

**The 1st Merit System Principle is your mandate to source:**  
“Recruitment should be from qualified individuals from appropriate sources in an endeavor to achieve a workforce from all segments of society...”



# Sourcing—Practices (Continued)

- 2. Work with industry and professional organizations to learn effective strategies to attract qualified candidates.
- 3. Increase outreach activities to include women and minorities in cybersecurity fields.
- 4. Have current employees, subject matter experts, managers, and supervisors participate in career fairs, virtual events, testimonial videos, etc. to provide a realistic job preview.
- 5. Use your cybersecurity employees and new hires to refer applicants for hard-to-fill positions.
- 6. Use online resources (e.g., social media, résumé databases, discussion forums) to identify qualified individuals and inform them about open positions.

<b>Ensure Brand Consistency</b>	By incorporating your brand, prospective applicants will be provided the information needed to make informed career decisions.
<b>Leverage Talent Segmentation</b>	Customize your sourcing by occupation, type of employment, and the different career stages of applicants.
<b>Provide a Realistic Job Preview (RJP)</b>	You will be able to appeal to diverse applicants when you incorporate RJP's into all aspects of your online recruiting efforts.



# Sourcing—Types of Talent

## Students and Recent Graduates

- Use the Pathways Programs, and other internship programs to hire candidates who possess up-to-date knowledge in cybersecurity specialties.

## Veterans

- Recruit veterans who possess valuable cybersecurity-related knowledge and skills gained in service to the Nation.

## Federal Employees

- Identify agency employees on cybersecurity career paths, rotational assignments, etc. or Federal employees who desire to enter cybersecurity fields.

## Passive Candidates

- Source applicants who are at different stages of their careers in private industry, academia, and Government yet are not actively looking for jobs.

## Presidential Management Fellows

- Access candidates with advanced degrees in all academic backgrounds, including cybersecurity.



# Sourcing—Student and Recent Graduates

1. **Recruit candidates who are pursuing Bachelors, Masters, or Ph.D. degrees in Information Assurance and Cybersecurity- related degree programs.** To recruit **CyberCorps® Scholarship for Service (SFS) participants**, Hiring Managers and HR specialists can visit [www.sfs.opm.gov](http://www.sfs.opm.gov) and register as an agency official or contact the program office at [sfs@opm.gov](mailto:sfs@opm.gov). You can receive information on **CyberCorps® SFS participants** available and their degree information so you can contact them directly, work directly with a participating institution, or work directly with OPM staff to determine other methods that may work better for you.

**Hiring Option:** Agencies may appoint **CyberCorps® SFS participants** into the excepted service and then once they complete their obligation they can be noncompetitively converted to career conditional status. When making appointments (for both internships and post-graduation employment), agencies will cite the statute as the legal authority, and use the general Nature of Action (NOA) code for excepted appointments based on a law (these are described in the Guide to Processing Personnel Actions (GPPA)).



**CyberCorps®: Scholarship for Service**





# Sourcing—Student and Recent Graduates (Continued)

2. **Recruit from a talented candidate pool from over 100 Centers for Academic Excellence colleges and universities that is available yearly for internship and permanent positions.**
  - Identify Centers for Academic Excellence colleges and universities that have a diverse student population, including women and minorities.
  - Maintain a year-round presence on campus to keep your employer brand in the minds of potential applicants. Share your organization mission and job openings.
  - Recruit students and recent graduates from qualifying educational programs outside of the traditional college or university programs (e.g., apprenticeships, certifications, junior colleges).

**Hiring Option:** Agencies may use the Pathways Programs **Internship Program** or the **Recent Graduates Program** to hire students and recent graduates at all educational levels. Once they complete their educational and program requirements, they can be noncompetitively converted to career conditional status. **Contact your agency Pathways Program Officer or OPM at [pathways@opm.gov](mailto:pathways@opm.gov) for additional information.**





# Sourcing—Student and Recent Graduates (Continued)

- 3. Use the Workforce Recruitment Program (WRP) for College Students with Disabilities.** This recruitment and referral program connects agencies with college students and recent graduates with disabilities from over 300 colleges and universities across the country. The WRP is managed by the Department of Labor. Visit [www.wrp.gov](http://www.wrp.gov) or contact [wrp@dol.gov](mailto:wrp@dol.gov).

**Hiring Option:** Agencies may use the Schedule A for Individuals with Disabilities.

- 4. Consider using third-party internship programs such as Hispanic Association of Colleges and Universities (HACU) to hire diverse talent.** Visit <http://www.hacu.net/hacu/HNIP.asp>.
- 5. Sponsor or participate in cyber challenges and competitions to raise awareness to students early in their education.**
  - Offer internships to students before they go to college, especially during summer break.

**Hiring Options:** Agencies may use the Pathways Internship Program, Student Volunteer Programs, or agency-specific hiring authority (if applicable) to hire students at all educational levels.



# Sourcing–Veterans

Many wounded warriors, transitioning service members, and veterans have the ideal background and training from the military to meet your cybersecurity workforce staffing needs. Many veterans are pursuing training and/or education through various Department of Veterans Affairs programs, to include the GI Bill, that make veterans an exceptional applicant pool.

**1. Use the Feds Hire Vets platform and social media sites to recruit Veterans for your cybersecurity staffing needs.**

- Website [www.fedshirevets.gov](http://www.fedshirevets.gov)
- Facebook <http://www.facebook.com/pages/Feds-Hire-Vets/262183904582>
- Twitter <http://twitter.com/#!/fedshirevets/>

**2. Post your positions and/or expedite hiring using special hiring authorities for veterans:**

**Hiring options**

- Veterans' Recruitment Appointment (VRA)
- 30% or More Disabled Veterans
- Schedule A
- Veterans Employment Opportunity Act (VEOA)





# Sourcing–Veterans (Continued)

3. **Contact the CHCO Agency Veteran Employment Program Office (VEPO) to:**
  - **Develop Vets to Feds (V2F) Career Development Program for critical occupations**
    - Develop a program for cybersecurity occupations to target veteran candidates for training and development
  - **Participate in the Department of Veterans Affairs Vocational Rehabilitation Program**
    - Non-paid Work Experience
    - On-the-job Training Program
  - **Partner with Veterans Service Organizations to create talent pipelines**
    - Veterans of Modern Warfare, Student Veterans of America, American Legion, etc.
  - **Participate in Department of Defense Programs**
    - Hiring Heroes Program/Hiring Heroes Career Fairs/Pre-scheduled interviews
    - Operation Warfighter Intern Program
  - **Find VEPO POCS at [www.fedshirevets.gov/AgencyDirectory/index.aspx](http://www.fedshirevets.gov/AgencyDirectory/index.aspx)**
    - If you do not have a VEPO, contact OPM's Veterans Services at: [fedshirevets@opm.gov](mailto:fedshirevets@opm.gov) or (202) 606-3017



# Sourcing—Federal Employees

1. Identify potential cybersecurity professionals inside the Federal workforce.
2. Develop and promote cybersecurity career paths, rotational assignments, and mentoring and coaching programs to provide employees with opportunities to become subject matter experts in their field or move into entry- or higher-level cybersecurity positions.
3. Encourage agency employees with requisite skill sets to gain training and/or experience in anticipation of applying and competing for entry-level cybersecurity positions.
4. Keep internal and external Federal employees informed (through social media, website, or other forums) about cybersecurity initiatives and challenges to encourage individuals who may be interested to apply for cybersecurity positions.
5. Leverage educational discount programs for Federal employees by encouraging continuing education in cybersecurity.

## Hiring and Staffing Options:

- Merit promotion
- Details
- Agency career upward mobility programs
- Interagency rotations



# Sourcing–Experienced Candidates

1. **Expand efforts to cybersecurity professional organizations and alumni organizations to identify highly-qualified candidates.**
2. **Seek referrals from current cybersecurity employees and contractors to identify possible candidates with the skill sets needed for open positions.**
3. **Use the Resume Mining tool on USAJOBS to search for cybersecurity talent and invite them to apply for specific job openings that are a possible match to their skill set.**
4. **Use social networking such as LinkedIn to connect with potential candidates, especially at the mid-and senior-level.**
5. **Where possible under existing law, provide opportunities for private sector employees to participate in rotational assignments at Federal agencies, enabling professionals to commit for short periods of time to share their skills with Federal employees while gaining Federal service experience.**

## Hiring Options:

- R Authorities - 5 CFR 213.3102(r)
- Schedule A
- Agencies may have specific hiring authorities





# Sourcing–PMF Program

## 1. Recruit Presidential Management Fellows with advanced degrees in cybersecurity.

- Utilize PMF program office to advertise open positions.
- Participate in PMF job fairs.
- Include information about the PMF program in outreach to students and recent graduates with advanced degrees.
- Utilize current and former PMF participants as college ambassadors.

### Hiring Option:

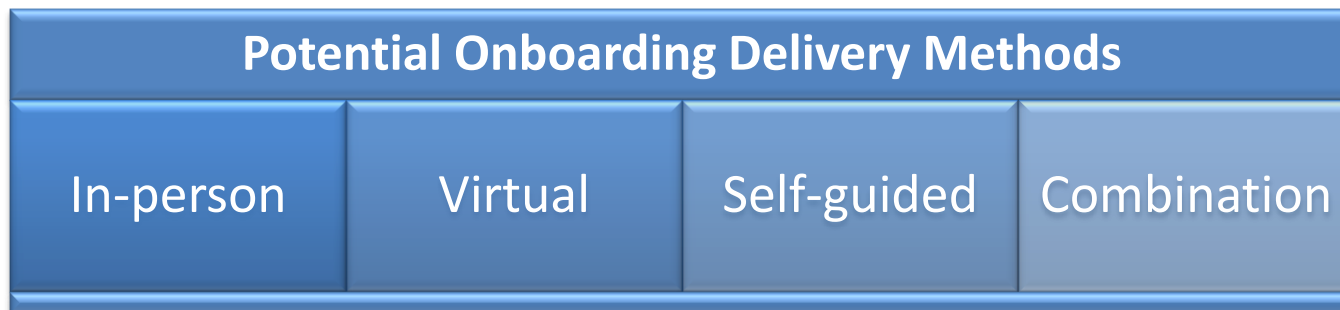
- Pathways Programs – Presidential Management Fellows Program. Visit [www.pmf.gov/](http://www.pmf.gov/) or contact [pmf@opm.gov](mailto:pmf@opm.gov).





# Onboarding and Retention

1. **Develop a plan and strategies to implement onboarding in phases over an 18-month period starting before the employee comes on board to the end of the first year.**
2. **Participate in the Government-wide cybersecurity orientation program for new cybersecurity professionals.**
3. **Use higher-level and senior cybersecurity staff to mentor new employees and bring them up-to-speed on mission critical work, organizational culture, and new technologies.**
4. **Establish career paths for cybersecurity employees and track the development of critical skills sets.**
5. **Offer mentoring programs and networking opportunities within the cybersecurity community.**







# Strategies–Checklist

<b>Talent Acquisition Strategy Status</b>	<ul style="list-style-type: none"><li>• Create consistent policies across the organization.</li></ul>
<b>Plans by Talent Type</b>	<ul style="list-style-type: none"><li>• Develop sourcing plans for each Mission Critical Occupation (MCO).</li></ul>
<b>Executive Engagement</b>	<ul style="list-style-type: none"><li>• Implement defined leadership roles and accountability.</li></ul>
<b>Planning Horizon</b>	<ul style="list-style-type: none"><li>• Conduct long-term planning for MCO sourcing and selection.</li></ul>
<b>Integration with Other Talent Processes</b>	<ul style="list-style-type: none"><li>• Ensure talent strategy is aligned with other talent processes.</li></ul>
<b>Identification and Selection of Metrics</b>	<ul style="list-style-type: none"><li>• Align metrics with sourcing and selection objectives.</li></ul>
<b>Implementation Approach</b>	<ul style="list-style-type: none"><li>• Align talent strategy with strategic human capital plan.</li></ul>
<b>Business Impact</b>	<ul style="list-style-type: none"><li>• Focus on results: Defined, tracked, and transparent.</li></ul>



# Strategies–Talent Acquisition Strategy Development Map





# Strategies—Social Media Strategy Map





# OPM Resources

- Compensation:
  - **Guide on compensation flexibilities for cybersecurity professionals:**  
<https://www.opm.gov/policy-data-oversight/pay-leave/reference-materials/handbooks/compensation-flexibilities-to-recruit-and-retain-cybersecurity-professionals.pdf>
  - **Fact sheet on compensation for prospective employees:**  
<https://www.opm.gov/policy-data-oversight/pay-leave/pay-administration/fact-sheets/federal-employee-compensation-package/>
- Recruitment and Hiring:
  - **Cybersecurity Hiring, Pay, and Leave Flexibilities**  
<https://www.chcoc.gov/content/cybersecurity-hiring-pay-and-leave-flexibilities>
  - **CyberCareers.gov**  
<https://www.cybercareers.gov/>



# OPM Resources



<https://hru.gov/>

## Recruitment Policy Studio

[https://hru.gov/Studio\\_Recruitment/Studio\\_Recruitment.aspx](https://hru.gov/Studio_Recruitment/Studio_Recruitment.aspx)

**Recruiting Boot Camp:  
Professional Development Series**  
[outreach@opm.gov](mailto:outreach@opm.gov)

**Pathways Programs  
Professional Development  
Series**  
[pathways@opm.gov](mailto:pathways@opm.gov)