



**WORKFORCE 2025**  
DEFENSE INFORMATION SYSTEMS AGENCY

# IMPLEMENTATION PLAN



## VERSION HISTORY

Version #	Implemented By	Revision Date	Approved By	Approval Date	Reason
1.0	Monica McCoy	08/31/2023	Katrina Logan	08/31/2023	



# TABLE OF CONTENTS

TABLE OF CONTENTS .....	3
FOREWORD.....	4
IMPLEMENTATION PLAN STRATEGIC IMPERATIVE.....	5
IMPLEMENTATION PLAN VISION.....	6
WORKFORCE 2025 IMPLEMENTATION FRAMEWORK ELEMENTS .....	7
WORKFORCE 2025 IMPLEMENTATION FRAMEWORK.....	8
LINES OF EFFORT OVERVIEW .....	9
Line of Effort #1 Connect to Mission.....	9
Line of Effort #2 Expand Knowledge Base .....	14
Line of Effort #3 Gain the Edge .....	18
Line of Effort #4 Recruit the Best.....	22
IMPLEMENTATION ACTION PLAN.....	30
IMPLEMENTATION PLAN SUMMATION.....	31
APPENDIX A: ACRONYMS .....	32
APPENDIX B: REFERENCES .....	33



## FOREWORD


Of the many cyber threats faced by the United States and its allies, those emanating from China are a priority. As the combat support agency whose mission is information technology (IT) and cyber, DISA has worked tirelessly to strengthen and sustain cyber resilience for the U.S. Department of Defense (DoD). If we focus solely on the technology required to do this and forget about the people who operate it, we will not only become stagnant, but we will also be outpaced. That is why having the best trained and best equipped workforce on the planet is an absolute **must** for the Agency, for the DoD, and for our nation.

Workforce 2025 is, at its heart, a strategy designed to enhance the skills of our current employees while ensuring DISA onboards new talent and invests in the professional development of both throughout their careers. The goal is to lay a foundation for employee success that sets the standard for excellence for years to come. We will do so with complete transparency, establishing goals and announcing our progress along the way.

For current employees, much of what Workforce 2025 encompasses will seem familiar as we continue educating ourselves about new technologies and applying lessons learned from past experiences. What is changing are the standards and tracking mechanisms that lead to employee success throughout the Agency. Other elements of Workforce 2025 will be transformational. We must improve our hybrid work environment to ensure personnel can best support DISA, whether from the office, home, or a combination of both. Mission analysis and succession planning are required to ensure every employee is properly trained and headed in the right direction.

Recruiting the right talent is critical. Be they recent college graduates, high-performing individuals coming to DISA from industry, or military veterans with years of experience in the field, our goal is to make the Agency an organization sought out by high-caliber talent as a place they want to work.

DISA senior leaders have been developing and implementing Work Force 2025, making sure that we are doing what's best for our organization while nesting our plan within DoD's Cyber Workforce Strategy. Stay tuned for further updates from the Workforce Services and Development Directorate.

  
ROBERT J. SKINNER  
Lt Gen, USAF  
Director

## IMPLEMENTATION PLAN STRATEGIC IMPERATIVE

Workforce 2025 is DISA's human capital investment to empower and posture the Agency's global workforce to better meet the challenges posed by what the 2022 National Defense Strategy (NDS) calls the "most consequential strategic competitor for the coming decades." Winning wars requires readiness and—in a century in which future wars will likely be fought on land, in the air, at sea, in space and cyberspace—a premier cyber force. All of this starts with people—who must remain postured, positioned, and prepared—and Federal agencies that must recruit, train, retrain, and retain top-notch talent at all levels and in various career fields. The NDS insists that we "change our institutional culture and reform how we do business." Workforce 2025 achieves this through four lines of effort, described here, that articulate what current and future DISA employees can expect.



## IMPLEMENTATION PLAN VISION

The Workforce 2025 Implementation Plan envisions a future-ready, agile, and highly skilled workforce that is fully equipped to meet the evolving challenges and opportunities of the digital age.

The purpose of the Workforce 2025 Implementation Plan is to proactively prepare the DISA workforce for the dynamic demands of this new era. The plan serves as a comprehensive roadmap, outlining strategic initiatives, resources, and actionable steps aimed at cultivating a workforce that not only adapts to but thrives amidst technological advances. By fostering a culture of continuous learning, collaboration, and adaptability, this plan endeavors to position DISA as a leader in harnessing emerging technologies to meet national defense and information security imperatives.

The Workforce 2025 Implementation Plan aligns with the DISA strategic plan and seeks to empower employees with the necessary skills, knowledge, and mindset to drive innovation, enhance operational efficiency, and ensure the Agency's continued success in a rapidly changing technological landscape. It recognizes that the success of technological advancements depends on a skilled and motivated workforce capable of harnessing and applying these technologies effectively. This alignment will keep DISA at the forefront of providing secure, resilient, and cutting-edge information technology services that safeguard national interests.



## WORKFORCE 2025 IMPLEMENTATION FRAMEWORK ELEMENTS

The Workforce 2025 Implementation Plan is a living document that may change due to resources and/or strategic and workforce priorities. The Implementation Plan is comprised of several key elements, defined below, that are necessary for carrying out the strategic imperative of Workforce 2025:

**Line of Effort (LOE):** A strategic concept used to outline and organize associated initiatives, activities, or actions undertaken to accomplish a set of specific objectives or goals.

**Objectives:** Purpose statements that help create an overall vision and set goals and measurable steps for the Agency to achieve the desired outcome.

**Outcomes:** The desired change that can be attributed to the result of executing an initiative and/or activity.

**Initiatives:** A measurable goal set to achieve a specific objective for improvement.

**Activities:** Projects, programs, and processes, with inherent interdependencies, based on a line of effort.



# WORKFORCE 2025 IMPLEMENTATION FRAMEWORK

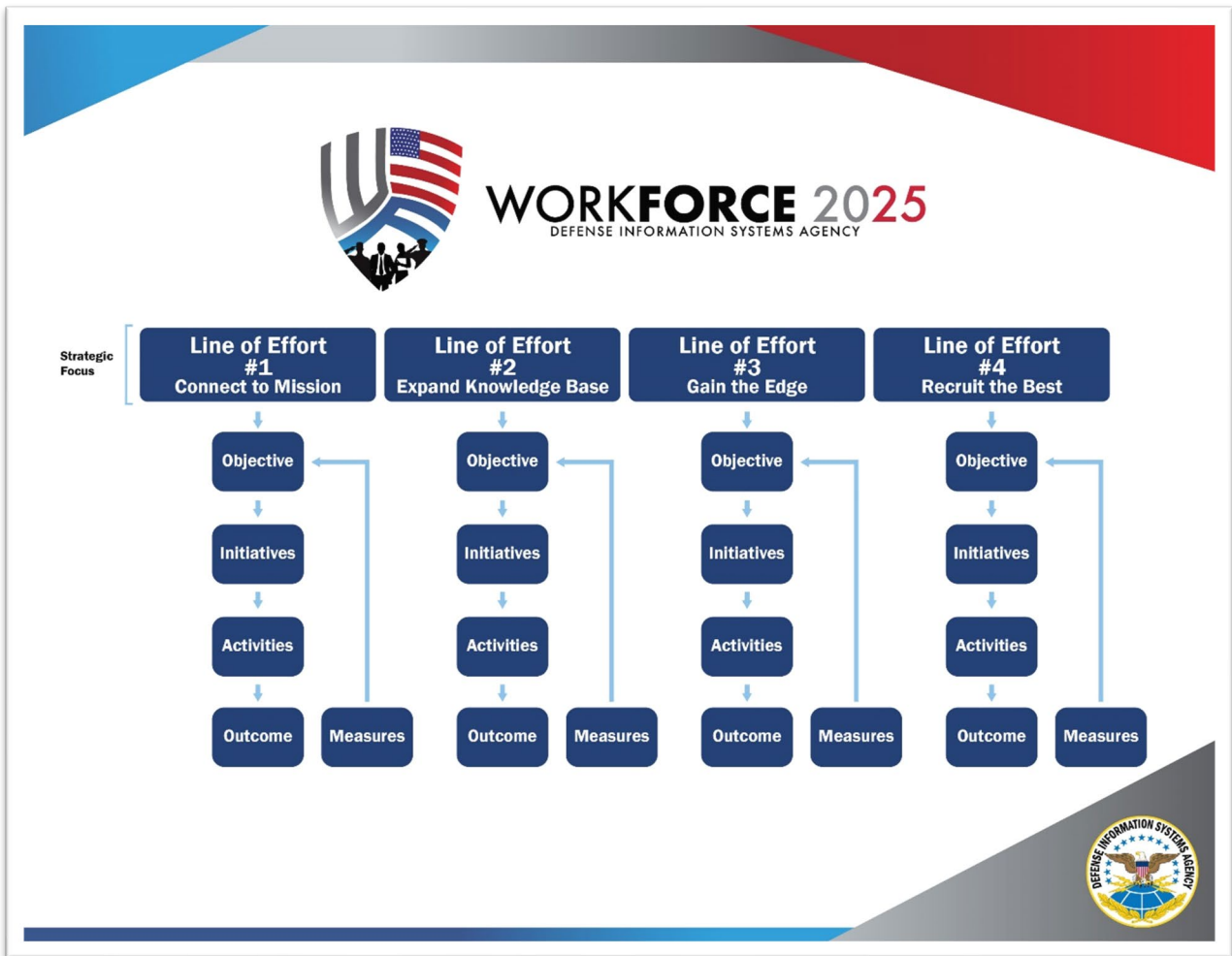


Figure 1- Workforce 2025 Implementation Framework





## LINES OF EFFORT OVERVIEW

Workforce 2025 focuses on four lines of effort that articulate what current and future DISA employees can expect.

### **Line of Effort #1 Connect to Mission**

Become A Connected Employee

#### **DESCRIPTION:**

Workforce 2025 is expanding DISA’s traditional methods of communicating with employees to incorporate new training tools, activities, and programs that will result in staff having a keen understanding of what DISA does, why their work matters, and how it impacts the Soldiers, Sailors, Marines, Airmen, and Guardians whose jobs—and oftentimes lives—depend upon secure and reliable communications.

#### **OBJECTIVE:**

Become a Connected Employee – Align all organizational efforts with the core mission and values to create a unified purpose.

#### **OUTCOME:**

A cohesive organizational culture driven by a shared sense of purpose, leading to increased motivation and commitment among the workforce, partners, and stakeholders.

#### **INITIATIVE 1.1:**

Access to the DoD CIO library, integrated with DISA information.

**OPR:** EIC

**OCR:** CIO/CoS/OD

### **LOE#1 INITIATIVE TARGETS**

Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
1.1.1 Restructure internal DISA issuance portal, to include link to DoD CIO Issuance Repository and description and summary of DoD CIO library artifacts.	Baseline Determined	In Progress	Employees have access and the resources to learn about, grow into, experience, and embrace the ever-evolving challenges of DISA’s mission.



Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
1.1.2 Publish Dateline article, providing DISA workforce awareness to DISA issuance repository updates and how to access/review DoD CIO library.	Baseline Determined	In Progress	Easily cross reference documentation, users leverage a common interface that “says” the same thing.
1.1.3 Configure DISA issuance library to allow meta-data tagging of each signed instruction/policy with authority documents, references, and OPR/OCR.	Baseline Determined	In Progress	Employees to embrace the ever-evolving challenges of DISA’s mission.
1.1.4 Update Issuance office processes to use existing channels of communication for workforce dissemination and Senior Leader awareness of issuance/policy changes.	Baseline Determined	In Progress	Employees maintain current understanding of higher level and Agency-level guidance.
1.1.5 - Establish new process to track and account for significant and relevant DoDCIO policy changes.	Baseline Determined	In Progress	Ongoing and Continuous

**Line of Effort #1 Connect to the Mission**  
**INITIATIVE 1.2:**  
 Visits and job rotations to DISA field sites and mission-relevant locations

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OPR: J1  
 OCR: All Organizations

Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
1.2.1 Identify rotation opportunities.	Baseline Determined	In Progress	Ongoing and Continuous



Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
1.2.2 Establish rotation battle rhythm.	Baseline Determined	In Progress	Ongoing and Continuous
1.2.3 Release of initial rotation announcement.	Baseline Determined	In Progress	Ongoing and Continuous
1.2.4 Identify target locations for site visits.	Baseline Determined	In Progress	Ongoing and Continuous
1.2.5 Establish battle rhythm for site visits.	Baseline Determined	In Progress	Ongoing and Continuous
1.2.6 Process for nominating/scheduling site visit participants.	Baseline Determined	In Progress	Ongoing and Continuous

**Line of Effort #1 Connect to the Mission**  
**INITIATIVE 1.3:**  
 Hear directly from warfighters “in the field” through vignettes, special engagements, and expanded DISA exercise participation during military exercises.

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**OPR:** CoS  
**OCR:** All Organizations

Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
1.3.1 Develop initial list of topics of interest.	Baseline Determined	In Progress	Ongoing and Continuous
1.3.2 Establish battle rhythm of publications and events.	Baseline Determined	In Progress	Ongoing and Continuous



**Line of Effort #1 Connect to the Mission**

**INITIATIVE 1.4:**

Interacting with guest speakers from and participating in technical outreach exchanges with key mission partners.

**OPR:** EIIC/J1  
**OCR:** CoS/J1

Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
1.4.1 Develop series of Dateline "DISA success stories."	Baseline Determined	In Progress	Ongoing and Continuous
1.4.2 Use DISA CRM (Customer Relationship Management) Tool to consistently track MP interaction, engagements, and exchanges.	Baseline Determined	In Progress	Ongoing and Continuous
1.4.3 Develop SOP for MP engagement, including processes for disseminating information/experiences/challenges to the DISA workforce.	Baseline Determined	In Progress	Ongoing and Continuous
1.4.4 Identify critical mission areas to focus on for first technical outreach exchange.	Baseline Determined	In Progress	Ongoing and Continuous

**Line of Effort #1 Connect to the Mission**

**INITIATIVE 1.5:**

Integrate Joint principles and training into the technical and acquisition training paths for a uniquely postured workforce oriented on combat support.

**OPR:** CoS  
**OCR:** All Organizations



Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
1.5.1 Develop a baseline of required Joint Knowledge Courses (JKO) for civilian and military workforce.	Baseline Determined	In Progress	Ongoing and Continuous
1.5.2 Develop requirements for Military workforce to attend Joint Professional Military Education (JPME) I/II.	Baseline Determined	In Progress	Ongoing and Continuous
1.5.3 Develop/update criteria and requirements for nomination of designated civilian billets for attendance at Senior Service College.	Baseline Determined	In Progress	Ongoing and Continuous
1.5.4 Develop requirements for civilian and military workforce participation in Joint/Combatant Command/Service Exercises.	Baseline Determined	In Progress	Ongoing and Continuous



## Line of Effort #2 Expand Knowledge Base

Develop Your DISA Intellect

### DESCRIPTION:

You want to diversify your job skills and participate in training you know will make you a better employee, but you don't have the time. You believe you can benefit from a specific course or two on how to operate new, AI-powered software – but you don't have the time!

Technology evolves quickly, and DISA employees must keep up. To ensure our Agency is best postured to be the trusted provider to connect and protect the warfighter in cyberspace, Workforce 2025 is defining and prioritizing the skills and equipment personnel need to accomplish our combat support mission.

### OBJECTIVE:

Develop Your DISA Intellect – Continuously enhance the organization's knowledge and expertise to stay relevant and competitive.

### OUTCOME:

A dynamic organization that remains at the forefront of technical and information advancements, positioning itself as a thought leader and innovator.

### INITIATIVE 2.1:

Track talent investment via a modernized Learning Management System (LMS).

**OPR:** J1/PSD/SD

**OCR:** J1/PSD/SD

### LOE#2 INITIATIVE TARGETS

Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
2.1.1 Execute LMS Requirements Determination and Proof of Concept contract task.	Baseline Determined	Completed	Implemented



Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
2.1.2 Requirements Determination & Business Process Re-engineering (BPR).	Baseline Determined	Completed	Implemented
2.1.3 Deliver Proof of Concept for LMS.	Baseline Determined	In Progress	Implemented
2.1.4 Finalize Requirements of LMS.	Baseline Determined	In Progress	Implemented
2.1.5 Develop Courses of Action (COAs) for LMS.	Baseline Determined	In Progress	Implemented
2.1.6 Agency-approved COA and Resource Allocation for LMS.	Baseline Determined	In Progress	Implemented
2.1.7 Acquisition Plan for LMS.	Baseline Determined	In Progress	Completed
2.1.8 Contract Award for LMS.	Baseline Determined	In Progress	Completed
2.1.9 Implementation of LMS.	Baseline Determined	In Progress	Completed

**Line of Effort #2 Expand Knowledge Base**  
**INITIATIVE 2.2:**  
 Establish dedicated training “down time” for all DISA employees.

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**OPR:** All Organizations  
**OCR:** J1

Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
2.2.1 Orgs schedule/conduct 8 hours of deliberate team or individual training time per quarter applicable to the org’s mission. OJT where possible/needed. (e.g., KM or other tools, procedural changes).	Baseline Determined	Defined in Plan	Ongoing and Continuous



Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
2.2.2 Orgs enable personnel with “Continuing Learning/Education” credit requirements to maintain certifications (measure by survey for particular certifications, CEUs, and certifications complete).	Baseline Determined	Defined in Plan	Ongoing and Continuous
2.2.3 Initiate the recording of training hours completed by employees (e.g., civilian personnel record training time in DAI).	Baseline Determined	Defined in Plan	Ongoing and Continuous

**Line of Effort #2 Expand Knowledge Base**  
**INITIATIVE 2.3:**  
 Develop a structured Agency placement process to quickly leverage skills gained by employee participation in advanced leadership development programs.

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**OPR:** All Organizations  
**OCR:** J1

Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
2.3.1 Establish criteria for acceptance into long-term training initiatives, along with a supporting process to identify expectations and opportunities for those having attended.	Baseline Determined	Completed	Ongoing and Continuous
2.3.2 Draft and refine Board Standard Operating Procedures (SOP)	Baseline Determined	Completed	Ongoing and Continuous
2.3.3 Conduct first board in 2023.	Baseline Determined	Completed	Ongoing and Continuous



## Line of Effort #2 Expand Knowledge Base

### INITIATIVE 2.4:

Host formal rotations to allow employees to learn new and specific skills.

OPR: All Organizations

OCR: J1

Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
2.4.1 Focus on designing the process and technology to support management of rotations.	Baseline Determined	Completed	Ongoing and Continuous
2.4.2 Establish governing policies, procedures, guides, and business process map and ensure they are easily accessible to the DISA employees.	Baseline Determined	In Progress	Ongoing and Continuous
2.4.3 Develop training sessions and marketing strategy.	Baseline Determined	In Progress	Ongoing and Continuous





## Line of Effort #3 Gain the Edge

Operate In Excellence

### DESCRIPTION:

You want to go further in your career at DISA or possibly move into a job in the private sector where you will gain valuable skills that, someday, you may bring back to the Federal sector. Remaining competitive in an already-competitive labor market is not easy—it requires training, retraining, and always operating in excellence.

DISA is helping employees stay sharp and on the cutting edge of their career fields. From contracting to cyber, accounting to acquisition, testing to technology and beyond, employees at every level across DISA are being empowered to obtain advanced certifications, leverage tools and critical thinking to increase their productivity, and innovate to solve the Defense Department’s biggest challenges.

### OBJECTIVE:

Operate in Excellence – Develop and implement strategies to gain a competitive advantage in the market.

### OUTCOME:

A resilient organization that can anticipate market shifts, adapt quickly, and leverage opportunities to outperform competitors.

### INITIATIVE 3.1:

Establish a guest speaker series that pulls from only recognized experts.

**OPR:** EIC

**OCR:** All Organizations

### LOE#3 INITIATIVE TARGETS

Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
3.1.1 Develop initial list of topics of interest and potential technical/industry speakers.	Baseline Determined	In Progress	Ongoing and Continuous
3.1.2 Initiate speaker series; ensure no fewer than two	Baseline Determined	In Progress	Ongoing and Continuous



Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
subject matter expert (SME) guest speakers per CY.			

<p><b>Line of Effort #3 Gain the Edge</b></p> <p><b>INITIATIVE 3.2:</b> Create an on-premises collaborative environment to experiment and learn.</p> <hr/> <p><b>OPR:</b> EIIC/J1 <b>OCR:</b> All Organizations</p>
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Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
3.2.1 Requirements Determination for on-premises collaborative environment to experiment and learn.	Baseline Determined	A pilot collaboration is underway.	Implementation
3.2.2 Design on-premises collaborative environment to experiment and learn.	Baseline Determined	A pilot collaboration is underway.	Implementation
3.2.3 Develop COAs for implementation of on-premises collaborative environment to experiment and learn.	Baseline Determined	A pilot collaboration is underway	Implementation
3.2.4 Implementation of on-premises collaborative environment to experiment and learn.	Baseline Determined	A pilot collaboration is underway.	Implementation



**Line of Effort #3 Gain the Edge**

**INITIATIVE 3.3:**

Modernize physical workspaces.

**OPR:** EIIIC/J1

**OCR:** All Organizations

Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
3.3.1 Provide both private and collaborative workspaces and tools for employees based on missions and mandatory administrative requirements.	Baseline Determined	Pilot Underway	Implementation
3.3.2 Design of on-premises collaborative environment to experiment and learn.	Baseline Determined	Pilot Underway	Implementation
3.3.3 Engage GSA or other Government agency to assist with hybrid workplace study, including action steps and targeted efficiencies.	Baseline Determined	In Progress	Implementation
3.3.4 Provide secure spaces and tools to support missions and collaboration at different levels of classification.	Baseline Determined	Pilot Underway	Implementation

**Line of Effort #3 Gain the Edge**

**INITIATIVE 3.4:**

Enable the Use of Classified Capabilities to Perform the Mission.

**OPR:** EIIIC/SD

**OCR:** All Organizations



Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
3.4.1 NextGen Classified Mobility Requirements Determination.	Baseline Determined	In Progress	Implementation
3.4.2 Develop (COAs) for NextGen Classified Mobility.	Baseline Determined	In Progress	Implementation
3.4.3 Agency-approved COA and Resource Allocation for NextGen Classified Mobility.	Baseline Determined	In Progress	Implementation
3.4.4 Acquisition Plan for NextGen Classified Mobility.	Baseline Determined	In Progress	Implementation
3.4.5 Contract Award(s) for NextGen Classified Mobility.	Baseline Determined	In Progress	Implementation
3.4.6 Initial Provision of Devices for NextGen Classified Mobility.	Baseline Determined	In Progress	Implementation



## **Line of Effort #4 Recruit the Best**

Become the Best Place to Work

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### **DESCRIPTION:**

“DISA? What’s that?!” you may have been asked once or twice after telling people where you work. Let’s face it: Explaining what DISA does, why it’s important, and why it may be an excellent career choice to a recent college grad or IT professional from industry who is not familiar with Government “geek speak” is not easy.

As DISA continues to strengthen the work culture, the Agency is investing in key initiatives to attract and retain a talent pool skilled in critical thinking and diverse in ideas, backgrounds, and technical expertise. To achieve this, DISA is forecasting needed skills through succession planning, improving how it markets career opportunities within the Agency, and deepening external partnerships with educational institutions and third-party personnel services.

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### **OBJECTIVE:**

Attract and retain top talent to ensure the organization is staffed with skilled and motivated individuals.

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### **OUTCOME:**

A high-performing workforce that contributes to the organization’s growth and success, fostering a culture of excellence.

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### **INITIATIVE 4.1:**

Forecast future talent needs based on changes in mission, technology, and workforce trends.

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**OPR:** J1

**OCR:** All Organizations



**LOE#4 INITIATIVE TARGETS**

Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
<p>4.1.1 Shape the future workforce by leveraging DISA’s outreach initiatives through TECHNET and similar events. Employ creative and equitable internal and external recruitment strategies to increase diverse perspectives and skillsets.</p>	<p>Baseline Determined</p>	<p>In Progress</p>	<p>Forecasting needed skills through succession planning to market career opportunities.</p>
<p>4.1.2 Shape investment in talent acquisition and recruiting by strategically planning consolidated recruitment efforts across the Agency. Each DISA organization shall meet with Civilian Personnel and OSOTA, on a recurring basis, to discuss vacancies, future talent requirements, and strategize talent acquisition efforts to meet these needs. Success includes recurring meetings scheduled with each DISA organization, as well as consolidated participation– across the Agency–in various talent acquisition activities.</p>	<p>Baseline Determined</p>	<p>In Progress</p>	<p>Ongoing and Continuous</p>
<p>4.1.3 Determine how DISA can best use funding to incentivize new employee onboarding and/or retention of new and current employees (through scholarships, grants, 3 Rs (recruitment / retention / relocation), etc.). Conduct research and create a briefing plan documenting this determination.</p>	<p>Baseline Determined</p>	<p>In Progress</p>	<p>Ongoing and Continuous</p>



Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
<p>4.1.4 Assess return on investment from each hiring event and outreach endeavor through two means:</p> <ol style="list-style-type: none"> <li>1. Capture real-time After-Action Report metrics regarding individuals reached and perceived efficacy of each event.</li> <li>2. Build a survey mechanism to query each new employee as a function of NEO to determine how they heard of DISA/determine talent acquisition ROI.</li> </ol>	<p>Baseline Determined</p>	<p>In Progress</p>	<p>Ongoing and Continuous</p>
<p>4.1.5 Having a diverse and inclusive workforce provides strategic and competitive advantages for DISA by helping to attract and retain top talent, improve customer satisfaction, foster innovation and creativity, and enhance the Agency's reputation and performance. Ensure diversity is addressed at every stage in the talent acquisition process. Identify gaps and opportunity for improvement by capturing and assessing key diversity metrics (quantitative values that assess strategies and actions to achieve a more diverse workforce).</p>	<p>Baseline Determined</p>	<p>In Progress</p>	<p>Ongoing and Continuous</p>





**Line of Effort #4 Recruit the Best**

**INITIATIVE 4.2:**

Elevate the “DISA brand” so it is recognizable and make information about the Agency accessible and easy-to-comprehend for academia, college grads, and potential recruits from the private sector who don’t “speak military.”

**OPR:** CoS/J1

**OCR:** All Organizations

Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
4.2.1 Develop communications campaign through multiple mediums to attract, retain, and highlight DISA’s talented workforce.	Baseline Determined	In Progress	Ongoing and Continuous
4.2.2 Ensure cohesive, consistent, and compelling messaging across electronic media, paper media (slick sheets), branding items, and mobile displays. Effort requires creation/updating and implementation of Agency-wide branding guides.	Baseline Determined	In Progress	Ongoing and Continuous
4.2.3 Build out and publish, for Agency-wide consumption, an agreed-to joint schedule of career fair events as well as MPEO-sponsored events, for Civilian Personnel and OSOTA talent acquisition/recruiting attendance. Should be published twice each year (for fall and spring), with ongoing refinements/discussions.	Baseline Determined	In Progress	Ongoing and Continuous
4.2.4 Publicize to increase use of Outreach Request Form	Baseline Determined	In Progress	Ongoing and Continuous



Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
<p>capturing requests from DISA entities to attend all types of outreach and/or recruiting events. From these requests, OSOTA, Civilian Personnel, and CDO will determine how best to support participation across the Agency, ensure consistency of message, and invest proper resources in recruiting/outreach. Publicize through Dateline, DISA TV, emails to XO/OMs, etc.</p>			
<p>4.2.5 Research and invest in alternative organic and non-organic (paid) branding of DISA career opportunities.</p>	<p>Baseline Determined</p>	<p>In Progress</p>	<p>Contract Awarded</p>
<p>4.2.6 Determine current culture and create ideal culture definition based on input from members of the workforce, the strategic plan, and our mission set, to begin creating an ideal culture for the Agency.</p>	<p>Baseline Determined</p>	<p>In Progress</p>	<p>Ongoing and Continuous</p>

**Line of Effort #4 Recruit the Best**  
**INITIATIVE 4.3:**  
 Leverage external partnerships and third-party services to gain increased access to diverse, trained, and skilled candidate pools.

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**OPR:** J1  
**OCR:** All Organizations



Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
<p>4.3.1 Establish, implement, assess, and maintain pipelines of future talent through strategic relationships with key educational institutions, professional and veteran organizations to develop a skilled workforce to support the evolving mission of DISA and the Department.</p>	<p>Baseline Determined</p>	<p>In Progress</p>	<p>Ongoing and Continuous</p>
<p>4.3.2 Establish, implement, assess, and maintain pipelines of future talent through strategic relationships with key educational institutions. Negotiate not more than 20 Educational Partnership Agreements with targeted institutions.</p>	<p>Baseline Determined</p>	<p>In Progress</p>	<p>Education Partnership Agreements signed with five institutions.</p>
<p>4.3.3 Attend Career Fairs of targeted educational institutions after delivering DISA Information Sessions both in-person and virtually. Participate in information sharing through guest lectures, attend sponsor events, and participate in special projects. Ensure academia and students become familiar with the Agency’s critical role in the Department and the range of possible career opportunities DISA provides. Building the relationship with partner institutions involves frequent interaction with students and academia, and their exposure to DISA’s mission, personnel, and opportunities.</p>	<p>Baseline Determined</p>	<p>In Progress</p>	<p>Ongoing and Continuous</p>



Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
<p>4.3.4 Develop and implement Student Mentorship Program with partner educational institutions to cultivate the next generation of leaders by providing individualized mentoring. Survey mentors and mentees twice per year (every 6 months) to determine efficacy of the program and mentoring pairing.</p>	<p>Baseline Determined</p>	<p>In Progress</p>	<p>Ongoing and Continuous</p>
<p>4.3.5 Establish partnership with DA IMCOM to bring the Skillbridge Program to DISA and explore establishing DISA's own Skillbridge Program. Begin pilot program implementation by bringing onboard 5 military members into cyber Skillbridge positions.</p>	<p>Baseline Determined</p>	<p>In Progress</p>	<p>Onboarding of five service members into positions within the Agency.</p>
<p>4.3.6 Register in the Workforce Recruitment Program (WRP) talent database as an employer, receive allocations, socialize program, and implement within the agency. Begin pilot program implementation by bringing onboard 3 members onto DISA roles.</p>	<p>Baseline Determined</p>	<p>In Progress</p>	<p>Ongoing and Continuous</p>
<p>4.3.7 Establish partnerships with commercial firms to leverage their SkillBridge and upskilling programs to gain access to a diverse, trained, and skilled candidate pool (to include veterans and candidates in underrepresented communities). These include Microsoft Software and Systems Academy (MSSA),</p>	<p>Baseline Determined</p>	<p>In Progress</p>	<p>Ongoing and Continuous</p>



Initiative Activities and Milestones	FY2023 Baseline	FY2024 Activity Target	FY2025 Activity Target
<p>Amazon Webservices (AWS) and Amazon Education to Workforce Program, and CISCO Talent Bridge. Begin pilot program implementation by socializing these pipelines of talent and the availability of these employees through the HR specialists and hiring managers.</p>			
<p>4.3.8 Involve DISA employees in messaging and marketing the Agency.</p>	<p>Baseline Determined</p>	<p>In Progress</p>	<p>Ongoing and Continuous</p>
<p>4.3.9 Champion a network for Military Spouse advertisement and hiring.</p>	<p>Baseline Determined</p>	<p>In Progress</p>	<p>Ongoing and Continuous</p>
<p>4.3.10 Champion DISA hiring of active-duty military nearing retirement through Agency outreach events, including veteran-specific career fairs, Transition Assistance Program (TAP) classes, etc.</p>	<p>Baseline Determined</p>	<p>In Progress</p>	<p>Ongoing and Continuous</p>
<p>4.3.11 Establish pipelines of future talent through strategic relationships with key professional organizations to develop a diverse and highly skilled workforce.</p>	<p>Baseline Determined</p>	<p>In Progress</p>	<p>Ongoing and Continuous</p>
<p>4.3.12 Establish, implement, assess, and maintain various partnerships, pathways, and pipelines of talent (apart from universities, professional, and veteran organizations) through strategic relationships with key entities (e.g. NSA, Service Academies, non-profit orgs/programs, etc.).</p>	<p>Baseline Determined</p>	<p>In Progress</p>	<p>Ongoing and Continuous</p>

# IMPLEMENTATION ACTION PLAN

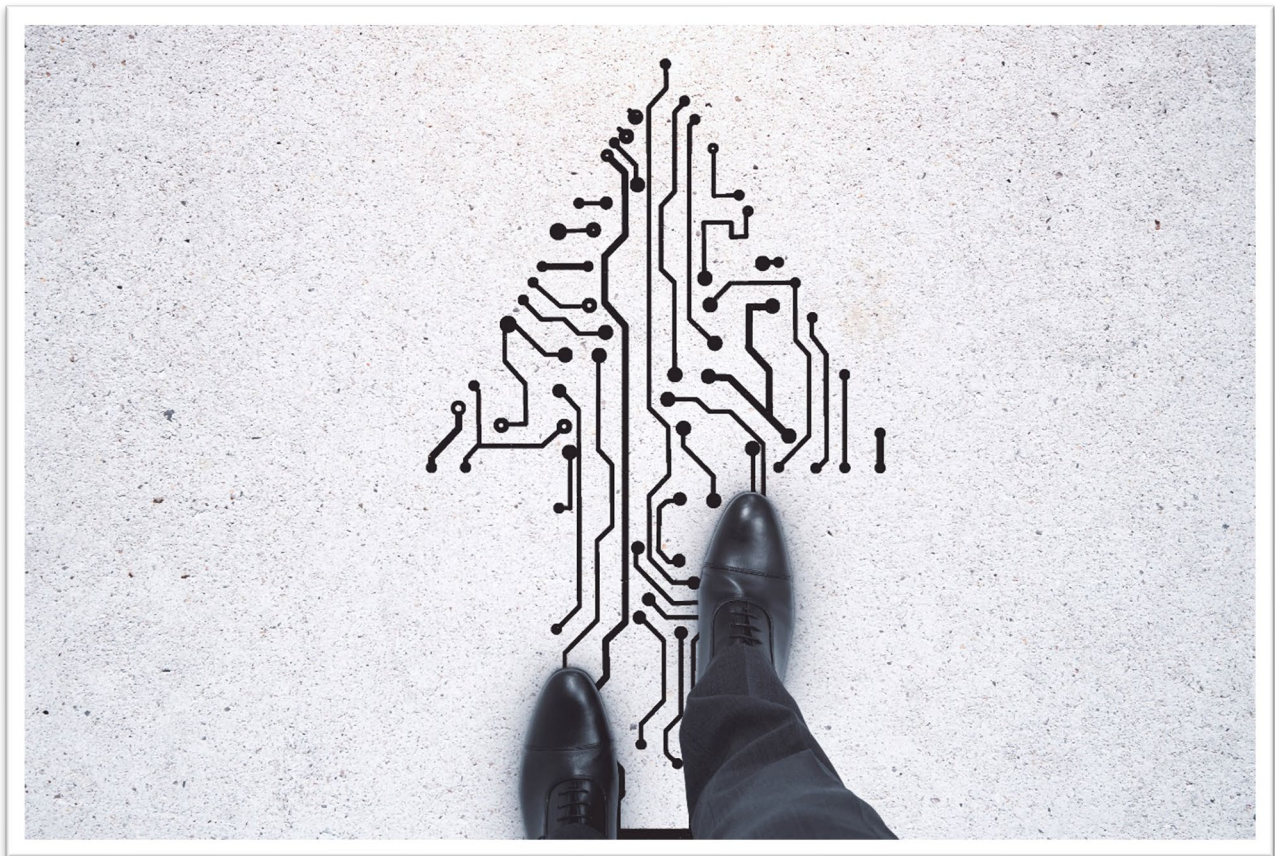


Figure 2- Implementation Action Plan

## IMPLEMENTATION PLAN SUMMATION

The Workforce 2025 implementation plan is a comprehensive strategy that envisions a DISA workforce empowered to meet the challenges of the future head-on. Through its diverse outcomes, the plan engenders a long-term commitment to preparedness, ensuring that the Agency remains in the vanguard of technological innovation, strategic leadership, and operational excellence well into the coming years.

The plan is designed to yield a series of transformative outcomes that underscore an enduring commitment to the readiness and preparation of the DISA workforce. These outcomes extend beyond addressing the immediate demands of the present; they extend the organization's preparedness well into the future, encompassing 2025 and beyond.





## **APPENDIX A: ACRONYMS**

AWS	Amazon Webservices
CDO	Chief Diversity Officer
CIO	Chief Information Officer
COA	Course of Action
COS	Chief of Staff
CY	Calendar Year
DA IMCOM	U.S. Army Installation Management Command
DISA	Defense Information Systems Agency
DoD	Department of Defense
DPMAP	DoD Performance Management and Appraisal Program (DPMAP)
EIIC	Enterprise Integration and Innovation Center
GSA	General Services Administration
HR	Human Resources
IT	Information Technology
J1	Workforce Services & Development Directorate
J3/5/7	Operations and Infrastructure Center
JKO	Joint Knowledge Courses
JPME	Joint Professional Military Education
LOE	Line of Effort
MPEO	Mission Partner Engagement Office
MSSA	Microsoft Software and Systems Academy
NDS	National Defense Strategy
OD	Office of Chief Data Officer
OM	Office Manager
OSOTA	Office of Strategic Outreach and Talent Acquisition
PSD	Procurement Services Directorate
SD	Services Development Directorate
SME	Subject Matter Expert
SOP	Standard Operating Procedure
TAP	Transition Assistance Program
WF2025	Workforce 2025
WRP	Workforce Recruitment Program





## APPENDIX B: REFERENCES

Reference	Link
2022 National Defense Strategy	<a href="#">Dateline - 2022-NATIONAL-DEFENSE-STRATEGY-NPR-MDR.pdf - All Documents (sharepoint-mil.us)</a>
DISA Branding Hub	<a href="#">Welcome to the DISA Branding Hub (sharepoint-mil.us)</a>
DISA Events Page	<a href="#">Events (disa.mil)</a>
DISA Managers Portal	<a href="#">DISA Managers Portal</a>
DISA Strategic Plan FY2022-2024	<a href="#">Dateline - Strategic Plan FY2022-2024.pdf - All Documents (sharepoint-mil.us)</a>
DoD CIO Library	<a href="#">DoD CIO Library (defense.gov)</a>
DoD Cyber Workforce Strategy Implementation Plan 2023- 2027	<a href="#">2023-2027 DoD Cyber Workforce Strategy Implementation Plan</a>
DoD Instruction 1400.25, Volume 431, “DOD Civilian Personnel Management System: Performance Management and Appraisal Program”	<a href="#">DOD Instruction 1400.25, Volume 431, “DOD Civilian Personnel Management System: Performance Management and Appraisal Program”</a>
DoD Directive 8140.01 Cyberspace Workforce Management	<a href="#">DoD Directive 8140.01 Cyberspace Workforce Management</a>
Outreach Request Form	<a href="#">Outreach Request Form (apps.mil)</a>
Performance Management & Appraisal Program SOP	<a href="#">Dateline - Performance Management and Appraisal Program SOP - April 2022.pdf - All Documents (sharepoint-mil.us)</a>
Workforce Training Hub	<a href="#">Workforce Development Division (sharepoint-mil.us)</a>