Files\\2011 Case Study\\Primary Sources\_Policy\_Strategies\\2011 DOD Strategy for Operating in Cy - § 10 references coded [ 4.13% Coverage]

Reference 1 - 0.26% Coverage

The quality of the United States’ human capital and knowledge base in both the public and private sectors provides DoD with a strong foundation on which to build current and future cyber capabilities.

Reference 2 - 0.09% Coverage

Manage cyberspace risk through efforts such as increased training

Reference 3 - 0.46% Coverage

Co-location and dual-hatting of these separate and distinct   
Given its need to ensure the ability to operate Department of Defense Strategy for Operating in Cyberspace 5   
organizations allow DoD, and the U.S. government, to maximize talent and capabilities, leverage respective authorities, and operate more effectively to achieve DoD’s mission.

Reference 4 - 0.17% Coverage

This   
cultural shift will be enabled by new policies, new methods of personnel training, and innovative workforce communications.

Reference 5 - 0.16% Coverage

DoD will leverage the nation’s ingenuity through an exceptional cyber workforce and rapid technological innovation.

Reference 6 - 0.40% Coverage

The defense of U.S. national security interests in cyberspace depends on the talent and ingenuity of the American people. DoD will catalyze U.S. scientific, academic, and economic resources to build a pool of talented civilian and military personnel to operate in cyberspace and achieve DoD objectives.

Reference 7 - 0.45% Coverage

The development and retention of an exceptional cyber workforce is central to DoD’s strategic success in cyberspace and each of the strategic initiatives outlined in this strategy. DoD will assess its cyber workforce, requirements, and capabilities on a regular basis. The development of the cyber workforce is of paramount importance to DoD.

Reference 8 - 1.00% Coverage

The demand for new cyber personnel is high, commensurate with the severity of cyber threats. DoD must make itself competitive if it is to attract technically   
skilled personnel to join government   
service for the long-term. To achieve its objectives, DoD will focus on the establishment of dynamic programs to attract talent early, and the Department will leverage the 2010 Presidential Initiative to improve federal recruitment and hiring processes. DoD will also work with the Executive Office of the President to explore strategies designed to streamline hiring practices for its cyber workforce and exchange programs to allow for “no penalty” cross-flow of cyber professionals between the public and private sectors to retain and grow innovative cyber talent.

Reference 9 - 0.98% Coverage

Beyond these recruiting, education, and training initiatives, adoption and scaling of crossgenerational mentoring programs will allow DoD to grow a gifted cyber talent base for future defense and national security missions. Paradigm-shifting approaches such as the development of Reserve and National Guard cyber capabilities can build greater capacity, expertise, and flexibility across DoD, federal, state, and private sector activities. Opportunities for exchanges and continuing education programs will be explored by DoD, infusing an entrepreneurial approach in cyber workforce development. Continued education and training will be hallmarks of the cyber workforce, preserving, and developing DoD’s intellectual capital.

Reference 10 - 0.17% Coverage

DoD will invest in future personnel and capabilities to achieve its cyberspace objectives and support U.S. national security.

Files\\2011 Case Study\\Primary Sources\_Policy\_Strategies\\2011-national-military-strategy - § 3 references coded [ 0.46% Coverage]

Reference 1 - 0.19% Coverage

To shape the future force, we must grow leaders who can truly out-think and out innovate adversaries while gaining trust, understanding, and cooperation from our partners in an ever-more complex and dynamic environment.

Reference 2 - 0.21% Coverage

The enduring challenges we face and the whole-of-nation approaches they require demand leaders that have the qualities of flexibility, agility, and adaptability, and the ability to build unique teams of teams to accomplish missions.

Reference 3 - 0.06% Coverage

we will maintain a whole, Joint Force that retains quality people,

Files\\2011 Case Study\\Primary Sources\_Policy\_Strategies\\QDR as of 29JAN10 1600 - § 6 references coded [ 0.24% Coverage]

Reference 1 - 0.01% Coverage

Develop greater cyber expertise and awareness;

Reference 2 - 0.02% Coverage

the QDR has elevated the need to preserve and enhance the AllVolunteer Force and included this priority in our force planning and in our strategy

Reference 3 - 0.06% Coverage

Recruiting and retention: Our recruiting efforts are long-term investments that can yield generational gains. In this challenging wartime environment, the Department continues to meet its recruiting and retention goals. The Department must continue developing innovative programs to attract qualified young men and women into the Armed Forces, and to retain them.

Reference 4 - 0.05% Coverage

 Revising bonus policies to allow the Military Departments to pursue innovative ways to retain quality personnel; and   
 Offering more flexible ways for military personnel to serve, by implementing programs designed to better enable transitions between Active and Reserve Component service.

Reference 5 - 0.04% Coverage

Developing future military leaders: The Department will continue its work to ensure that America’s cadre of commissioned and noncommissioned officers are prepared for the full range of complex missions that the future security environment will demand.

Reference 6 - 0.06% Coverage

Examples of efforts in this area include:   
 Building expertise in foreign language, regional, and cultural skills;  Recognizing joint experience whenever and wherever it occurs in an officer’s career; and  Ensuring that the Department’s educational institutions have the right resources and faculty that can help prepare the next generation of military leaders.