Faculty and Researchers   Naval Research Program (NRP) Project Documents

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MARFORCYBER

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Background

MARFORCYBER's mission is to: plan, coordinate, integrate, synchronize, and direct the Marine Corps' full spectrum of cyberspace operations. MARFORCYBER is a young organization and faces a number of challenges in recruiting, training, equipping, and retaining cyber personnel. There is a pervasive national shortage of qualified cyber personnel, both in the Marine Corps and the Nation at large. To retain quality cyber personnel, the Marine Corps must identify those factors that cause cyber personnel to separate from active service and explore specific incentives to retain them. This research study looked at how non-monetary incentives can be used to increase retention in the Cyber community.

Process

Using human-centered design processes, we looked at the attitudes, beliefs, motivations and behaviors embedded in the cyber community in order to help solve the problems of retaining high value cyber employees. The research consisted of four activities:

- Student thesis

- A review of relevant literature

- A workshop on designing solutions

Findings

Incentives for Cyber Retention
- Monetary incentives
- Duty station preference
- Geographic stability
- Education
- Transferrable skills and external opportunities
- Internal career progression

Personal Factors Impacting Cyber Retention
- Personal interests and goals
- Culture and relationships

Organizational Influences on Cyber Retention
- Access to technology
- Involvement in process development
- Command climate and bureaucracy

Three models for retention

- *Career progression model*: Experts are developed by setting transparent expectations for career progression, training, and certifications.

- *Closed model*: Everyone is a Cyber Warrior and cyber expertise is developed internally,

- *Fluid career model:* Support career change by extending outreach efforts to engage and recruit individuals at all stages of a career; align individual skills to organizational needs, and adapt processes to support changing career needs

Recommendations

Provide tailored incentives to motivate retention

Match talent and experience with the job

Create a better working environment with increased job satisfaction

Build commitment to community

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