



- As an example, the Cyber Peace Institute has a program called Cyber Peace Builders through which volunteers lend their cyber skillsets to enhance the security of NGOs.
- Develop multi-year strategic development rotations for talent to gain interdisciplinary experience.
 - As part of these strategic development rotations, CISA should provide people managers additional training to help identify suitable candidates for the program.
 - The creation of these strategic rotations should take an incremental approach. To help ensure the quality of these rotations and their sustainable success, the initial focus could first be on a single professional development track aligned to growth paths within the organization, such as Artificial Intelligence. From there, CISA could expand the program to include other areas of strategic interest.
- Support the expansion and usage of a tour-of-duty program that enables talent swapping 1) between CISA and the private sector and 2) within government agencies. As part of this, CISA must gain insight into current program usage, areas of opportunity for improvement, and barriers to usage.
 - Expanded talent swap programs and secondments with high usage rates could serve as a competitive differentiator for CISA and provide a unique offering to help attract top talent.
- Establish a working group of senior CISA leaders to evaluate emerging technologies and incorporate it into their plans to reskill, upskill, and cross-skill the CISA workforce.
 - As part of these efforts, the working group should map these emerging technologies to CISA's strategic priorities and goals and explore the creation of an academy-based learning model.
- Review the current approach to employee development to ensure that employees have access to a variety of relevant and effective trainings that are both experiential, hands-on training and more traditional academic training.

Appendix: List of Contributors to this Report

The following TCW subcommittee members participated in the study and recommendations documented in this report.

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