

# Workforce and Talent Management Study



People are essential to the security and resilience of our Nation's critical infrastructure sectors. The consequences of an ill-prepared critical infrastructure workforce are just as devastating as those caused by natural disasters or physical or cyber attacks on our systems. Historically, however, we have failed to elevate, prioritize, and adequately invest in the development and preparedness of our greatest resource: the people who are central to keeping our Nation safe, secure, and globally competitive.

We currently have **no overarching national plan of action that provides fact-informed guidance and analysis in the critical area of workforce development and readiness.** To address this gap, the U.S. National Security Council (NSC) asked the President's National Infrastructure Advisory Council (NIAC) to examine the challenges facing the critical infrastructure workforce and investigate the potential risks such challenges pose to U.S. national security.

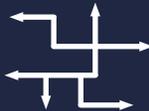
We have a unique opportunity in this moment to put American workers first and ensure they remain a priority for generations to come. **Together, we can create the critical infrastructure workforce our Nation needs now and sustain it long into the future.**

## Findings

The NIAC found that the workforce development system in the United States lacks the coordination, data, and strategic human capital management necessary to ensure a skilled workforce for critical infrastructure. Three cross-cutting issues stand out for their impact on all critical infrastructure sectors:



**Worker readiness is disconnected** from the traditional education system.



**Lack of coordination** between the public and private sectors and across all levels of government hampers critical infrastructure workforce development.



**Lack of diversity** presents significant and persistent challenges for recruitment and talent retention.

## NIAC

The President's  
National Infrastructure  
Advisory Council

The NIAC advises the President of the United States on how to ensure the security and resilience of the nation's critical infrastructure.

It is composed of up to 30 CEOs and senior experts from private companies and state and local government who own, operate, and advise on critical infrastructure.

The NIAC is charged with strengthening public-private partnerships that can improve security and resilience among the critical infrastructure sectors.

Since its establishment in 2001, it has issued almost 300 recommendations in 30 studies that have helped to reduce physical and cyber risk to the nation's infrastructure.

## Recommendations

The NIAC offers nine recommendations to keep the critical infrastructure workforce nimble in the face of change and prepared to maintain the stability of American society when disaster strikes:

NEAR-TERM	MID-TERM	LONG-TERM
<p><b>1</b> <b>Track all spending on critical infrastructure, including interagency efforts,</b> to provide greater visibility on workforce spending and inform future decision-making.</p> <p><b>2</b> <b>Use executive authority to support best practices,</b> encourage national standards, and incentivize quality training for essential jobs.</p> <p><b>3</b> <b>Establish a critical infrastructure workforce coordinating council</b> of federal executives and leadership from key stakeholders.</p>	<p><b>4</b> <b>Develop national standards</b> for job quality and training.</p> <p><b>5</b> <b>Launch a public awareness and image campaign</b> to highlight the importance and opportunity of critical infrastructure careers and jobs.</p> <p><b>6</b> <b>Provide increased funding and support to state and local governments</b> to expand and improve opportunities and access to work-based learning programs.</p>	<p><b>7</b> <b>Reshape cultural perceptions of technical careers</b> by reinforcing the importance and public service benefits of critical infrastructure jobs through sustained education and awareness efforts.</p> <p><b>8</b> <b>Develop a National Workforce Plan</b> to unify and direct national policy and the necessary resources to support the training and skills needed in critical infrastructure sectors.</p> <p><b>9</b> <b>Build a workforce development system that connects education to career development</b> and provides lifelong learning opportunities to critical infrastructure workers.</p>

The NIAC’s recommendations are guided by the principle that all workers must have equitable access to the education, training, and resources necessary to begin and advance in critical infrastructure careers across the education/career-readiness continuum.



THE EDUCATION/CAREER-READINESS CONTINUUM