How to Overcome the Cybersecurity Talent Crunch

Alex Michaels

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Demand for Security Expertise Is Growing Rapidly

Select factors that are driving demand growth for security roles

Cybersecurity-related regulations and legislation

Emerging technologies

Agile delivery models

Advanced threat landscape

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The Struggle to Attract and Retain Experts

41%
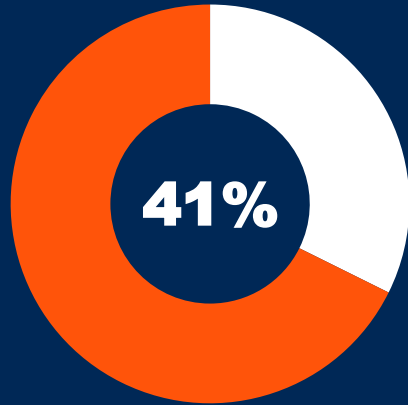
Enough qualified talent

YoY Δ   ⬇ **4%**

34%

Limited budget

⬆ **5%**

30%
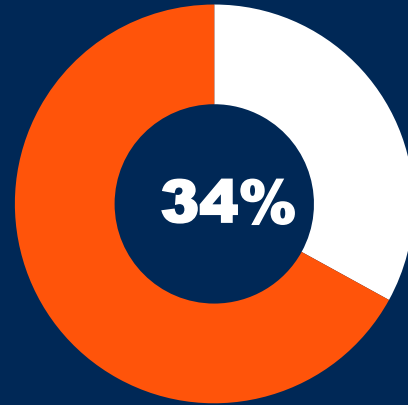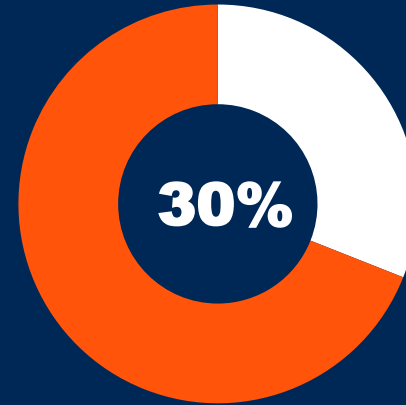
Salary expectations

⬇ **1%**

27%
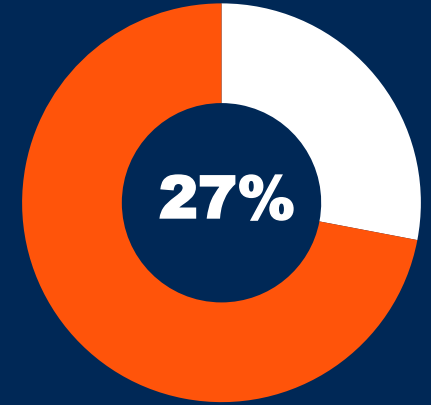
Keep up with turnover/attrition

⬇ **7%**

Q: What do you think are the biggest causes for this shortage?
Source: International Information System Security Certification Consortium (ISC2)

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The Evolving Perception From Other Leaders

Misconceptions about security talent	Reframe
"Hire for technical expertise"	"Hire for holistic business impact"
"Use the same recruitment strategy as IT"	"Recognize the unique value drivers"
"Must have previous security experience"	"Expanded candidate pipeline"

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Develop a **human-centric** and **forward-looking** cybersecurity program based on the talent management life cycle.

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4 Phases of the Talent Management Life Cycle

Recruit   **Renew**   **Retain**   **Release**

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Cybersecurity Talent Management Life Cycle

Recruit   Renew   Retain   Release

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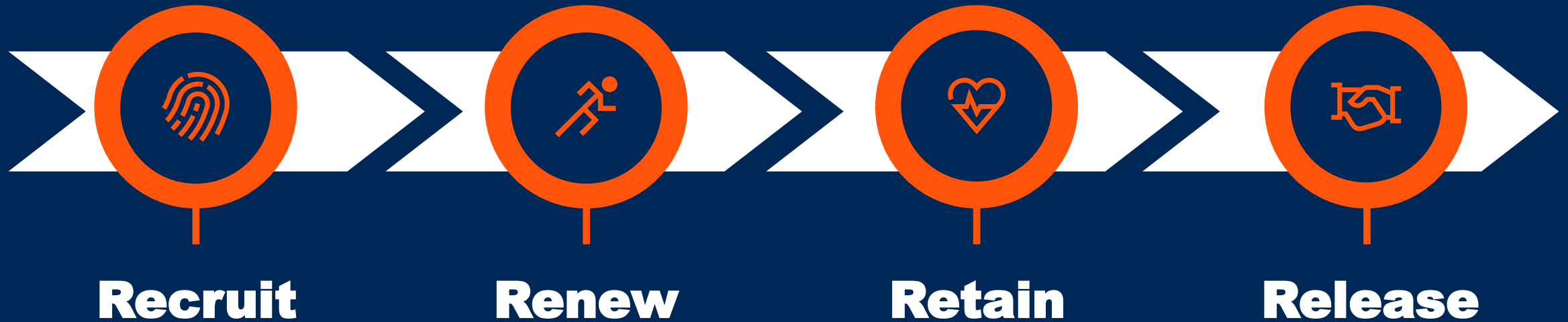
A Tale as Old as Time

**Nearly half of the professionals under the age of 30
entered the cybersecurity workforce outside of the traditional IT route.**

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Attract and Hire: Widen the Search for Talent

Constantly scan for people, even when you have no open position.

- Internal talent
- Many external formal and informal networks
- Recruiters

Foster **demographic diversity.**

- Gender
- Race
- Age

Recruit and hire for **characteristics and competencies** for role success.

- Limit requiring specific expertise and certifications

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Inclusively Hire

When jobs want you to have 10 years of work experience before the age of 22.

Stop Gatekeeping

- Develop a skills matrix and be realistic.

- Is that college degree or CISSP certification absolutely necessary?

- The responsibility to train is yours.

CISSP = Certified Information Systems Security Professional

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Build a Strong Relationship With CHROs

Head of Sales

Chief Data Officer

Head of Communications

Chief Human Resource Officer (CHRO)

CEO Engagement

Chief Marketing Officer

Chief Financial Officer

Cybersecurity leaders who had a strong working relationship with their HR department were far less likely to have significant staffing shortages at their organizations.

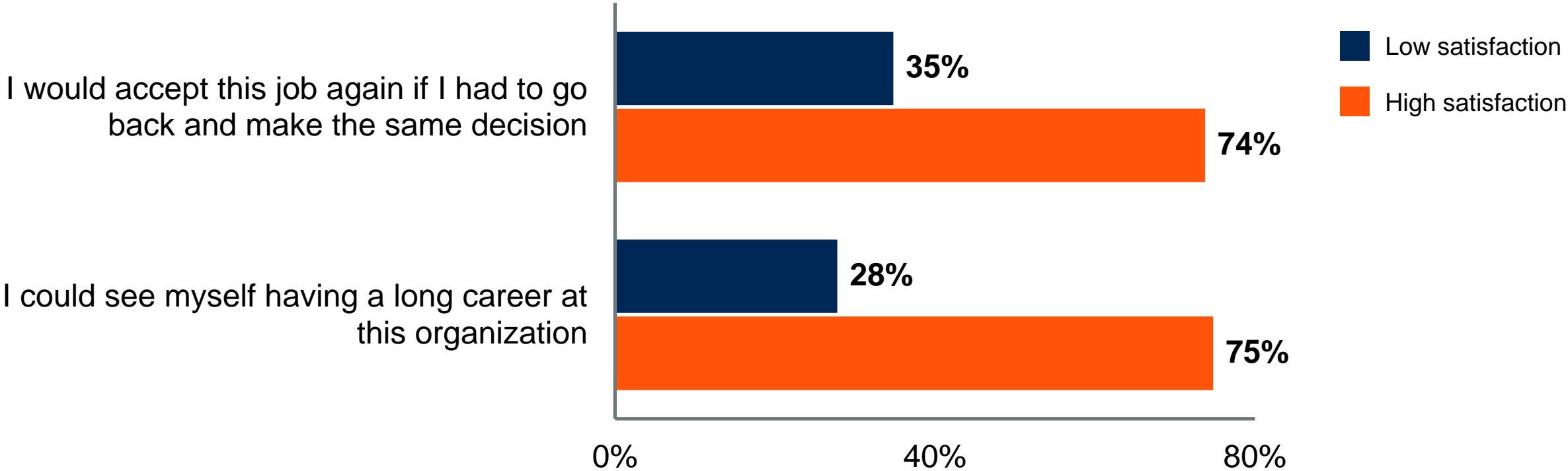Gartner®

Collaborative Opportunities Matrix

Level of HR involvement
- Green = High
- Yellow = Medium
- Red = Low

Importance to cybersecurity (circle size)
- Large = High
- Medium = Medium
- Small = Low

Cybersecurity opportunity	HR capabilities & goals			
	Learning & development	Workforce planning	Recruiting	Total rewards
Cybersecurity goals at enterprise levels align with compensation and bonuses.	Green (High)			Yellow (Medium)
Compensation, job descriptions, training and incentives for cybersecurity personnel distinct from IT.		Yellow (Medium)		Green (High)
Soliciting and providing feedback on interview practices, job descriptions and providing feedback on candidate selections by HR recruiter.	Red (Medium)		Red (High)	Yellow (Low)
Succession planning and leadership development: Promote from within; leadership competency profile and inventory.			Green (Medium)	
Emerging talent needs and strategic workforce planning objectives, including critical skills and capabilities identification for cybersecurity employees.	Green (Low)	Red (High)		Yellow (Medium)

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Don't Forget About Onboarding

New hire decision commitment and anticipated organizational tenure
Percentage of new hires agreeing, by satisfaction with onboarding

Legend:
- Low satisfaction (dark blue)
- High satisfaction (orange)

I would accept this job again if I had to go back and make the same decision
- Low satisfaction: 35%
- High satisfaction: 74%

I could see myself having a long career at this organization
- Low satisfaction: 28%
- High satisfaction: 75%

X-axis: 0%, 40%, 80%

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Cybersecurity Talent Management Life Cycle

Recruit

Renew

Retain

Release

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Evolve Toward More Holistic Cyber Talent

Characteristics of holistic cybersecurity talent

- Digital dexterity
- Business acumen
- Interpersonal skills
- Agility
- Problem solving

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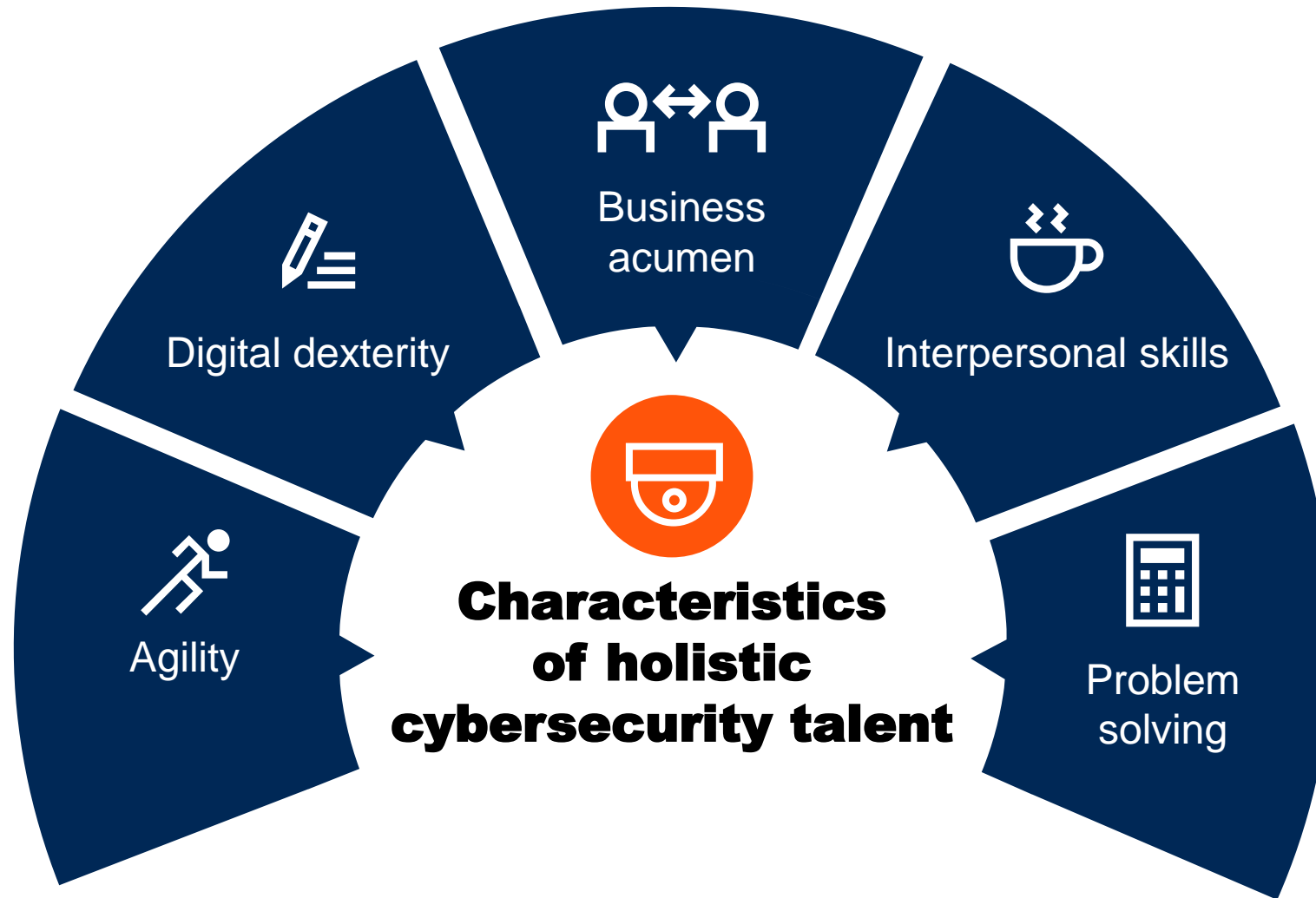
Build Multistage Pipeline to Upskill Faster

Holistic approach to talent development
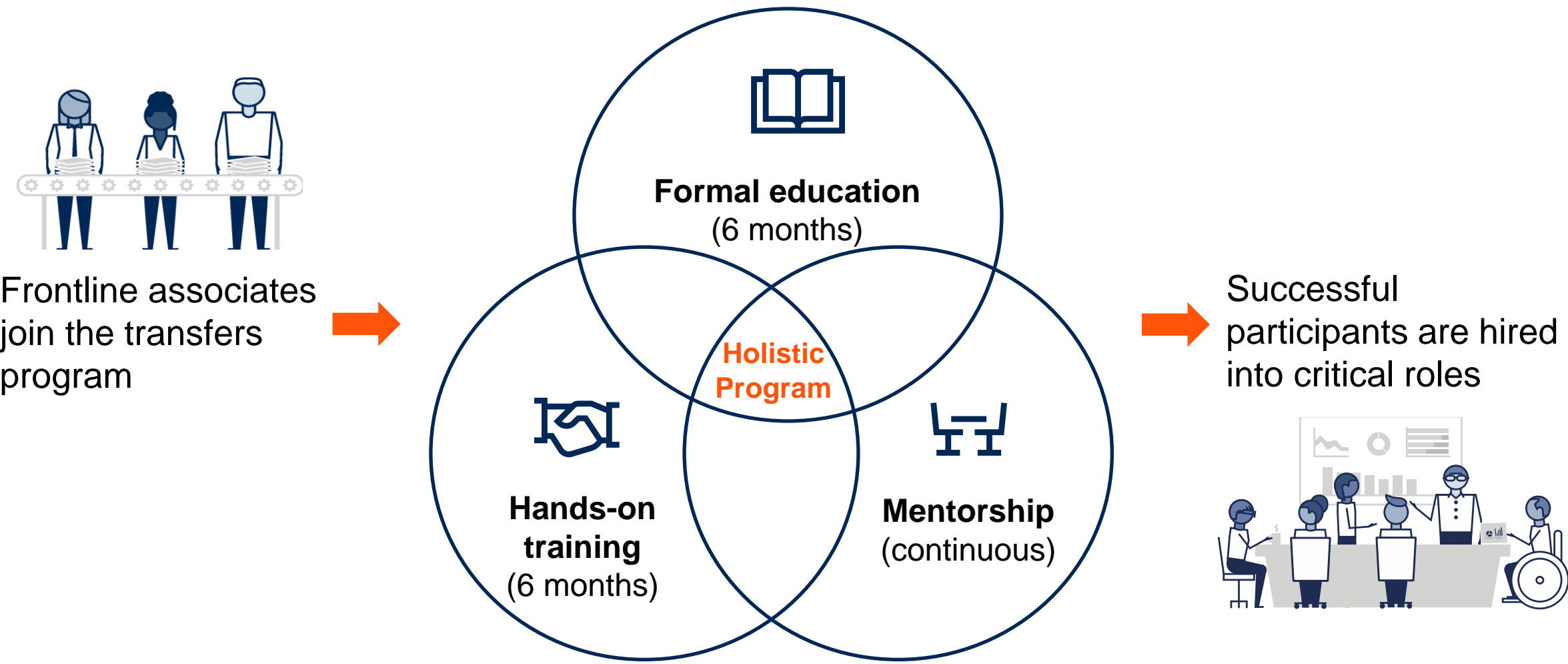
Frontline associates join the transfers program

Formal education (6 months)

Holistic Program

Hands-on training (6 months)

Mentorship (continuous)

Successful participants are hired into critical roles

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Cybersecurity Talent Management Life Cycle

Recruit   Renew   Retain   Release

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Cyber Employee Value Proposition

Organization	Opportunity	People	Work	Rewards
• Respect • Technology level • Ethics integrity • Empowerment • "Great employer" recognition • Organization size • Product/service quality	• Stability • Development opportunity • Future career opportunity • Growth rate • Meritocracy	• Manager quality • Coworker quality • People management • Collegial work environment	• Work-life balance • Location • Recognition • Job interests alignment • Innovative work	• Compensation • Health benefits • Retirement benefits • Vacation

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Deliver the EVP Attributes That Make Employees More Likely to Stay

Top 5 retention attributes

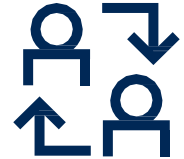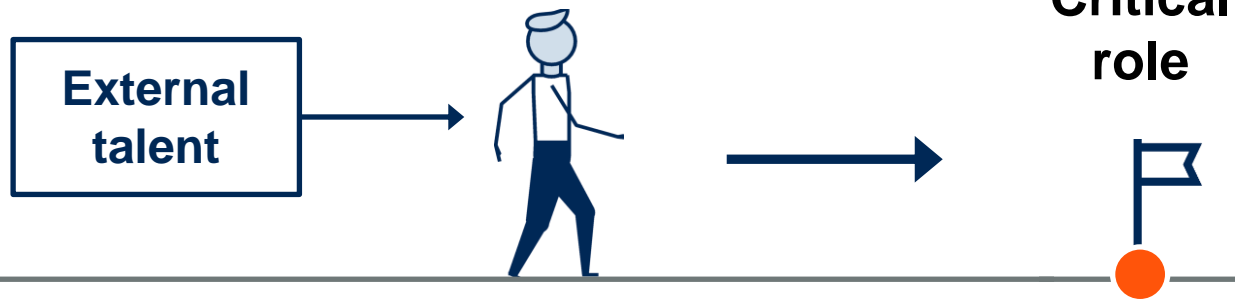| The geographic location options offered for a particular job. | The degree of respect that the organization shows. | The degree employees are satisfied with the managers. | Compensation. | The training available to them. |

n = 212 cybersecurity professionals

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Internal Transfers Program Helps Retention

Traditional approach	Progressive approach

External talent

Critical role

✓ Internal pool for sourcing underrepresented talent.

✓ Increased retention by focusing on career pathing.
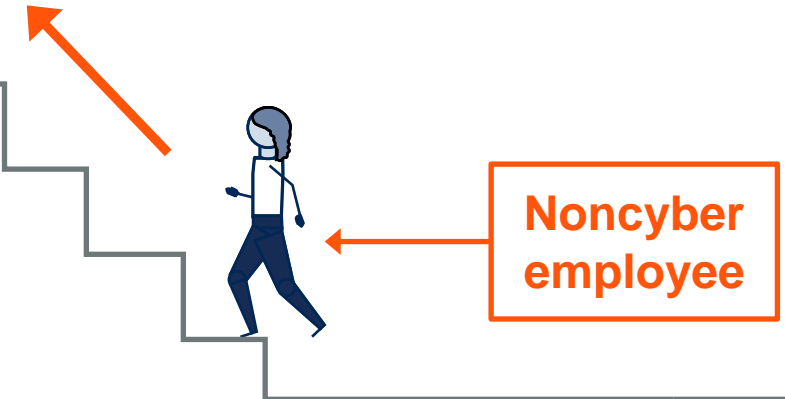
✗ Doesn't always proactively source existing underrepresented talent.

✗ Higher attrition for employees because of lack of career pathing.

Noncyber employee

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Cybersecurity Talent Management Life Cycle

Recruit → Renew → Retain → **Release**

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Managing Offboarding via Exit Interviews

Importance of conducting exit interviews	Identify and address reasons for employee turnover.
	Gather feedback on the function's strengths and weaknesses.
	Maintain a positive employer brand.
Process for conducting exit interviews	1. Choosing the right interviewer. 2. Understanding when to conduct an exit interview. 3. Selecting the appropriate channel for an exit interview. 4. Applying exit interview data to influence business outcomes.

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Develop a human-centric and forward-looking cybersecurity program based on the talent management life cycle.

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Action Plan for Cybersecurity Leaders

Monday morning:

- *Schedule* time with HR counterparts.

Next 90 days:

- *Assess* and *create* employee value proposition.

Next 12 months:

- *Build out* and *iterate* cybersecurity talent strategy.

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Recommended Gartner Research

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🔍 **CISO Effectiveness: How to Attract, Retain and Release Cybersecurity Talent**
Alex Michaels, Victoria Cason, Fadeen Davis and Deepti Gopal

🔍 **CISO Effectiveness: Improving the Representation of Women in Cybersecurity**
Phillip Shattan

🔍 **Tool: A CISO's Guide for Conversations With the CHRO**
Cybersecurity Research Team

🔍 **CISO Effectiveness: Key EVP Attributes for Cybersecurity Talent**
Phillip Shattan and Surabhi Seth

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