



The Critical Challenge:
Building Your InfoSec Leadership Team by Partnering with HR

Las Vegas CISO Roundtable | January 14, 2015

The Balancing Act - Managing Expectations

The Business

- Expects full protection and security of enterprise while keeping its headcount static
- Perception disconnect between delivery and reality



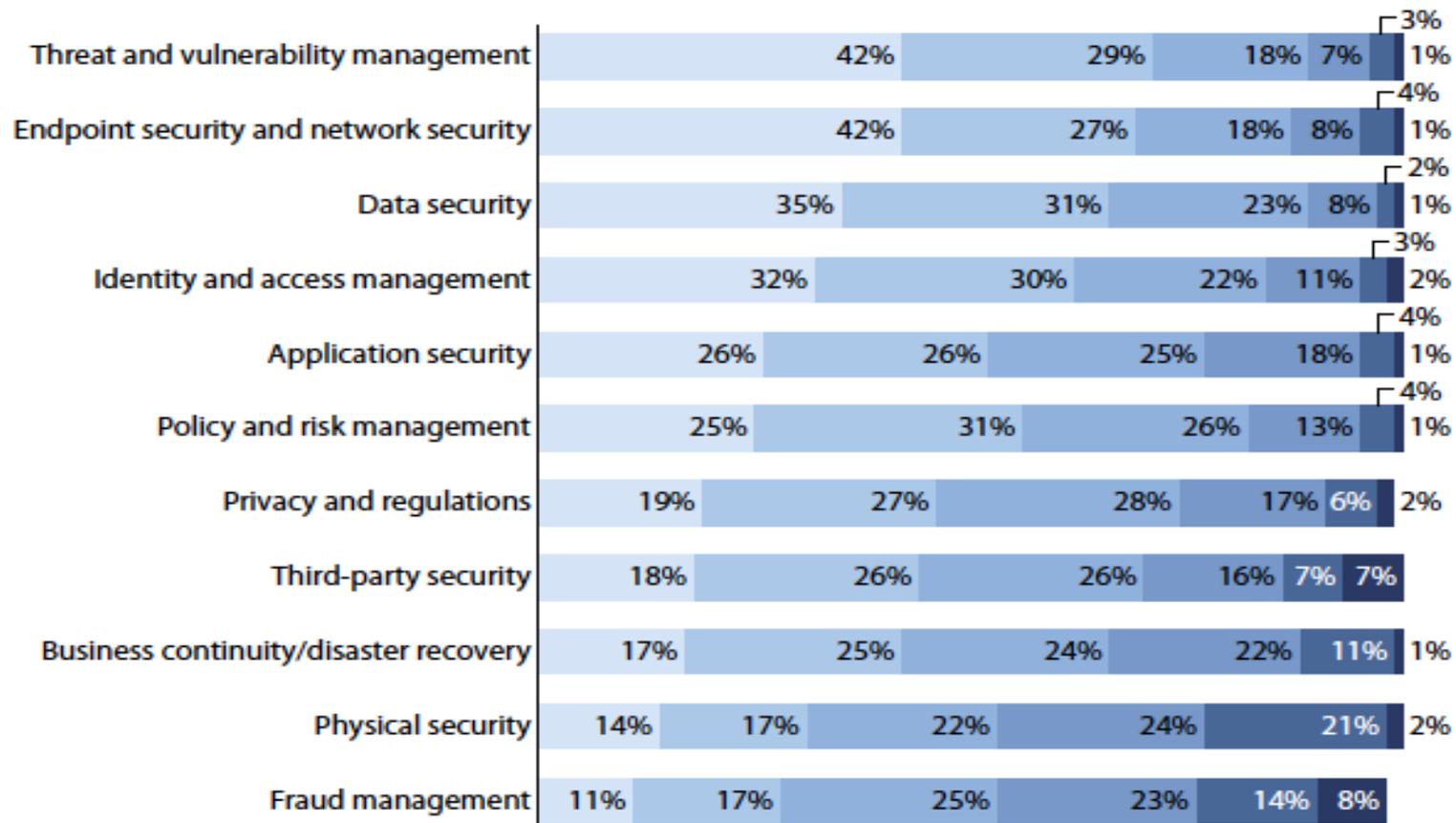
The InfoSec Organization

- Agile and high-performing
- Jugglers and multi-taskers
- Carries the heavy burden of defending their organizations against unrelenting cyber threats

InfoSec's Increasing Set of Responsibilities

"To what extent is your firm's IT security group responsible for the following activities?"

Security is fully responsible
 Security is mostly responsible
 Security is about half responsible
 Security is slightly responsible
 Security is not at all responsible
 Don't know



Building a Robust Security Organization



56653

Source: Forrester Research, Inc.

Staffing Models and Ratios

# of FTEs /Type	# of IT Users
1 Security Ops	500 to 750
1 Security Architecture	1,500 to 2,000
1 Security Manager	Greater than 4,000
1 IT Risk	Greater than 5,000
Dedicated Security Team	Greater than 7,500

Source: Forrester Research: "Security Organization 2.0: Building A Robust Security Organization "



Security Has Become a Team Sport

- An effective information security program can only be achieved when a holistic approach is adopted.
- You need numerous security leaders that specialize and share knowledge to prevent gaps
- Your leadership team needs to be both technical and business savvy.
- Employees — not technologies — are the ones responsible for security strategy design, implementation, and behavioral change
- **51% of organizations said it's a challenge or major challenge to hire security staff with the right skills*** -

Forrester 2013





The Challenge: Finding Qualified Leaders

Information security jobs are expected to grow by 53% by 2018

Bureau of Labor Statistics

Average annual salary of cyber security worker is \$116K

Semper Secure Survey

25% of all organizations have a problematic shortage of information security skills

Network World 2014

Among the most sought-after professionals in the tech sector with demand for workers in cyber security field outpacing the other IT jobs by a wide margin

CIO Magazine 2014

Demand for cyber security pros has grown more than 3.5x faster than the demand for other IT jobs over the past 5 years and more than 12x faster than the demand for all other non-IT jobs. Current staffing shortages are estimated between 20,000 and 40,000 and are expected to continue for years.

Burning Glass International



Your Opinion....

DISCUSSION



Why is recruiting security talent so difficult?

What skills, qualities, attributes are you looking for in your security leadership team?

Information Security \$alary Breakdown

Average Base Salary



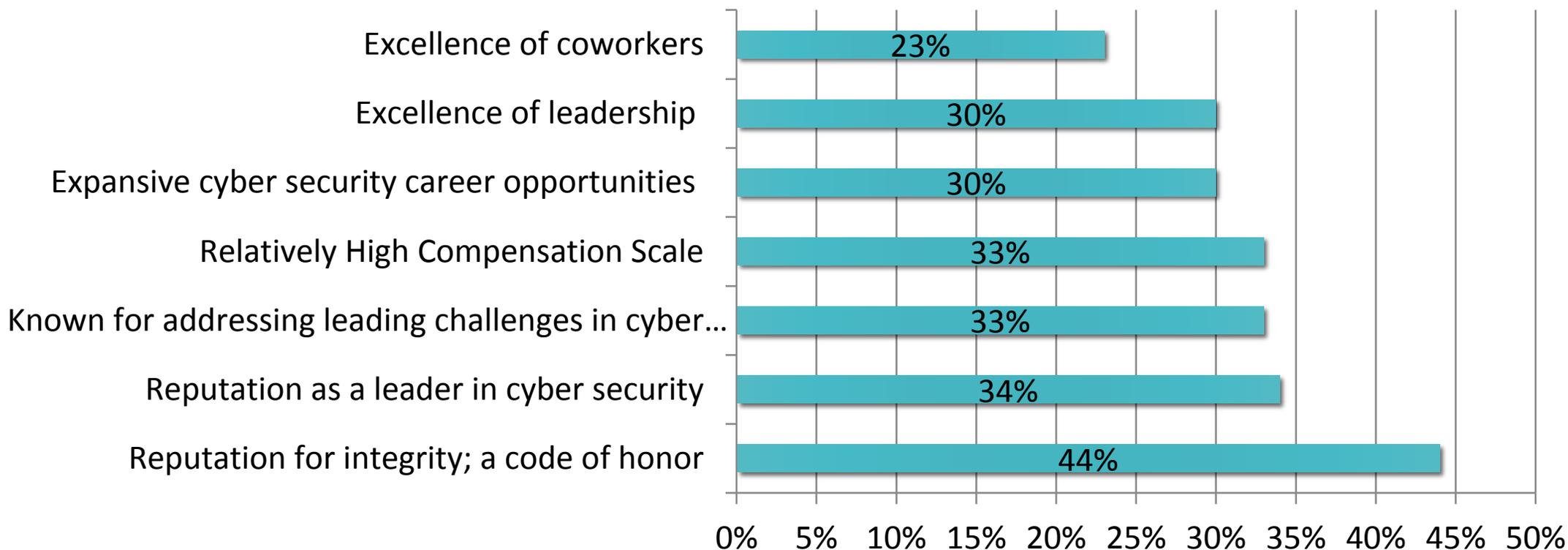
Source: InfoSec Institute



Does Your Company Possess the Right Attributes?

Today's Cyber Pros Want Employers to Demonstrate Integrity and Leadership

What Are the Most Important Attributes of an Ideal Security Employer?



Source: Semper Security – Cyber Security Census Report – August 2013



Your Opinion

DISCUSSION



The cost of hiring: is it worth it?

The Cost of Not Having a CISO/Leadership Team

- The [2013 Cost of Data Breach Study](#), issued by the Ponemon Institute, found that companies that had suffered a data breach with a CISO in place experienced reduced costs to the tune of \$8 per record. That number was notably higher in the U.S., where organizations without a CISO suffered losses of \$23 more per record stolen.
- Security leadership reduces risk/vulnerabilities: leadership serves as a subtle, internal driver for employees and management to consider information security in their big-picture business decisions and in individual, day-to-day actions.
- Effective security leadership means that a data breach is more likely to be discovered, analyzed and responded to more quickly, limiting or often preventing serious monetary damage to a company.



The Cost of Not Having a CISO/Leadership Team

Continued

- Malicious threats continue to evolve targeting high profile organizations, and without a visible CISO that is accountable for security, you are at a much higher risk for an attack.
- According to USA Today, Sony, JP MorganChase, Target, Heartland and TJX did not have a CISOs when breached, emphasizing the importance finding the right candidate quickly and having CISOs overall.
- Sony & Sands Casino – the examples are endless. Nation states are looking for areas of opportunity and not having visible security leadership in place opens up that opportunity.
- In addition to security strategy and operations, CISOs are also able to be an advocate for security initiatives with the board of directors and HR.



The Inability to Acquire Security Talent

- No one can do it alone
- Positions are too baffling for many internal talent sourcing departments
- Lack of connections and fatigue rolodexes lead to lost time and poor hiring results
- Too much involved or too complex to be done internally
- Too critical to be trusted to just IT staffing job shops



Specialized expertise and deep knowledge of the InfoSec Industry and characteristics of core leadership positions is vital

Are You Aligned with HR?

- **What is your ability to acquire security talent?**
 - Leveraging internal HR – can they assess the skills and abilities?
 - It is a small world but are they an insider?
 - Does your HR/Talent/ Recruiting department have the right vendor relationships?
- **Understand your ability to scale your security needs**
 - Why are you looking for security talent?
 - A wrong hire can do more damage than having an open request
 - Aligning with the business



Common Ways that HR Often Falls Short...

Talent acquisition/recruiters are not well trained to understand...

- Necessary security certifications
- Complex layers of security operations and teams
- How to identify candidates that possess understanding of the needed skill sets
- Differing skill sets for various functions in different industries (ie: energy vs financial services vs entertainment/media)
- Where the largest pools of talent are residing

No sense of urgency...

- Does not understand the value of security roles
- Does not understand talent demand to work quickly and attract the right candidates before they are off the market



REAL WORLD EXAMPLE



**What does it look like
when the hiring team misses the mark?**

Why Time is of the Essence...

"I use to work in the D.C. area and was constantly having my staff and candidates stolen by [the Department of Homeland Security] as well as others in the area that have been very strongly recruiting," he says. "Since moving back to Chicago, I expected to be rid of that challenge. Unfortunately, recently I learned that that one of my better analysts submitted his resignation because he was moving to D.C. to work for DHS."

Arian McMillan, CISO, City of Chicago

ISMG 2014



Initiating Change: Aligning Security with HR

Be Proactive

- Your needs are not top of mind for HR – you must drive change
- It starts with a meeting
- Determine in advance your clear goals and outcomes
 - ✓ Regular training for recruiters?
 - ✓ Address salary models?

REMEMBER: This is a strategic endeavor. Do not blame HR; focus on collaboration.



You Have their Attention – Sell it!

Who will lead the charge?

- Are you, the CISO, going to work with HR to transform hiring practices? Will you delegate? Who will follow up?
- Recruiters need training to better vet candidates. Who will train them?
 - *Internal security staff? Outside experts like ISE Industry Experts?*

Who will cover the cost?

- Are you allocating enough funds for hiring?
- Who will cover the cost of training?
- Do recruiters need certifications? Who will pay?

Recognize when you need third-party assistance.



Top TEN Reasons for Hiring a Retained Search Company

1. The number one reason: Salary.
2. Your company needs a dedicated partner to fill the position within 30-60 days
3. You are looking for a specific talent/skill set, or need the "proven" abilities of a market leader.
4. Your company wants an impartial 3rd party to conduct and screen candidates.
5. Confidentiality!
6. Your company would like to benchmark between your internal talent pool and outside candidates.
7. Your company needs a professional who will understand your culture and other environmental nuances that may affect the candidate on the search.
8. Your company needs an outside 3rd party to contact, persuade and convince an executive to leave his/her exiting position.
9. Your company wants more than just a superficial search.
10. Your company wants to make sure that the potential candidate will know that the position is critical to the success of your company and that they are looking for "the best of the best."





ISE® Talent – *Let Our Networks Empower You*

An executive search and talent management firm dedicated exclusively to Information Security Executives®

- *Retained Search: CISO, CSO, and Core InfoSec Leadership Team Search*
- *Specializing in security leadership positions in Information Security, IT Risk Management, GRC and Privacy*
- *Trusted partner that will identify, evaluate, recruit and present top-level candidates to meet our clients' diverse recruitment and talent management needs*

A division of T.E.N., the leading national technology and security executive networking organization that facilitates peer-to-peer relationships between top executives, industry visionaries and solutions providers

- *Flagship Program Series: ISE® Executive Forum and Awards*

100% Woman Owned Business





Strong Leadership Team and Real IT/ InfoSec Industry Experience



Marci McCarthy, CEO and President, T.E.N.

- ⊙ An award winning technology and information security executive networking and relationship-marketing firm.
- ⊙ Founder of the ISE® Programs, the premier recognition and networking program for security professionals in the U.S. and Canada
- ⊙ 2012 recipient of a 4th Congressional District of Georgia citation for fostering greater visibility and professionalism for the IT security industry



Darnell Frymire, President, ISE® Talent, A T.E.N. Company

- ⊙ Fifteen years of experience in leading and building a leading IT Staffing Company through rapid growth to acquisition
- ⊙ Understands company cultures and consistently has a track record for matching the right talent
- ⊙ Respected Leader in the community – TechBridge, TAG, WIT, American Red Cross, WBENC



ISE[®] Retained Search – *Because Connections Count*

- We have the deep industry knowledge, recruiting expertise and personal connections
- We know who – *would be great*
- We know what – *they would be great at*
- We know where – *to find candidates*
- We know why – *someone is a great fit*
- We know how – *to reach them*



We focus on high-quality leadership talent – and deliver!



ISE® Vantage – Your Business and Career Partner

■ Interim CISO

- While searching and vetting a permanent CISO, SVP, VP, AVP, Director and Manager levels

■ ISE® On-Call Services with our ISE® Industry Experts

- Board Preparation & Communications
- Sales Training
- B2B Development
- Leadership Consulting & Executive Coaching
- Specialty Speaking Engagements
- Advisory Services



Imagine being totally prepared for whatever comes your way



You Are the New ISE®: A Transformative Leader

- Remember: Nothing matters more than integrity: Be the leader the organization needs and the leader that others want to work for.
- Learn to articulate the cost of not having a leadership team to those involved in the hiring process.
- Be proactive: Put your needs on HR's radar.
- Remember: This is a strategic endeavor. Approach HR with collaborative intent, not blame.
- Develop a collaborative strategy but understand their limitation. Bring in an expert third-party with deep knowledge when needed.





**Share your insight with IDC & T.E.N.
and win a \$100 gift card!**



Take the T.E.N. and IDC Salary Survey Today!



<https://www.surveymonkey.com/r/idcsalarysurvey>

T.E.N. and IDC are conducting a survey to identify and compare salary structures and expectations within the information security career field. We would like to invite you to share your personal knowledge and experience. Responses will be analyzed to develop a report and your feedback ensures you are one of the first to receive the report at no cost. By completing the questionnaire, you will also be entered to win a \$100 gift card!

All personal information collected will only be used for raffle purposes and distributing reports once they are produced.



Thank you and Questions

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