Cybersecurity Hiring Manager Handbook

Introduction

Assembling, leading, and managing a team of people to achieve cybersecurity (and information security) program goals is difficult, even under the best of circumstances. In my experience, the circumstances are rarely "best". Sure, hiring managers across all disciplines search endlessly to find and retain the best people. They have to equip, train, and support them every day. And figure out how to nurture each person according to their unique abilities. But, as you know, there are unique hiring challenges facing cybersecurity managers. Because cyber is a dynamic risk, our work is done in a continuously evolving problem space. So we need an endless training budget and time away from the daily grind to actually learn. And then do. And, the pace of technological change seems to quicken every day. So even if cyber criminals were less innovative, and regulators less demanding, there's still so much to learn all the time.

Because our discipline is relatively new, we lack highly structured and clearly defined career paths. And an "entry level job" isn't really entry level because even the newest of us have to understand how various network protocols and systems work before you can secure them. And our Human Resource departments don't really know how to support us. Despite all this, there are plenty of eager candidates, both qualified and unqualified, who are searching for the right job. But where to find them? How to get them on your team? How to keep them around and productive? So, yeah, we need a *Cybersecurity Hiring Manager Handbook*. But this handbook isn't just for hiring. As you'll see, it covers the entire "lifecycle" of a teammate:

- Setting the **foundation** for team building
- **Preparing** to hire the next person
- **Executing** your plan to identify, screen, and negotiate compensation for a great candidate
- **Retaining** your team members
- Gracefully handling the transition of a team member who is **departing** for greener pastures

We want you to be the employer for people who could work anywhere, but choose to work on your team because of the "unique and attractive" ways you do things. But our vision for you is even bigger than mastering the full lifecycle of a team member. By building the team of your dreams, you can not only achieve your program goals, you can set yourself up to be an influencer with your senior decision makers. What does this mean?

You become an influencer when the other senior decision makers and top influencers of your organization seek you out before they make major decisions that have cybersecurity implications. Instead of finding out about the newest system just prior to rollout into production, the people who first thought up that system start talking with you about it before they submit their business case to get it approved for development. And you become an influencer when your senior decision makers stop seeing your program as an unavoidable cost of doing business. And instead, they see you as sales enablement or reputation enhancement.

How do you make that massive shift? By having a team that "works in your program" so you can "work on your program." This means delegating the actual work of your program to your team members and supporting them. When you succeed at this, you have time to spend with the managers of other departments and your most senior decision makers. To get to know them and show them the business value your program can bring to their goals. Like increased sales, larger revenue, more profit, entry into a new industry vertical, or reduced cost to please and support your customers. As an influencer, your goal is to deliver real business value and increase internal cybersecurity policy compliance and general cooperation between your department and the other departments. But that's very difficult (impossible?) to do when you are "in the trenches" all day, every day. We also want to have a positive, long-lasting impact on our cybersecurity community so we're releasing the *Handbook* as an open source project under Creative Commons "Attribution 4.0 International" license.

And, to keep the *Handbook* relevant as time goes by, as we're going to accept your enhancements via our repo on GitHub. Everyone is welcome to use this handbook, including job hunters. But our primary audience is line supervisors who have to build teams to meet cybersecurity program goals. (Note: We define a "line supervisor" as any member of the management team who has people reporting to them, at all levels.) This Handbook could also be useful for managers of consulting or security services teams, although we realize the business context of these teams is different. The secondary audience for this *Handbook* is anyone who helps supervisors build teams, like our friends in Human Resources and our team members who know where to find amazing new candidates and help them succeed once they become teammates. Finally, we wanted to make this *Handbook* useful to 90% of the hiring managers, 90% of the time. So here are two key assumptions:

- You are hiring in the United States, Canada, or similar countries.
- The Ideals we espouse in the Handbook are a good fit for your specific situation.

However, we recognize that there is so much variability in the situations cybersecurity hiring managers find themselves working in (e.g., industry, mission, organization size, etc.) that we may not be able to consistently hit that target. So tell us when we don't hit the mark so we can do better with the next release.

Now go build the team of your dreams, so you can start working "on" your program instead of "in" your program, and become the influencer you've always wanted to be!

Kip Boyle
Seattle, WA
September 2021

1 Hiring Manager Ideas

Just as we create cybersecurity systems according to Design and Engineering Principles, the *Handbook* authors believed we should offer something similar to our audience of practitioners.

However, we realized that this work is too people-intensive to expect Principles to be practical. So, instead, we are offering a set of "Ideals".

You should operate according to these Ideals as much as you practically can. But we know that's not always possible. Sometimes you need to deviate from an Ideal in a particular case. Other times, you will only be able to operate ideally during exceptional circumstances.

We've kept these Ideals broad in description because there is so much variability from organization to organization.

Finally, we don't expect that everyone will be able to uphold every Ideal every time. Rather, like us, we recognize you will strive to operate Ideally as much as possible. In many cases, we describe less-than-ideal practices in this *Handbook*, but we call ourselves out when we do and challenge you to do better.

Foundation

- Take enjoyment from building teams and helping people excel in their careers while achieving your program goals.
- Treat hiring as one of the most important duties you perform in support of your organization.
- Before you reflexively hire to replace someone, ask "is there a better way to get this work done?"
- Better to delay hiring than to mis-hire, because no one wins when that happens.

Preparation

- Put similar skills into the same job description so people don't have to be rule makers and rule breakers, nor be the incident responder and the compliance person in the same week.
- Attract people who could work anywhere, but choose to work for us because of the way we do things.
- Widen your talent pool by growing your own talent and finding talented people that you've previously overlooked.
- Define "diversity" among your team as using the differences people have in their life experiences to bring unique perspectives to creatively solving problems.

Execution

- Hire in a way that builds relationships with candidates, even when the decision is not to hire someone.
- Choose a person with a growth mindset, a great attitude, and strong aptitude for the work, over a person who is highly skilled but is only in it for the money or often treats others badly.
- "Fit" is 40% technical skills and 60% culture.
- Consider how the candidate will represent your team, as well as build and spend political capital.
- Don't look for strengths as a primary justification to hire someone; instead look for big reasons why they won't be a good fit.
- Either make a great partner out of Human Resources or minimize their involvement.

Retention

- Make leading and managing your people easier by setting a high bar for choosing which candidate to hire.
- Create psychological safety among your team members so they feel free to say what's on their minds.
- Insist on an atmosphere of candid, respectful collaboration with each other.
- Aggressively create learning and growth opportunities for your people by sending them to training, giving them a learning stipend, and sharing your network with them.
- If an employee appears with an offer for a new employer, don't use it as an opportunity to attempt to retain them. Instead, congratulate them on their new opportunity.

Departure

- Celebrate the people who move on to another opportunity as graduates who will support you in the future.
- Request feedback to understand their perspective on how things were for them, and their thoughts around improvement.

2 Foundation

Ideals

- Take enjoyment from building teams and helping people excel in their careers while achieving your program goals.
- Treat hiring as one of the most important duties you perform in support of your organization.
- Before you reflexively hire to replace someone, ask "is there a better way to get this work done?"
- Better to delay hiring than to mis-hire, because no one wins when that happens.

Rough outline for this chapter--please contribute

1. The unique hiring challenges facing cybersecurity managers
   (a) Continuously evolving field

   (b) Much higher jobs demand than supply of candidates

   (c) Plenty of eager, unqualified candidates

2. How to think about finding, managing, leading, retaining, and releasing talented people

3. How a great team sets you up to become an influencer within your organization
   - Should we define influencer? Influencer within IT? Influencer of the corporate culture? Influencer of the execs? Influencer within the InfoSec community? All of the above?

3 Preparation

Ideals

- Put similar skills into the same job description so people don't have to be rule makers and rule breakers, nor be the incident responder and the compliance person in the same week.

- Attract people who could work anywhere, but choose to work for us because of the way we do things.

- Widen your talent pool by growing your own talent and finding talented people that you've previously overlooked.

- Define "diversity" among your team as using the differences people have in their life experiences to bring unique perspectives to creatively solving problems.

Your team's culture and diversity

Defining Your Team's Culture

Your team's culture (i.e., the way you do things every day) is important to success in your mission. And, it will strongly influence your success as a hiring manager. For example, are you able to attract people who could work anywhere, but choose to work for you because of the way your team does things?

As a leader, you can influence some of the ideals you want your team to have, but it is who you hire, retain, and promote, who largely influence how the culture is shaped. Your actions around addressing situations, how you conduct yourself, or the environment of the company can also positively or negatively contribute to your efforts.

To begin defining your team's culture, let's ask ourselves some questions that can gauge our current posture, and identify points of improvement. These questions can also be a good exercise to perform with existing team members to see whether their answers align to yours.

- How does my team's work fit within the context of the organization's mission? Define it.
- What is my vision for my team?
- How do I define success?
- How do you define the values of your team?
- How do you want your team to collaborate?
- Where is the team now? What are their strengths? What are their weaknesses?
- What are the challenges my team may need to be addressed?
- Do my current team members feel comfortable and engaged?

After you've completed the exercise of answering these questions, you should have a good idea of what you want and need in your next candidate. Just be sure that you not only look for those who are a "culture fit", but also someone who can contribute positively toward your culture. Avoid looking for people only identical in nearly every way to your existing team, as this can enforce biases and lead to homogenization of the team, blunting its potential.

Whenever a member of your team reports a concern, it's important to listen and do what you can to resolve it in alignment with the values you want your team to maintain, because it may be the only opportunity you may have to address it before an impact occurs. Depending on the concerns, maybe only one employee will feel comfortable to signal that something is going on while others wait to see the response. Should this occur, it's important to take it in context, and not personally. Even the leaders who are most versed in open door policies can find themselves in situations with concerns they were never made aware of, because at the end of the day, a power dynamic exists between you and your team.

Sometimes the issues we face relate to a particular team member who may be causing a negative contribution to our culture. In these cases, we will want to work with them to understand what is going on so we can address what is leading to problems. Though, if we've exhausted all our options, we may find ourselves at a crossroad with the employee where our only option is dismissal. Whenever we change our team's composition whether through dismissal or hiring, it is an opportunity to influence our team, so it's important we are consistent with those decisions.

Developing and maintaining team culture is a continuous process of improvement, and not a single destination. Consistency and being open to change are key in ensuring your success around a healthy culture.

Expand the Talent Pool and Quality of Your Team Using Diversity, Equity, and Inclusion

Diversity, Equity, and Inclusion or DE&I for short, has become an increasingly important subject for both employees and employers as reports show organizations with strong profiles in DE&I are more profitable and more successful. It's something potential employees are even considering when choosing a future employer and they expect those that interview them, can speak to the organization's efforts. Though before we approach the subject further, let's take a moment to define DE&I:

- Diversity is recognizing the range of different socioeconomic and ethnic backgrounds, genders, sexual orientations, experiences, and so forth that make up our communities.
- Equity is the practice and policy of providing equal access to opportunities and resources.
- Inclusion is ensuring that equity doesn't stop at access, but ensures everyone is heard, valued, and recognized in a manner that promotes their general welfare and success.
- Inclusion is not meant to be blindly followed by the hiring manager, nor is it ultimately a free pass for poor performance by the employee

It comes down to the reality that employees who feel accepted and valued, and feel that their coworkers are, will perform better and stay longer at an employer. Employers with diverse teams gain competitive advantage as the variety of ideas and increases in productivity lead them to being able to solve more complex or difficult problems.

What's the Current State of DE&I at Your Organization?

As a hiring manager, you are essentially an ambassador for your organization. So, whether your organization has been on the journey or is just starting, it's important to understand the current programs and efforts around DE&I. By doing so, you'll be able to answer prospective candidates' questions around the subject, keep expectations in alignment, and ensure you are positively contributing to an important effort.

Once you understand the current programs or policies around DE&I, it can be beneficial to take the temperature of your existing team, or the organization to see how the current culture stacks up to those current efforts. This can help you in better representing things should questions be made regarding it. For example, if minority women are leaving the organization at a higher rate than non-minority women, the organization may not be living up to its efforts and you'll want to consider how you can avoid that from happening in your team, should your intended hire be a minority woman.

If your organization does not have a current program, you can still develop one around your team which comes from your culture, addressing biases, and working toward ensuring all members of your team feel and contribute toward the concepts of DE&I mentioned in this section. For security, diversity is a core component of defense in depth so being able to have a diverse team, means you'll be more successful.

Challenges of Managing a Diverse Team

People tend to hang out with people who are like they are. It's hard-wired into human beings to do this. We are naturally biased in this way.

So it's no surprise that hiring managers tend to hire people who are like them.

In cybersecurity that's not ideal because the amount of problem solving we have to do every day is enormous and we'll get better quality solutions if we bring many different perspectives on the problem.

Unfortunately, even under the best conditions, it's very difficult to assemble a diverse team and it's even more difficult to lead and manage that team. When the team manager and/or team members are close-minded about the benefits of diversity, it can be nearly impossible to maintain team integrity and productivity.

Proceed with caution!

Dealing with Our Biases

Once you understand the status of your organization's posture around DE&I, and your team's culture, it's time to look inward for a moment to identify and understand the biases that can influence our decisions, specifically, unconscious bias. Unconscious bias is the learned associations or experiences we have that contribute toward our attitudes and stereotypes towards others that we often exhibit without realizing.

Bias is something we all develop through our lives, and everyone would benefit from better understanding their own biases. Taking proactive steps in identifying where ours lie both conscious and unconscious, helps us become better leaders. Through our recognition of them, we can develop an action plan by which we disrupt those biases which could influence our decisions around a candidate or for that matter, anything else.

To grow toward better understanding of bias, Microsoft offers a series of free courses now that discuss topics around inclusion, bias, allyship, and privilege. These can be a good start for better understanding and learning how to improve: https://www.microsoft.com/en-us/diversity/beyond-microsoft/default.aspx

There are also Implicit Association Tests (IAT)s, that can help you identify biases. Harvard's Project Implicit is one good resource, which allows you to understand your implicit associations in social and health related topics. You can find that here: https://implicit.harvard.edu/implicit/

How Job Postings Influence Candidate Diversity

One way we can improve the diversity of our candidate pool is in our job postings. These are often the first interaction a prospective employee has with an organization. Their composition can largely influence how the position is perceived and whether they would be a good fit. There are six ways we can improve them.

1. Avoid use of gender-specific pronouns. By describing our jobs using gendered pronouns like he/she, we are signaling to potential candidates that if they don't fit that gender, it won't be a viable option for them. Instead, use non-gendered pronouns such as "you" or "candidate" which often signal an inclusive culture is present and better allows a candidate to imagine themselves in the role.

2. Remove gender-charged language. Adjectives or words often related to stereotypes around a particular gender can subtly convey a bias which also influences applicants. Use tools such as the Gender Decoder or Textio to help you balance the language.

3. Get realistic about requirements. Often job postings are often more like a wish list when in reality we will often take someone who meets most of the requirements. Though, only certain types of people are willing to take the chance. Those who have faced adversity, or who treat job descriptions as being similarly rigid as the systems requirements for the latest video game, will often only apply to jobs where they meet 100% of the requirements. Instead of losing out on those potential candidates, reconsider what is really "required" as part of the job, and what can be taught, and reflect that in your job postings instead.

4. Drop the superlatives. Avoid using terms that rely on the applicant's perception of their own abilities. Terms like "best", "expert", or "first-class" can discourage qualified applicants who may be more modest about their skillset and they generally offer very little to the job description overall.

5. Reconsider education. Especially in the Security field, there are many routes in which someone can gain experience to be a valuable member of your team. They could be self-taught, go to a bootcamp, learn on the job, gain certifications, go to a formal institution for a degree, or any combination of these. For example, don't limit your candidate pool to requiring a Degree in Computer Science when you could have a candidate that meets your needs that has a Degree in Library Sciences but has security certifications. Leave the opportunity for a variety of experiences to apply.

6. Showcase your DE&I Efforts. If your organization is actively working on DE&I, make sure it's detailed in the job posting, and in the Equal Employment Opportunity (EEO) statement. I like Microsoft's as a reference, which states:

All qualified applicants will receive consideration for employment without regard to age, ancestry, color, family or medical care leave, gender identity or expression, genetic information, marital status, medical condition, national origin, physical or mental disability, political affiliation, protected veteran status, race, religion, sex (including pregnancy), sexual orientation, or any other characteristic protected by applicable laws, regulations and ordinances.

How to Target Diverse Cybersecurity Talent

If you've reviewed and worked on your job postings to help encourage a wider pool of applicants, you have already put yourself on good footing for developing a more diverse talent pool. Now, you just need to find the right places to target your postings. While there are plenty of job aggregator sites, there are also ways we can form a partially curated pipeline that could amplify our efforts.

Networking is one of your greatest resources to find more diverse hires next to word-of-mouth referrals from prior or current employees. This is something you can grow over time through conferences, events, and local groups. On sites like meetup.com, you can end up with many local user groups, or industry-specific groups that can be beneficial to making connections at. Research and attend the local branches of professional organizations that align to security such as CompTIA, ISACA, ISSA, InfraGard, The League of Professional System Administrators (LOPSA), Women in Technology International (WITI), and others. Even if a particular group doesn't directly allow solicitation of jobs, remember that you are an ambassador to your company. Your attendance and contributions can still influence people to look at your company, and even apply to open positions.

Consider reaching out to your local colleges and universities to find out if they have a job posting resource such as Handshake.

https://joinhandshake.com/employers/

This can help you reach many entry-level candidates. Building rapport with professors who teach in the Cybersecurity field can help bolster your efforts in this area. Sometimes, these connections can also refer you to more senior candidates if the professors maintain contact with them or through promotion via their own social networks.

If you have employee resource groups (ERG)s that support minority groups within the business, especially if your team is lacking membership of that minority, consider asking them for help in soliciting the postings or finding where you can post them to improve visibility for people in that group, along with any feedback they have on the job posting. They may often have resources you or your HR are unaware of.

Above all, consider that your efforts to target diverse hires requires effort in providing a space for their success and ensuring that your team, if not even your organization, maintains its values around ensuring equitable and inclusive opportunities.

Addressing DE&I with Candidates

Organizations that have robust programs around DE&I often want to promote it to their prospective candidates. Whether your organization is one that has a robust program, or you are leading the charge, you should be honest about the DE&I posture and your efforts. The last thing you want is to lose someone you recently hired because they feel things were misrepresented. Such a result can further harm your ability to hire diverse candidates if they share such experiences.

Candidates can also be a good resource to know where things could improve based on their experiences and what you share. Should they share those concerns, listen and consider how you can turn them into improvement opportunities, even if you don't hire them.

Difficulty with Finding Qualified Diverse Hires

Even if you have followed everything detailed in this section, there may be situations in which you find yourselves with a lack of a diverse talent pool or those that have applied, are not qualified. In these situations, there are several tactics you can consider in attempt to change the tide:

- Extend your search. If you are able, extend your search by reaching any sites, or groups you may have missed. Renew the window for applications and see what different candidates you gain.
- Ask your competitors. Cybersecurity is about collaboration, not just within your organization, but industry wide. If you are in a more collaborative business community, talk with your competitors on their efforts around finding diverse hires and see what you can learn from each other.
- Evaluate your existing talent pool. Re-evaluate your choices in your last round of hiring and verify that your decisions were within your values and that you avoided biases in those decisions.
- Perform market research. Are you undervaluing the position, or has the organization gained a negative reputation? If so, try to change what you can. If you can't extend your search, you may have to choose what pool you have.
- Review your requirements. Make sure your requirements are not excluding potential candidates and that they align with the job description. Are they reasonable for a part time or full-time employee? Job descriptions that sound insurmountable, will lead candidates to self-exclude.

If the above is just not possible, you may be forced to hire from the talent pool you have.

If you are forced to choose between a candidate who has all the qualifications but wouldn't fit the team versus someone who would fit the team but needs more education, choose the latter. Most every technical skill can be taught to a person with aptitude, but finding people with the right soft skills or mindset that positively contributes to our culture, can often only be curated.

Determine the role and title

Rough outline for this section--please contribute

1. Determine the role and title (reference BLS statistics in Additional Resources)
   (a) Understand your organization's need
      i. Define 1-year goals for new hire

      ii. Define your team's skill needs
         - Do you really need 1 person who is an expert in everything?

- Would you be better with a small team?

- Don't forget to ask what are we trying to accomplish
- Minimize skill need to maximize retention so the employee can grow into the company

(b) Is this a long-term role? How to set candidate up for success

(c) Define a progression path for the role
   i. Understand how will the employee will advance in a career path

(d) How to ask for more headcount for your team (best practices)
   i. Make the case

   ii. Show value and ROI

   iii. List responsibilities and/or projects your new hire would take on

   iv. Use data, not emotions
   v. Common pitfalls - not getting buy-in from the org

   vi. Can you create a menu of services your department provides, and assign the FTE to the functions your department delivers

(e) What if you can't get more people?
   i. Automate

   ii. Clarify priorities and emphasize work in priority order

   iii. Temporary use of external staff

(f) Understand professional seniority levels
   i. Entry-level, mid-level, senior-level, etc.
      - A note on entry-level jobs: there are entry-level tasks in cybersecurity. Not every team can automate away the grunt work. Entry-level jobs have candidates with 0 to 2 or 3 years of experience, not 3 to 5 years
   ii. Check with HR to see if there are any organization-specific requirements.
   iii. Compensation and other impacts
   iv. Using internships

(g) Common cybersecurity job functions and titles, and skill sets (reference BLS statistics in Additional Resources)

This step is vital to ensure you hire the right candidate. In order to know what you are looking for, you have to prepare and be clear on what your needs and wants are. Once you have a direction, ensure HR and recruiting understand those needs too.

1. Determine the role and title (reference BLS statistics in Additional Resources) you need.

2. Understand your organization's current and future needs. Review with other managers/directors in the organization to ensure your understanding of the goals and directions for your team align with direction of the entire organization.
3. Before you start, prepare and plan. Know where your challenges are and communicate that to senior leadership as soon as you can so the FTEs can be added to the budget. Start the conversation now, before you need the person.

4. Work with HR and recruiter to ensure they understand what the ideal candidate means to you. Don't speak lingo and slang. Make sure they truly understand what you are looking for.
5. Questions to ask them:
   (a) What is the current job market trend? Do they even know?

   (b) Are there are more jobs than candidates?
   (c) How will you attract the right candidate?
   (d) What is our company reputation?
      i. If your company has a terrible reputation, work with HR to find ways to turn that around.

   (e) Strategize with them, make them your advocate
   (f) Note: the hiring manager may have to do this part (a-d) if your recruiter or HR don't understand or don't want to put in this kind of effort. If you do the work now, your attrition rate will be lower. This means you won't have to do this as many times.
   (g) Always refer to your goals during the hiring process– what are you trying to accomplish by hiring this person? What are you looking for? Why are you looking for those qualities? Are you being unreasonable in the skill requirements? Don't look for a unicorn.
6. Best practice to ask for more headcount:
   (a) Make the case

(b) Show value and ROI – metrics: numbers. What is the mean time to respond and mean time to close a ticket? Do you have enough people to work tickets to ensure SLAs are met? If not, show it. Use numbers to show that you need people and where. Use data, not emotions.

    i. Create a menu of services your department provide, what FTE does what and what you are missing. Can also use this to show where you'd assign the new FTE you are asking for.

    ii. List responsibilities and/or projects your new hire would take on and how that impacts the org and company positively.

    iii. Common pitfalls - not getting buy-in from the org – come up with solid data that get them buy in. What are the impacts of not having enough people?

        A. Burn out

        B. Attrition

        C. Inability to attract talent

        D. Bad reputation

        E. Outages = Customer impacting

7. What if you can't get more people?

    (a) Communicate and show negative impact to senior leadership

    (b) Automate

    (c) Clarify priorities and emphasize work in priority order

8. Understand professional seniority levels

    (a) Entry-level, mid-level, senior-level, etc.

        - Note on entry-level jobs: there are entry-level tasks in cybersecurity. Not every team can automate away the grunt work. Also, entry-level analysts need a place to start and room to grow. If you develop them and foster a welcoming environment, they will grow into an asset for you.

    (b) What organization-specific requirements are there for the role?

    (c) Work with HR to establish a reasonable compensation range for the levels for the market you are in.

    (d) Common cybersecurity job functions and titles (reference BLS statistics in Additional Resources).

(e) Write a compelling job description, including salary range if possible if not required by law.

(f) Research other current job descriptions. Don't reinvent the wheel but don't just copy/paste from other JDs because it will be obvious. If you don't put in effort, you won't attract the right candidate.

Define the salary range for the role

Rough outline for this section--please contribute

1. Define the salary range for the role (reference BLS statistics in Additional Resources)
   (a) Working with HR to get a salary analysis
      i. Request re-analysis if the range is unreasonable
      ii. You may need to start the interview process to see what the current market range is
      iii. Plan on getting creative if you have a strict salary range that's a bit too low
   (b) Doing your own salary analysis with quality data (avoid Glassdoor, etc.)
   (c) Pay ranges in a remote workforce
   (d) How to manage inadequate budget to cover all needs

Write a compelling job description

Rough outline for this section--please contribute

1. Write a compelling job description
   (a) Research other current job descriptions. Don't reinvent the wheel. (but don't just copy/paste from other JDs)
   (b) Cybersecurity job description "must haves"
   (c) Manage to outcomes as much as possible (Key Result Areas, KRA)
   (d) Check with HR to see if there are any organization-specific requirements
   (e) Reconsider the need for college degrees/security certifications
   (f) Include work culture information passively or actively
   (g) Unbiased job description

Example Job Descriptions for common jobs in cyber

Rough outline for this section--please contribute

1. Example Job Descriptions for common jobs in cyber (focus on functional and human skills, not specific technologies or products)

4-Execution

Ideals

- Hire in a way that builds relationships with candidates, even when the decision is not to hire someone.
- Choose a person with a growth mindset, a great attitude, and strong aptitude for the work, over a person who is highly skilled but is only in it for the money or often treats others badly.
- "Fit" is 40% technical skills and 60% culture.
- Consider how the candidate will represent your team, as well as build and spend political capital.
- Don't look for strengths as a primary justification to hire someone; instead look for big reasons why they won't be a good fit.
- Either make a great partner out of Human Resources or minimize their involvement.

Post the job and attract the right candidates

Rough outline for this section--please contribute

1. Where to post the job
   (a) HR may handle this
   (b) You should guide HR (be part of the process)
2. Recruiting internally within your organization
   (a) Security Champions
   (b) IT, Compliance, and Security-adjacent roles
   (c) Interns or self-directed interest
3. Ask for recommendations
4. Promote the job opening yourself
   (a) Post where candidates hang-out online and at conferences
5. Target candidates in non-cybersecurity roles

Working with Recruiters

Rough outline for this section--please contribute

1. Internal recruiters
2. Third party recruiters
3. Define recruiter filters
4. How to enable your recruiter

Review The Resumes

Rough outline for this section--please contribute

1. Effective resume screening
   - (a) Red flags for the no pile
   - (b) Don't primarily screen for strengths because almost everyone has them
   - (c) How to get HR to screen effectively for you
     - i. This should get discussed at an earlier stage to ensure HR doesn't screen automatically
2. How to interpret resumes
3. How to spot a good potential hire through a bad resume
4. How to spot a bad hire through a good resume
5. Identifying candidates to interview (or pass on) from a resume
   - (a) Prescreen candidates to ensure validity before actual interviewing

Conduct the interviews

Before we talk about what questions to ask (and not ask), you need to make your interview questions the same for all candidates. And be sure that each interviewer uses the same questions with each candidate.

Why?

Because you're comparing each candidate to the same job description, the opportunity is ripe to inject some useful structure into the evaluation and decrease the chance of a mis-hire. You are also setting some boundaries to reduce the risk that an interviewer will ask illegal or unethical questions (see subsection below).

To further reduce this risk, and to better screen candidates, be sure to limit the questions to the skills, knowledge, and abilities that are required to be successful in that job. This should be straightforward to do because you already know what kind of behaviors and skills you want from your ideal hire for this position.

An unexpected benefit of this approach is you are helping each interviewer gain a depth of understanding about what this role is really about and what they can expect from the person that you ultimately hire.

Another benefit of this approach is candidates will see the interviewers as all being on the same page in terms of what they expect from the person who lands the job. This will reduce confusion all around and better prepare the successful candidate to hit the ground running from day one.

When to involve your current team members

Bringing a new person onto your team is a big deal. You want to pick the right person and you want that person to succeed. While a new person's ability to succeed is a function of their own abilities, it's also a function of the daily support they receive from their new team members. Unless you have a strong reason to distrust your team's perspective, involve them in the interview process and listen to their recommendations.

Of course, the hiring manager needs to oversee all the interviews conducted by others. And, they often conduct an interview with the final candidate(s) before deciding who's going to get the offer.

In contrast, you have a wide range of options for involving your team members. At one end of the spectrum, you could involve some or all of them heavily throughout the interview process, which we believe is ideal. Or, their involvement could be nothing more than welcoming their new co-worker after you make the hiring decision without their help, which is usually not a good idea.

We find there are two major variables driving team involvement:

1. Available time
2. Role they will play

Available Time

Many hiring managers feel crushed by a never-ending tidal wave of urgent tasks. They struggle to find time for tasks that are important, but not urgent. Having current team members help select their new co-workers is a great example.

It may seem better to keep your team members focused on urgent matters to avoid missing commitments to your internal customers.

But that might be a big mistake. Bringing a new person onto the team will be disruptive to existing team members if they don't already know them. Giving the team leaders time to help select new team members can greatly reduce that disruption.

Where will the time come from? We believe it's a matter of prioritization, which you need to do all the time with your budget, so you have the ability to make similar priorities with team time. You might have to renegotiate a deadline to make it happen, but it will pay back many benefits in terms of how fast your new hire will be able to come up to speed with the help of their new team.

Role they will play

If you commit to having your team members involved in the interviewing process, it will help a lot if you are clear about what role they will play.

Will they each conduct a 1:1 interview with every candidate? Is their role to simply make a recommendation about who to hire, or do they get a formal "vote"?

However you want to involve them, and you should make their role clear.

How To Get HR To Conduct Initial Phone Screens Effectively

- Goal for HR involvement: Find and remove candidates early in the hiring process who display a big reason why they are not a good fit for the organization and for your team based on the job as you defined it and based on the criteria you set.

- Not a goal for HR involvement: To conduct the one and only interview to determine "fit" for your team.

- How to achieve the goal: Build a strong working relationship with your HR rep so they know what you're really looking for in a candidate.

- What if you can't achieve this goal: Minimize HR involvement, or conduct a second "initial" screening call with everyone that HR screened. If you end up in this situation, despite your best efforts, be sure to not burn your bridges with HR. While our Ideal is to "Hire in a way that builds relationships with candidates, even when the decision is not to hire someone" it will help you in the long run if you build the best relationship you can with your HR rep. Who knows? Things change and if you maintain contact, you may have the opportunity to build the kind of partnership with HR that you really want.

Handling Candidate Personal Information

During the process of reviewing and interviewing job candidates, we are exposed to a lot of personal identifiable information, or PII. Protection of this information is a responsibility of everyone involved in the hiring and employment process. While there are countless laws that relate to the handling of this information, there is a common thread among them all. That is, maintaining information only for as long as required for the purpose in which it was collected and used. After which, the data should be purged from systems.

This is especially important considering we may receive hundreds of applications for a single job posting, making us a greater target for malicious actors who may want to exploit job seekers or commit identity theft.

While we are considering candidates, there may be information shared or provided which we should be cautious in our handling of, through the consideration process:

- **Contact Information.** The contact information of a candidate should be limited only to those who need to contact the candidate. Otherwise, it should be marked out when the resume or CV information is shared.

- **Health Information.** A potential candidate may share information related to a health condition in which accommodations may be required. Should this occur, the information should only be shared with HR for consideration of accommodations and otherwise not documented unless otherwise determined by HR or Legal.

- **Identity Verification.** A hiring manager may be responsible for the collection of identification documents that are required to confirm the candidate is legally allowed to work. This information should preferably be provided by hand, but should you need to receive them digitally, it should be only via secure methods. Sending the candidate a URL to securely upload their identity verification directly to your server is generally a good approach. In contrast, email is not a secure method on its own, so if a candidate emails their documents, make an effort to remove it from your email database so it won't get caught up in backups, archival, or email journaling systems.

As always, it's best to verify any specific requirements and processes with your Legal and HR teams as they may include reporting or documentation obligations not otherwise discussed in this section. Further, having a documented process for how you are handling this information will also benefit the organization, should one not yet be established.

If you are not familiar with your municipality's laws and you operate in the United States, the National Conference of State Legislatures has a great succinct breakdown on each State's laws which can also help you in your understanding of laws specific to your area: https://www.ncsl.org/research/telecommunications-and-information-technology/data-security-laws.aspx

What Not to Ask During Interviews

Hiring employees is a highly regulated activity. There are laws and regulations at all levels of government designed to prevent illegal discrimination "against a job applicant or an employee because of the person's race, color, religion, sex (including pregnancy, transgender status, and sexual orientation), national origin, age (40 or older), disability or genetic information" U.S. Equal Employment Opportunity Commission (EEOC).

You can expect to see restrictions at the federal, state, county, and city/town levels. The effective Cybersecurity Hiring Manager knows and follows these rules for the jurisdictions where their business is operating.

During the interviews, you need to stay focused on relevant questions. Even if the candidate offers information that you're not allowed to request, that's not an open door to ask illegal or unethical follow-up questions.

Questions that are not allowed during the interviews are typically those that have nothing to do with the candidate's ability to do the job. More to the point, these questions are usually related to illegal forms of discrimination.

When interviewing candidates it's important to focus on questions topically relevant to the position, their ability to perform the job, and what they can contribute to the team. Some questions can end up being illegal, and others are just generally not useful in determining the viability of a candidate. While our curiosity and interest in building connections with people can lead us down the point of asking different questions, we can find ourselves asking information that can open us up to legal action or an EEO claim.

When in doubt, don't ask. While the below are general guidelines, we are not your legal counsel and we recommend any questions you feel are necessary that could be in the below mentioned areas be evaluated by a legal professional.

Because laws vary from location to location, we can't give a full and accurate list of all the questions that are prohibited. You can get the list that applies to you from your human resources partner.

So, what questions should we avoid in an interview?

- **Age related questions.** These can be direct such as asking how old you are, or can be surmised based on when someone graduated from High School. This also applies to questions around retirement, comfort around certain ages of employees, and so on. If the work being conducted requires people to be above 18 or 21 for liability reasons, you can ask if they are over that age, and nothing more.

- **Prior salary.** A candidate's prior salary information is not important to your hiring efforts and questions on this are becoming increasingly against the law. If you want to avoid spending time with candidates whose salary expectations may not align with your budget, post the range in your job posting or mention early on that the job has a pay range, cite the range, and ask them if that is something they can work with.

- **Individual traits.** Avoid any questions related to race, gender orientation, gender representation, sexual orientation, traits, visual differences, height, weight, or genetic-related information.

- **Family or living situation.** A candidate's family or living situation, while tempting to ask, is a prime area where our assumptions or biases can get the best of us. Asking questions around spouses, kids, pregnancy or living situation are off limits. Even if a candidate voluntarily provides this information, you should avoid documenting them to avoid influence on your decisions. If the employee is remote, limit questions to things related to the job such as "is there an area of your home you can work without distractions?".

- **Use of public transit.** How an employee gets to our workplace should not matter and can fall into discrimination around financial status. Instead, we should be focused on if they can arrive by a particular time. The rest of the details are for the candidate to address by themselves. If the job posting requires use of a personal car for conducting company business, you can ask if they have one. Though, recognize that said personal vehicle requirement is likely disqualifying other viable candidates if they haven't had the opportunity to acquire a personal car.

- **Arrests and convictions.** Questions about convictions must be limited to those that are related to the job, if the job is sensitive, or requires government security clearance. Questions around arrest are more limited in nature depending on your municipality, especially as an arrest is based on suspicion and not a legal judgement. This resource from Nolo.com can be helpful in additional to advice from legal counsel: https://www.nolo.com/legal-encyclopedia/state-laws-use-arrests-convictions-employment.html

- **Nationality or ethnicity.** Any questions, even related to the language or dialect a person speaks, are a means to deduce someone's national origin or ethnic background and grounds for an EEO complaint. The exception here is if a particular language is necessary to be spoken as part of the job that is not the language you are actively speaking in. Beyond that, you can ask whether they are authorized to work in the country.

- **Religious background.** These questions are often related to the availability of a person around the holidays. Avoid references to specific religious holidays and focus on their availability as it pertains to the role.

- **Disability and health status.** Disabilities and health issues can be both visible and invisible to us during the hiring process. Even if you never intentionally discriminated against someone with a disability, you can be set up for an accusation that you did if it's something you asked. Your focus should instead be on whether the candidate can perform the job. Should they need accommodations, the candidate should bring that up after you've made the offer. While there are some exceptions to whether you can ask about accommodations, that is a question best left to your HR partner or legal counsel.

- **Military Service.** While asking about a candidate's military service is generally allowed, avoid questions relating to the type of military service and reason for discharge unless it is explicitly required for security clearance. Instead, ask what training or experience they received that relates to the position.

- **Prior Job Experiences.** Asking a candidate about their prior job experiences primes the candidate to be negative. Clearly, there is a reason why they are looking for a new job, but all you need to focus on is whether they are a fit for your job opening. Instead, focus on questions as to what brought them to apply.

- **Unemployment or Gaps in Employment.** It's OK to ask about gaps at a high level. However, asking for details about gaps of employment or unemployment should generally be of no concern in determining if a candidate is a good fit as there are any number of reasons for it. Such questions could wade toward discrimination claims if it related to family related matters, health related, and so forth.

- **Finances.** Asking candidates for information details about their personal finances is not appropriate and has no bearing on them conducting their job. However, it is reasonable to ask whether the candidate can live without excess stress on the compensation you offer.

There are also many kinds of unethical questions that you should avoid. In part because they aren't relevant to the candidate's ability to do the job. And because they can lead the interviewer into asking illegal follow-up questions. For example, stay out of these areas:

1. Whether they drink alcohol and how much
2. Any topics related to dating
3. Questions that are designed to indirectly uncover information you are not allowed to ask for directly, such as their year of graduation from high school or college

Here are some example questions that you do not want to ask candidates:

1. Where were you born?
2. Are you going to want to take time off for religious holidays?
3. Do you plan on getting pregnant/having children?
4. When did you graduate from high school?
5. Do you have a disability?
6. Have you ever filed a workers' compensation claim?
7. How did you learn Spanish?
8. Are you a U.S. citizen?
9. How much longer do you plan on working?
10. Where's your accent from?
11. Do you have children?
12. Do you need Sunday mornings off for church?
13. What's your background?
14. Have you been really sick in the last year?

As you can tell, some of the above questions could be asked without your intent to discriminate illegally. But candidates can't be expected to figure that out by themselves. To be on solid ground, we suggest writing up your questions in advance and then asking your human resources partner to review your list before you start interviews.

Overall, your focus in evaluating a candidate should be on their ability to perform the job based on the description you provided, whether they satisfy the requirements you have set forth in the job posting, and if they'll be a good fit. You can worry about getting to know them more after an offer has been extended and accepted.

Qualities to Look For

1. Self-starter
2. Human (soft) skills: critical thinking, ability to influence & persuade, empathy and emotional intelligence, ability to quickly learn (and apply) new skills, tools, and concepts, humility, being approachable, reliability, resourcefulness, curiosity
3. Willing to teach others and document to enable teaching future employees

Effective Interviewing Techniques

Stefanie Hoffman: It's important to remember that not all candidates, even ones that are very skilled, interview the same way. Techniques like asynchronous interviewing, outlining the interview "itinerary" or what the candidate can expect ahead of time and interviews in which the candidate can demonstrate their skills should all be considered. Also, employers should demonstrate that they are willing to make accommodations for neurodivergent or disabled candidates.

1. Ineffective interviewing techniques (avoid these traps)
2. Technical interviews and take-home projects best practices
3. Panel interview best practices

Effective Types of Interviews

1. Cultural fit (2-way street) *Stefanie Hoffman: Interviewer should have some understanding of the candidate's cultural background and how that will likely affect or influence their responses.*
2. Hard skills (this should be defined and/or scoped to fundamental skills for that role, we can also emphasize that all technical skills can be learned)

Interview Questions

1. Behavioral
2. Technical
3. Cognitive
4. Personality
5. Workstyle
6. Human (Soft) Skills
7. Aptitude

Interview Answers

1. Using a scoring system
2. Red flags
   (a) Misused security or technology terms
   (b) Outright lying or gross exaggeration
   (c) Manipulative responses
   (d) Unable to articulate how they personally contributed to the success of a project (flag: using "we" instead of "I" a lot) *Stefanie Hoffman: Is this a red flag? Some candidates, and often women, will naturally give credit to "the team" having been conditioned not to "brag" or openly market themselves, even if they personally contributed a lot. There are way to ascertain a candidate's personal contribution without just paying attention to the pronouns they use.*
3. Green flags
   (a) Good understanding of the nature of risk
   (b) Thinking and consideration beyond technology problems
   (c) Self-driven to research or learn
   (d) Active contributor to the community

4. How to spot potential on-the-job integrity problems
5. How to spot exaggerated skills or experience
6. Panel interviews
    (a) Who should be involved
    (b) What questions each panel member will ask
    (c) How to ensure candidate feel safe to answer panel questions

The selection process

Rough outline for this section--please contribute

1. Why you need to act quickly
2. Creative ways to hire a candidate outside of your salary range
3. Offering other benefits upfront that may entice a candidate
4. Training, conference attendance, career progression, clear paths to advancement, etc.remote/telecommute capable
5. Use of screening or security clearance

Make the offer

Rough outline for this section--please contribute

1. Making the offer
2. Dealing with counter-offers

5 Retention

Ideals

- Make leading and managing your people easier by setting a high bar for choosing which candidate to hire.

- Create psychological safety among your team members so they feel free to say what's on their minds.

- Insist on an atmosphere of candid, respectful collaboration with each other.

- Aggressively create learning and growth opportunities for your people by sending them to training, giving them a learning stipend, and sharing your network with them.

- If an employee appears with an offer for a new employer, don't use it as an opportunity to attempt to retain them. Instead, congratulate them on their new opportunity.

Why retention is important

While we should celebrate the departure of a valued employee as a recent graduate of our program, it is imperative that we treat retention as a major goal for our teams.

We have all felt the pain of departed colleagues. Attempts to quantify the financial burden of departures range everywhere from fifty percent to two hundred and fifty percent of an employee's salary. Since everyone knows that the departure of a valued team member is a near term challenge for any team, fully defining this loss is often curtailed as teams focus on hiring another team member to fill the gap. However, to fully address a problem we need to define all the facets, so that we can make educated decisions about how to face it.

1. Time is a finite resource and hiring consumes a large amount of a manager's time, but it also takes time from Human Resources, time from team members spent training the new employee, and time from the new employee getting up to speed. It is important to acknowledge that some resources, time included, cannot be regained except through more careful future action to conserve it, while under the burden of the already lost resource. While a department can request additional budget, time lost is always a loan against future time, with interest. In some ways, this makes time a more valuable commodity than budget.

2. Seniority is another finite resource, one used to preserve experience, organizational knowledge, historical knowledge, and mentoring capability. In a manner similar to time, a team can't regain seniority through action, they can only reclaim seniority by saving it in the future while operating with a reduced level of seniority until it is accrued again. Prioritizing the retention of seniority in the first place is the only way to minimize the loss of this resource.

3. Reputation is yet another finite resource. For the purpose of this handbook, we can simply define reputation as being built by positive interactions and lost by negative ones. Companies from small to large have an external reputation, observed by customers, business partners, and potential hires. If your business partners or customers are constantly working with new or disgruntled employees, how likely are they to consider your company as a stable employment opportunity? If a potential hire lives in the geographic region of your company, what is your external reputation as a member of the community?

4. Each team and team member also has an internal reputation. In a company trying to build a culture of valued employees, an incongruous lack of retention efforts undercuts this culture and destroys the reputation of whomever is pushing the culture as well as the team leader letting employees go. Managers lose reputation each time HR conducts a negative exit interview, and each time HR expends time to help hire an employee only to have them leave a short time later. Team members observe these reputational changes when they decide which team they want to work with or for. Once again, reputation is the kind of resource where regaining it is more expensive than keeping it.

5. Last of all, morale is gained as a combination of innumerable interactions, achievements, even failures as your team bonds over time and gains confidence in their value and capabilities. Morale results in teams being comfortable taking the right risks at the right times, while garnering pride in their ability to work well together. The path to a high morale team suffers a setback every time changes are made to membership, which of course means that retention is a requirement for high morale.

Notice in each area that the costs we can't easily define are the ones that are also the most difficult to reclaim. A manager can also make a business case for additional budget, but there is no executive to request reallocation of time, reputation, or seniority. A failure to achieve retention is not simply a loss of productivity until a new employee is hired with some fiscal cost of re-hiring. Every employee lost is a permanent loss of time, reputation, and seniority that cannot be reclaimed.

In addition to the losses accrued as a failure to maintain retention, we also gain a few negative factors. Stress increases as employees are left with the same workload, less employees to complete it with, and the debts discussed earlier. Stress leads to burnout… which leads to further retention issues.

Having defined retention as more than simply the fiscal or productivity cost, we have a better idea of why it is so imperative that we take serious action to retain our employees. Retention also leads to positives beyond 'not suffering pains from low retention'. Some of these benefits are straightforward, for instance not gaining a bad reputation usually leads to gaining a good reputation. Not losing time, or seniority to retention means that you're gaining this resource. There are other areas that also need to be specifically identified as positives of maintaining retention.

1. First and foremost, retention builds a culture of valued employees. A culture of valued employees is a multiplier for your internal and external reputation. It also results in higher team morale, as conflict can be handled in a healthier manner from employees who feel valued.

2. Higher morale leads to reduced stress. Reduced stress and steady workload results in less burnout.

How to retain team members

I recently heard a manager say, “we are not going to train you enough to leave.” While that may have been a faux pas or verbalized in a manner unintended, it is a real fear of managers to train their employees, giving them tools to get better paying jobs elsewhere. Not being the first time, I have heard these same grumblings multiple times in the past as well. This type of mindset is produced out of fear and anticipation of future situations that cannot be controlled.

I suggest an alternative to manage this fear mindset. To implement a policy of training dollars paid, but if an employee leaves the company before a year (insert your fair recoup time here) passes after finishing training, this expense is owed back. I have worked for a company that has successfully implemented this type of policy. This method clearly communicates that the company encourages training to keep up in this ever-changing industry and in-demand competitive technical skills, and the company is more than happy to facilitate continual learning, but if employee leaves before time allotted for working with the new skillset, then reimburse the company for the cost of the training, and best of luck on your future endeavors. It lays out clear up-front expectations and fair agreements.

In general, an attitude of keeping a leash or limits on skills training for your current workforce only hurts the employer in the long-term. The best and brightest will be more resourceful and independent of relying on their employer to hand them a skillset. They will go out and find a way to obtain the skills they desire themselves.

This keeps the door open for an employee to also return to your company on good terms in the future.

In my twenty years of professional working experience, I have rarely had a colleague leave a company on a money basis alone. Oftentimes, it is a toxic work environment or a lack of accomplishment, or inability to affect any real work because there are too many process obstacles in place. In this field, it is rarely ever just about the money. Unless you are way off the bottom averages for salary, a regular person likes their work routines, their co-workers, and the work they were hired to do. Think about the effort it takes to keep up a resume and go out to do a job search. This is not something the average employee does, unless spending time updating their resume has multiple contributing factors. I have yet to meet a colleague who specifically dedicates their leisure time to a job search unless they are unemployed.

If you have an employee turnover problem, might I suggest looking deeper into the company culture, or investigate your responses to employee surveys about challenges they face in accomplishing their work at your company. Solicit feedback. There are many ways to facilitate feedback at no cost.

Another retention idea is to give technical employees an avenue to promotion that is outside of becoming a manager to other people. My colleagues and I have said it too many times, that just because a person is good at technical product or program management, this does not mean they have the wherewithal to manage people, nor the desire. Their technical success and the management people are mutually exclusive, but often, this is the only path for promotion. Might I suggest two separate tracks for advancement in technology management and people management. People are not machines or composed of code, so why would it be considered reasonable to combine the two and expect this new manager to be successful at it.

1. Avoid mis-hires
    (a) May be unable to fire people who are unable to perform

    (b) Loss of hiring manager's political capital

    (c) Exposure to lawsuits

2. Avoiding burn out
    (a) Set reasonable expectations with people about stress management

    (b) Give people tools to manage stress

    (c) Monitor how well people are managing stress

3. Preserve team morale

Show your new hire that you care

Rough outline for this section--please contribute

1. Onboarding
2. Day one re-interview
    (a) Find out what their skill, job, and career goals are
        i. Assuming they know
        ii. How to enable your new hire to get to that level of awareness?
    (b) Find out what job satisfaction means to them
3. Coaching and supporting employees: manage them up or manage them out

   (a) Scheduled 1:1 (One-To-Ones) every week with employee (ideally in an informal situation, such as over coffee)
      i. First 10 minutes let the person talk
      ii. Next 10 minutes Manager provides message/expectations
      iii. End 10 minutes talk about the future
   (b) Coaching difficult people
   (c) Document outcomes of 1:1, in email, tickets, and evaluation reviews.
      1. HR Assistant for disciplinary actions

4. Growing people and their talent
   (a) What's in it for them?
   (b) What's in it for you?
   (c) Ongoing training (conferences, paid training, self-learning)
   (d) Free training 1. Affordable training
   (e) Giving back to the community
   (f) Enhance your employer reputation

5. What if someone on your team just wants to do the same tasks all the time? – depends on the value of their current work set, and your needs. There are many practical reasons for an employee who wants to stick to a particular work set. If these same tasks are a valuable contribution, there is nothing wrong if it is a satisfactory space for the company. We are creatures of habit, and that employee may have other priorities or personal situations to deal with outside of work, where they feel as though they do not have the mental capacity to take on new skills or tasks. Perhaps they have children, dependent parents, or are working through schooling. It may be temporary. If this is not satisfactory, lay out your expectations and give them a chance to respond to the gap between what company expectations are compared to their current performance.

Build a high-functioning cybersecurity team

Rough outline for this section--please contribute

1. Increases retention

2. Reduces organizational cyber risk

3. Sets you up to become an influencer within your organization

4. Building/sustaining team culture
   (a) Consider cultural nouns and pronouns, us vs them, admin vs user, exec vs general population, these will set the tone for your team

(b) Set the example

(c) Build a bottom-up culture that fits the top-down culture?

(d) Schedule brainstorming sessions

(e) Open Door Policy

(f) Documenting processes/procedures to enable job rotations and cross training

5. Strong cross-team communication and bonding
   (a) Team meetings
      i. Have members of the teams provide 15 minute lightning talks on something they know to help the team understand there job or a process, and how it relates to mission of company, etc.

   (b) Social events

   (c) Team-building activities with other departments

6. Individual one-on-ones
   (a) Formal reviews

   (b) Informal updates/check-ins

7. Dealing with conflict

8. Dealing with stress (yours and your team's)
   (a) Fitness Center

   (b) Yoga

   (c) Stretch Sessions

   (d) Walk around block

   (e) Personal Day (reset and recharge)

9. Dealing with and preventing burnout
   (a) Pointing out signs/red flags of burnout

    (b) Using empathy to understand causes

    (c) Addressing team or policy sources of burnout

10. Dealing with low performers
11. Succession planning

6 Departure

Ideals

- Celebrate the people who move on to another opportunity as graduates who will support you in the future
- Request feedback to understand their perspective on how things were for them, and their thoughts around improvement.

Letting go of poor performers

Rough outline for this section--please contribute

1. We promote successful employees until they aren't successful anymore, consider moving them to a role where they have been successful rather than removing them? (could using a career path approach decrease the risk of poor performance?)

2. When your hire doesn't work out

3. Performance improvement plan

    (a) Reiterate to the employee that you want to retain them and their contribution is valuable

4. Progressive discipline process

    (a) Work with HR

Offboarding

Rough outline for this section--please contribute

1. Removing access promptly
2. Exit Interviews
3. Data retention policy

Conclusion

Rough outline for this chapter--please contribute

1. Growing your manager talent
2. Career growth and promotion
3. Transitioning from independent contributor to supervision
    (a) New skill sets required
    (b) Risks of a “bad” promotion
    (c) Playing to your strengths not your weaknesses
    (d) Different types of challenges
    (e) Being relationship-oriented
    (f) Pitfalls to avoid
4. Choosing to not enter people supervision as a career growth/change
5. Alternate technical career path
6. Additional resources