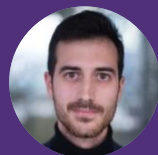# Cyber Talent Management

How is the market performing?
Feedback from the ground on career path implementation

Enzo ALLAIN
Senior Consultant
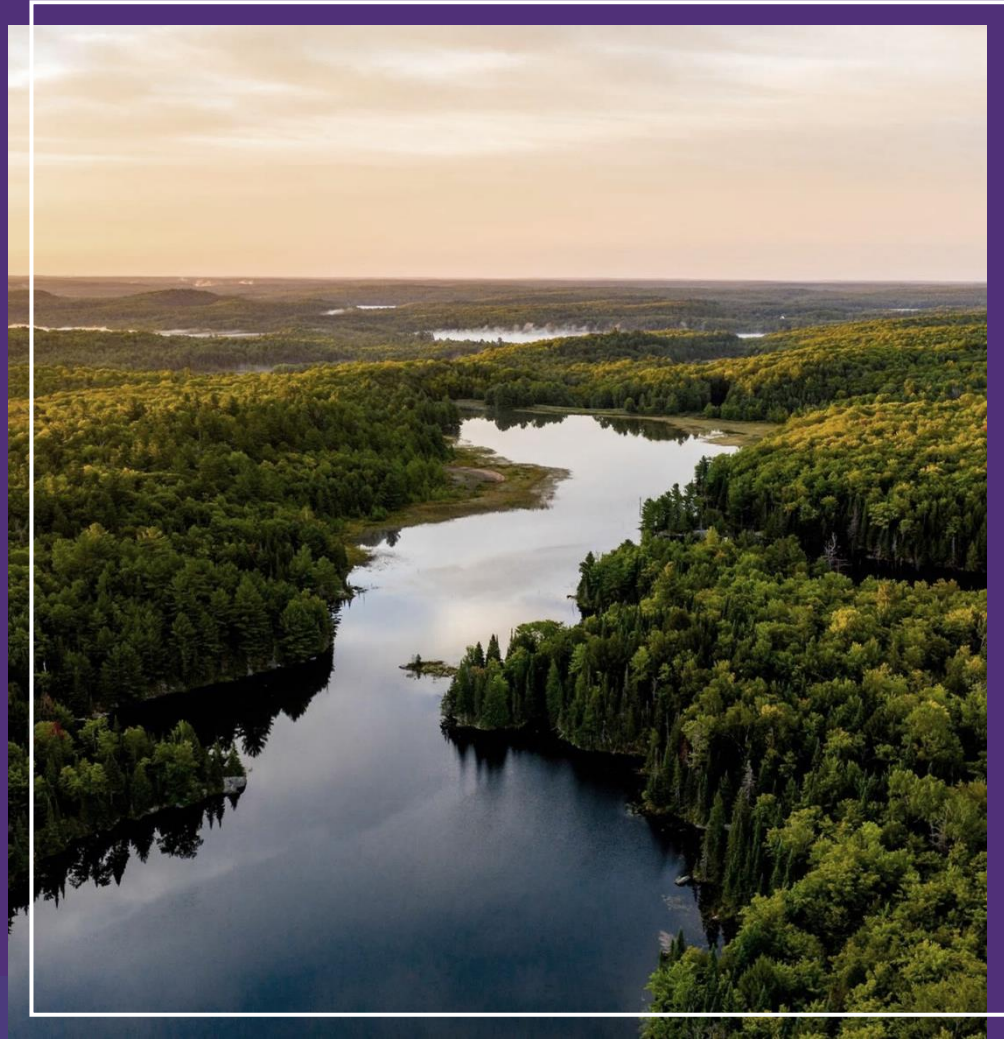enzo.allain@wavestone.com
(+33) 7 64 50 02 14

Isabelle DIDELOT
BNP Paribas
Head of Security Awareness &
Training Programs

Noëmie HONORE
Associate Partner
noemie.honore@wavestone.com
(+32) 484 67 84 29

WAVESTONE

What do you expect from this workshop?

Overview of the **cybersecurity workforce landscape**

Persistent talent shortage	**4 million** unfilled cybersecurity jobs in the world (+13% compared to 2022) *(ISC2 2023)*
Lack of diversity in talents profiles	Only **25% women** working in cybersecurity (+1% compared to 2022) *(Cybersecurity Ventures; ISC2 2023)*
Increasing skills gaps	**92%** of professionals reported having cybersecurity **skills gaps** within their organizations *(ISC2 2023)*
Unprecedented threat landscape	**75%** of cyber professionals view the current landscape as the most challenging it has been *(ISC2 2023)*
Pathway into cybersecurity is shifting	**20%** of the new workers **received a master's degree** before entering the sector (compared to 40% of bachelor's degree) *(ISC2 2023)*

Three **current challenges** in cybersecurity

KNOW WHO YOU NEED

- *Define the* **cyber activities** *to run*
- *List the* **people** *of the cyber division*
- *List the appropriate* **cybersecurity jobs**
- *Define your* **"make or buy"** *strategy*

NURTURE YOUR TEAM

- *Create a team* **spirit** *and* **rituals**
- **Develop your people:** *train & give perspective*
- **Consider** *your experts*

ATTRACT THE TALENTS

- *Develop your cyber division* **brand**
- *Become the* **best head hunter** *in the market... and* **within your organisation**

Maturity analysis based on Wavestone benchmark

Talent management for cyber talents: **assess** *your maturity, your position in the market and* **act** *where it matters!*

Evaluation of the **maturity distribution** *(4 levels of maturity expected) of each topics based on the cyberized framework of Employee Value (HBR, 2023)*

A **reliable approach***: data collected through in-person maturity assessments done by Wavestone auditors*

A dataset of already +20 companies from **multiple sectors***: telecommunications, financial services and industry… at an* **international** *level (BE, FR, LUX, UK)*
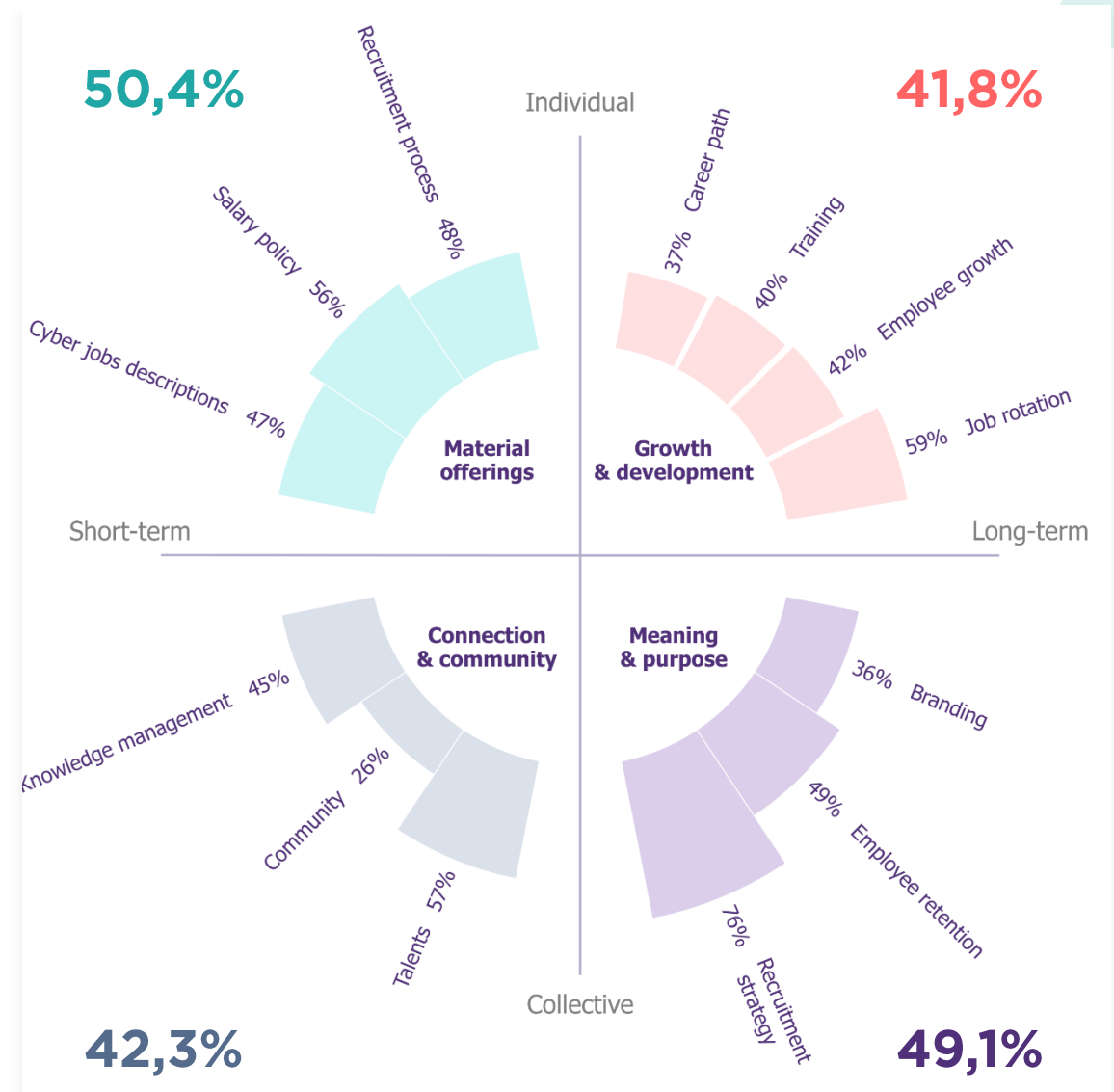
Already +20 companies

7 topics

Recruitment

Training

Knowledge Management

Culture

Organisation

Retention

Cyber Talent Management current **maturity level**

Talent Management maturity score

-: 32.4%   **45/100**   +: 65.2%

+20 organisations interviewed (Wavestone, 2024)

50,4%   Individual   **41,8%**

Recruitment process 48%
Salary policy 56%
Cyber jobs descriptions 47%

37% Career path
40% Training
42% Employee growth
59% Job rotation

Material offerings   **Growth & development**

Short-term   Long-term

Connection & community   **Meaning & purpose**

Knowledge management 45%
Community 26%
Talents 57%

36% Branding
49% Employee retention
76% Recruitment strategy

Collective

42,3%   **49,1%**

First initiatives to **set a framework** for individual growth…

…the more **mature** organizations aspire to…

0% | *of the companies have a materialized* **career path**

66% | *of the companies* **are building** *their first cyber* **career path**

Have a clear **cyber career path** with:
- *A materialized* **job repository** *with detailed cyber job descriptions*
- *A mapping of the* **skills**
- *A mapping of the appropriate* **trainings** *per job or skills*

26% | *of the companies have a materialized* **training catalogue**

Have a materialized and **up to date training catalogue** with:
- *A regular* **review** *of the trainings listed*
- *A* **complete training offer** *with a unique entry point for employee proposing multiple platforms (MOOC, online courses, trainings in person, conferences and webinars, partnerships, etc.)*

60% | *of the companies have a clear* **mobility process**

Strongly encourage the **mobility within the company:**
- *To allow mobilities within the cyber team*
- *To attract new talents with complementary skills via workshops/events to generate/push for internal mobilities*

6% | *of the companies have a clear* **retention plan**

Steer their retention strategy, at least for experienced and key people with:
- *Existing associated and documented* **means**
- **Quarterly moment**: *1d/quarter to discuss and define individual/collective action plan*
- **Daily management** *in accordance with the retention strategy*

First initiatives to **nurture** the current community and making it grow…

…the more **mature** organizations aspire to…

20% of the companies have set up *rituals* for their cyber team and know how to handle **informally knowledge management**

Have a clear **knowledge management steering** with:
- *Dedicated expertise circles/communities per expertise*
- *Dedicated time and budget with defined objectives and KPIs*
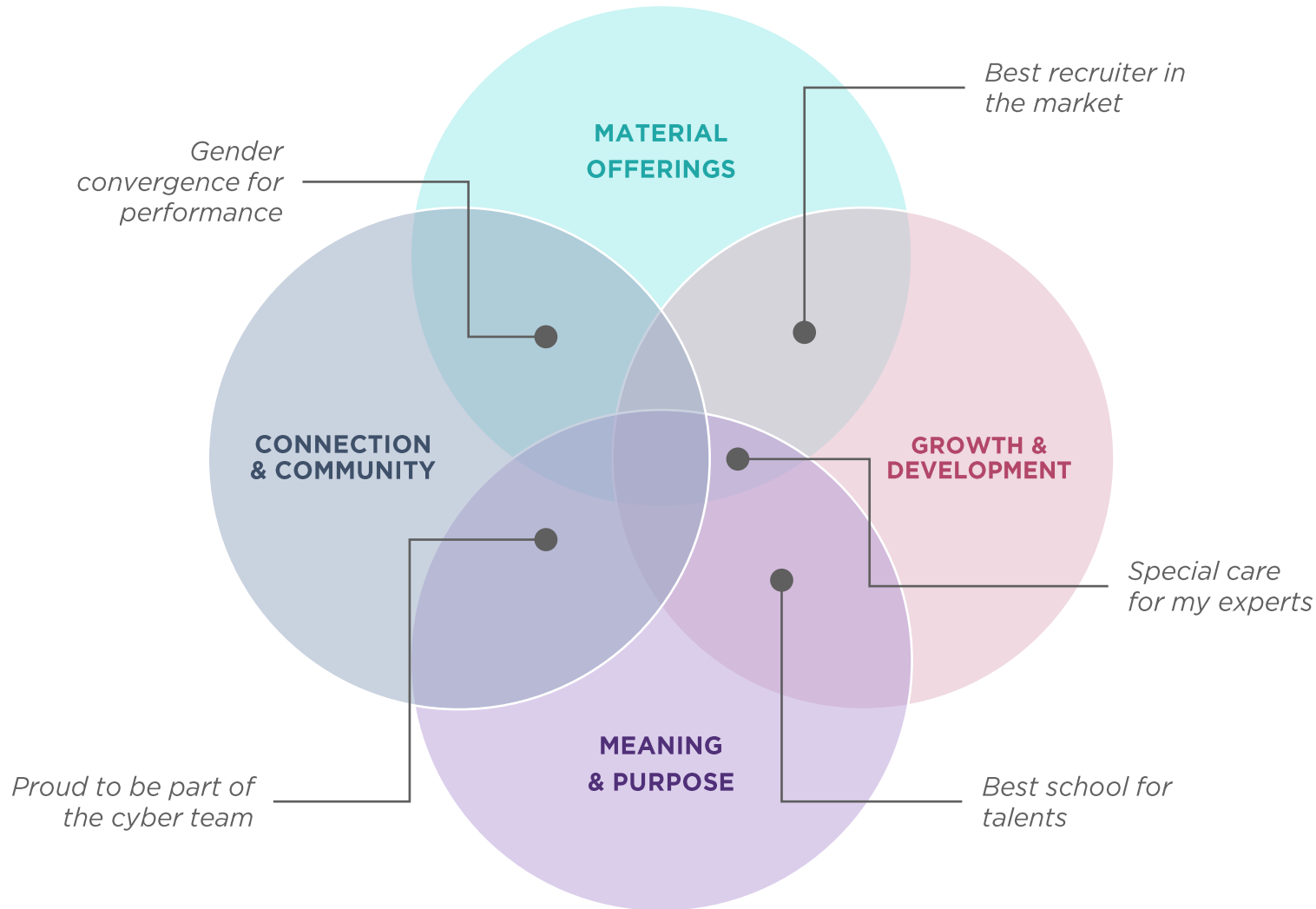- *A real consideration of the value of* **expertise** *(expert program)*

6% of the companies have initiated actions to enhance their *internal branding* image

Have a clear **internal branding** strategy:
- **Development** *of the reputation with testimonials and role models*
- *Internal* **seminars** *for cyber team and seminars with other teams*
- **Collaboration** *between business and IT team (ex: business resilience, risk management, etc.)*

20% of the companies have initiated actions to enhance their *external branding* image

Have a clear **external branding** strategy:
- **Partnerships** *with schools/universities*
- **Memberships** *with associations, institutions and group of interest*
- *Attend, speak at conferences, forums to share expertise &* **network**
- *Inspiring operational team thanks to* **training** *on recruitment methods*

Shape your Talent Management strategy...

Gender convergence for performance

Best recruiter in the market

MATERIAL OFFERINGS

CONNECTION & COMMUNITY

GROWTH & DEVELOPMENT

Special care for my experts

MEANING & PURPOSE

Proud to be part of the cyber team

Best school for talents

...with the **Wavestone Cyber Talent Management Benchmark**

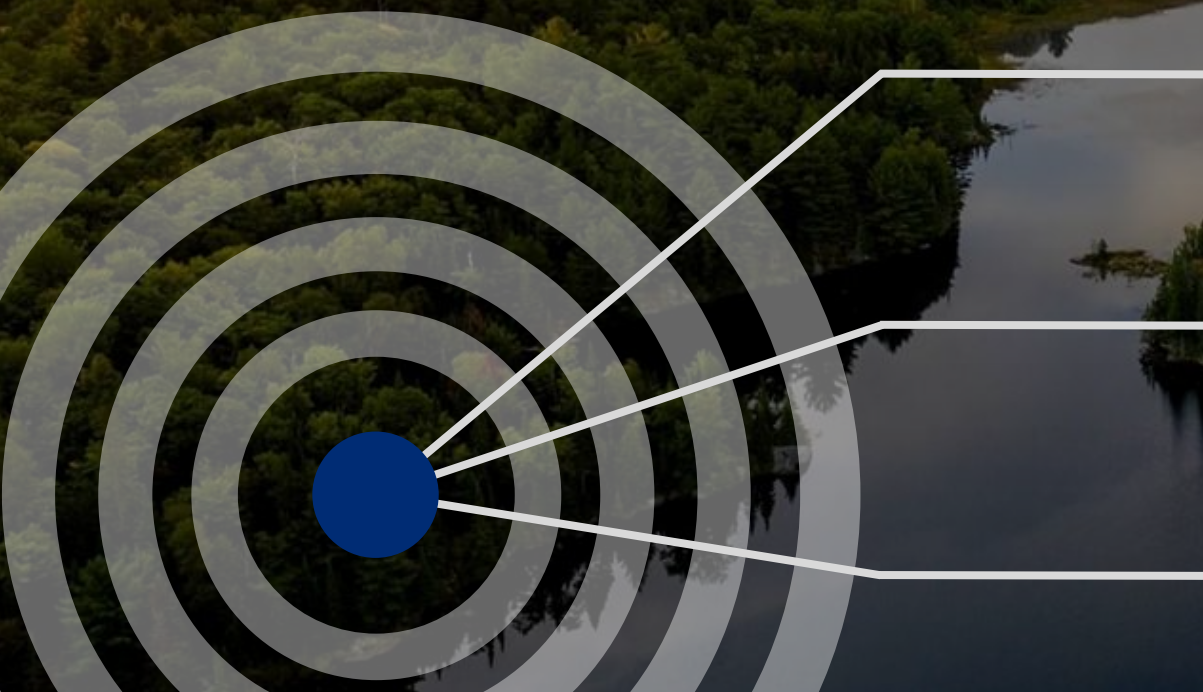...*to* **assess** *the current situation*

... *and set your key* **objectives**
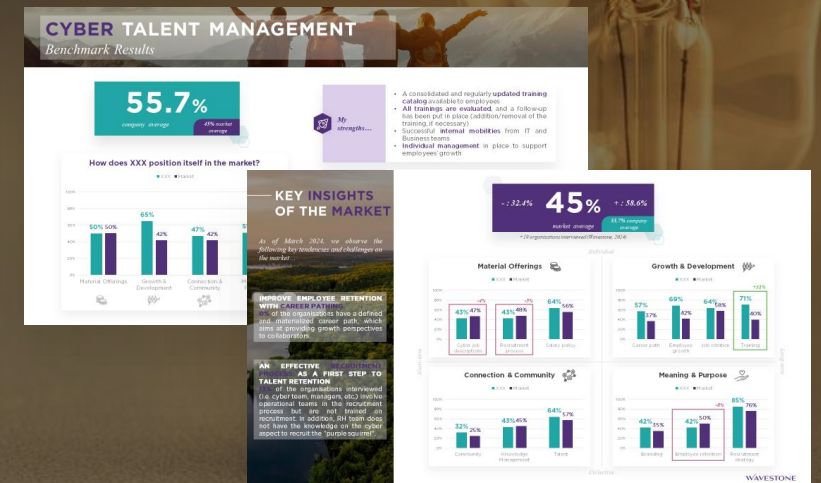
Feedback from the ground on **career path** implementation…
with **BNP Paribas**

CONTEXT & OBJECTIVES
As part of the « Cyber Trust 25 » strategic plan, with the objective to build a team of professionals with strong cyber security expertise, several initiatives have been launched by BNPP, including the creation of a « Cyber Training Path Tool » to define specific needs and skills according to each cyber job and to design pathways to move from one job to another

Enhance collaborator's understanding of possible professional perspectives
Expected deliverable: Update of the cyber job referential & formalization of role cards

Facilitate the identification of the skills and associated trainings to retain cyber Talents
Expected deliverable: Update of the cyber skills referential & the training catalogue

Create a tailor-made training offer in order to meet collaborator's objectives
Expected deliverable: Formalization of a Cyber Training Path Tool

The update of BNPP referential, prerequisite **to set up a Career Path**

1. Update of the **BNPP job referential** & **job cards** formalization

- Based on **documentation analysis** (ANSSI, collaborators mapping), **BNPP context** (existing job referential…) & **Wavestone expertise**
- Description of **all activities** for each cyber job
- **Results:** +6 jobs

2. Update of the **skills referential** & **training catalog**

- Based on **documentation analysis** (Cyber Campus, catalog from training organizations), **BNPP context** (existing skills referential…) & **Wavestone expertise**
- **Results:** From 1 (*"IS security & cybersecurity"*) to 18 cyber skills
- **Results:** Identification of +50 new trainings for each level of mastery of each cyber skills

3. Formalize a **jobs / skills matrix**

- Identification of the **expected level of mastery** (beginner, intermediate, expert) of each cyber skills for a given cyber job
- **Results:** Jobs / skills matrix

Feedbacks

Scope properly the project (soft skills included? Worldwide tool? Fraud job?)

Ensure the involvement of HR & cyber management (formalism, tooling, etc.)

Take time to identify adequate trainings (no reference on the market)

An automatized tool to support collaborators growth

How does it work?

- Complete **the self assessment grid** with his own level of mastery

- Identify **target job** & **discover closest cyber jobs** to progress in their career

- The tool **automatically identify relevant trainings & certifications** to reach the next level of mastery that the job request

Feedbacks

A discussion between manager & collaborator is mandatory to validate the identified training.
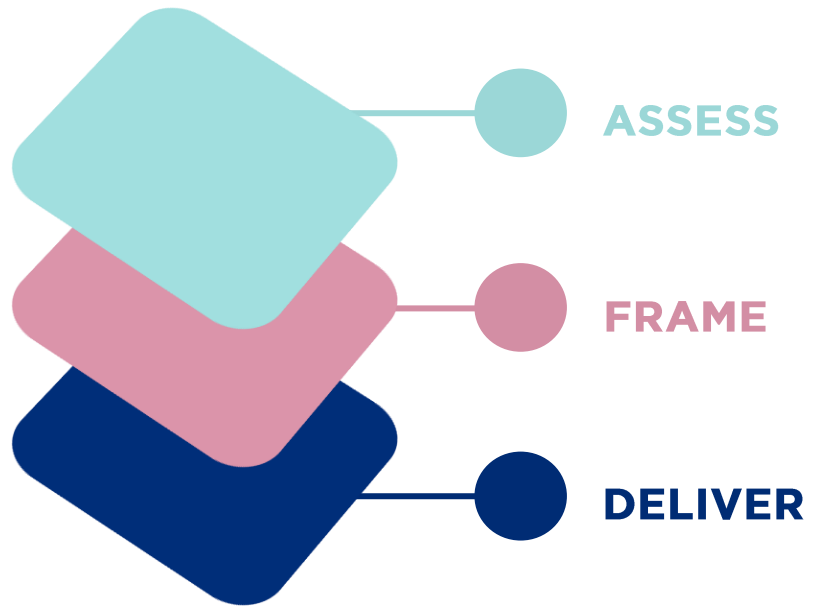*This tool is a support for decision and must identify new perspectives.*

A test phase needs to be performed and managers must be trained

Necessity for the organization to make the tool sustainable over time

Next steps to create a Cyber Career Path Tool

- Integrate soft skills in the tool

- Implement experiences levels into cyber jobs

What we offer

ASSESS

FRAME

DELIVER

360° OVERVIEW
Perform a diagnosis & assess the maturity of Cyber division
Deliverables: maturity assessment, action plan

Diagnosis of the **existing situation**, *definition of the* **target division** *(ambitions) and the* **roadmap** *to reach the goal thanks to a detailed* **action plan and priorities**

HOT TOPICS *to be addressed on a risk-based approach*

- **Focus on your expert people:** Retain your expertise
- **Focus on recruitment:** Go in the field!
- **Focus on building a salary framework**
- **Focus on movers:**
  How to reach non-cyber talents?
  How to encourage mobilities between cyber teams?

Key elements of Cyber Talent Management

- Create **job descriptions**
- Create **career path** & skills description
- Create **training path**

- Review and complete the **recruitment** process
- Design a **mobility process**

- **Brand** the cyber division (internal & external)
- **Animate** the division
- Create **expertise circles**

- **Programme steering**
- Bring **change & training**
- **Support** with unions

$$A^2BC^n$$

by WAVESTONE

A^2 _{ssess} **B**uild **C**_{are}