

# National Initiative for Cybersecurity Education (NICE) Modernize Talent Management (MTM) Working Group (WG)

## [Cyber Career-Entry Guidance for Job Seekers & Employers]

[Finalized –11/15/2021]

Project Team Lead(s): [Peter Meehan (Employer), Neferteri Strickland (Employer),  
& Brian Ford (Job Seeker)]

MTM WG Co-Chairs: [Lynsey Caldwell, Melissa Woo, Kevin Perry]]

### 1. Project Team Description

This project team is being constructed for the purpose of addressing Objective 3.3 and 3.4 of the NICE Strategic Plan which was drafted by members of the NICE Modernize Talent Management Working Group. The team will meet as needed to collect and share ideas. The project team will define the desired outcome within a reasonable timeline.

- Project Team – 2 Focus Areas based on deliverables below. Team members can be found in a list at the end of this document.
  - Employer Focus
  - Job Seeker Focus

### 2. Project Team Purpose

- Create guidance resources for job seekers and employers that:
  - Promote the establishment of more entry-level positions and opportunities that provide avenues for growth and advancement.
  - Provide guidance on how to align qualification requirements according to proficiency levels to reflect the competencies and capabilities required to perform tasks in the NICE Framework.

### 3. Project Team Objectives

- **Overall (Applies to Both Job Seekers & Employers)**
  - Define and describe the term ‘entry-level’ for technical, non-technical, and transitional military cybersecurity roles, regardless of age (consider career pivots). Recommend a more appropriate term than ‘entry-level,’ if needed.
  - Define and describe any differences in scope of entry-level positions based on; sector type, size, complexity, and need.
    - Look at other research (ISC2, Cyber Seek, etc.) and consider survey to define needs
  - Describe entry-level pre-feeder roles, opportunity types for degreed and non-degreed professionals, and resources that could help an entry-level job seeker know where to start.

- **Job Seeker Specific**

- Describe roles that are appropriate for entry into a cybersecurity field from various entry points.
  - Map to the NICE Framework
  - Provide salary information which is scaled to sector type and size
    - Consider survey to gather information
- Specify unique regulatory or other knowledge/skill requirements of certain sectors to increase entry-level career readiness.
- Describe required versus preferred qualifications linked to the NICE Framework as examples for a small number of commonly requested work-roles (to keep to a realistic scope).

- **Employer Specific**

- Define guidance that ensures that entry-level positions are scoped appropriately and do not have onerous or unreasonable qualification requirements; to include guidance regarding required versus preferred qualifications that encourage diverse candidates. Examples:
  - Recommend employers to provide more realistic entry-level requirements regarding education, experience, and certification requirements (i.e. Employers should not list roles as entry level on job sites that include CISSP.) and increase use of language that says “may have” versus “must have”.
  - Encourage the development of job descriptions with qualification requirements that are aligned to the NICE Framework.
  - Provide clear and explicit minimum requirements/expectations in job descriptions for entry level-positions (type of role, etc.)
  - Specify unique regulatory or other knowledge and skill requirements of certain sectors to increase likelihood of applicant career readiness.
- Define guidance that helps employers emphasize diversity of background and experience for entry-level positions.
  - Encourage employers to measure the demographics of the current team and address gaps; evaluate recruiting methods and seek to expand candidate pool. Re-evaluate definitions of talent.
- Encourage employers to show position requirements (competencies, skills, etc. (in their career ladders.
- Define guidance to employer on how to promote and train on the NICE Framework within HR
- Describe best practices to connect local employers seeking entry level talent to the education and training providers in their community that prepare entry-level talent.
- Describe expected ROI for employers when hiring entry-level cybersecurity positions. Examples:
  - Measure acquisition cost of entry level versus mid-career talent; measure retention rates of different groups
  - Employers should develop programs for staff to train for in-house cybersecurity responsibilities.

- Consider talent acquisition programs that allow for career switchers to qualify for jobs. Increase internal awareness of what cybersecurity work is and who might qualify (with some additional training).

#### 4. Project Team Deliverables

- A document(s) and/or other artifact that encourages promotion of entry-level positions for employers and HR professionals.
- A document(s) and/or other artifact that empower job seekers to explore entry-level positions and provides guidance.

#### 5. Timeline for Project Development

- Needs to be completed over 6-month duration (by June 2022).

#### 6. Draft Project Team Meeting Agenda

<p>[Project Name] Meeting [Date   Time] [Meeting Access Information]</p>
- Roll Call
- Review of Project Charter
- Discussion: Actions Taken Since Last Meeting
- Discussion: New/Ongoing Action Items
- Next Meeting Reminder

#### 7. Project Team Members

- **Employer Focus**
  1. Peter Meehan
  2. Neferteri Strickland
  1. Felice Flake
  2. Nelson Abbott
  3. Melinda Miguel
  4. Melecia McLean
  5. Frank Cicio
  6. Monica Reagor
  7. Girish Seshagiri
  8. Debbie Gordon
  9. Greg B. White
  10. Mark Ouellette
  11. Andrea Whitesell
  12. James Stranger
  13. Christopher Will
  14. Brian McCathy
  15. Tony Bryan

16. Sondra Schneider
17. Monica Reagor
18. Tamia Russell
19. Matthew James
20. Teana Fredeen
21. Mai Ensmann

- **Job Seeker Focus**

1. Brian Ford
1. Edwan Fon
2. Amy McKearney
3. Jeff Felice
4. Ping Wang
5. Nancy Austin
6. Max Shuftan
7. Karina Queiroz
10. Teana Fredeen
11. Crystal Rice
12. Katie Adams
13. Dana Winner
14. Jonathan Brandt
15. Rob Pettway
16. Sondra Schneider
17. Monica Reagor
17. Melecia McLean
18. Sanford Weinberg