Building a Cybersecurity Talent Program to Tackle Dynamic Upskilling

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Introduction

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Director, Cyber Talent

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Bits, Bytes and Loyalty

"

Many cybersecurity employees currently do not believe they are getting adequate professional development for career growth opportunities from their employers. This lack of investment in talent hampers retention efforts across the industry. Many employers fail to adequately invest in training programs and growth initiatives. Without the ability to actively expand their skills, employees become dissatisfied, leading to departures.
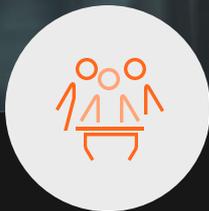
- Aspen Digital, 2023

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Situation

Cybersecurity talent shortage

Disparate recruiting and retention programs

Business as usual is **NOT** the answer

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Solution

Creation of a security talent and workforce program

01 Bring disparate efforts into a concrete roadmap

02 Solve gaps in creative ways

03 Measure and optimize

Cyber Talent Program

Attract top talent

Talent always on

"Capture the Flag" intern event

NICE framework mapping

Pooled hiring events

Partnerships

Volunteerism

Upskill the workforce

Cyber Talent Hub

University partnerships

Training for retention and upskilling

Provide career mobility

"Unlocked" platform

Career mobility dashboard

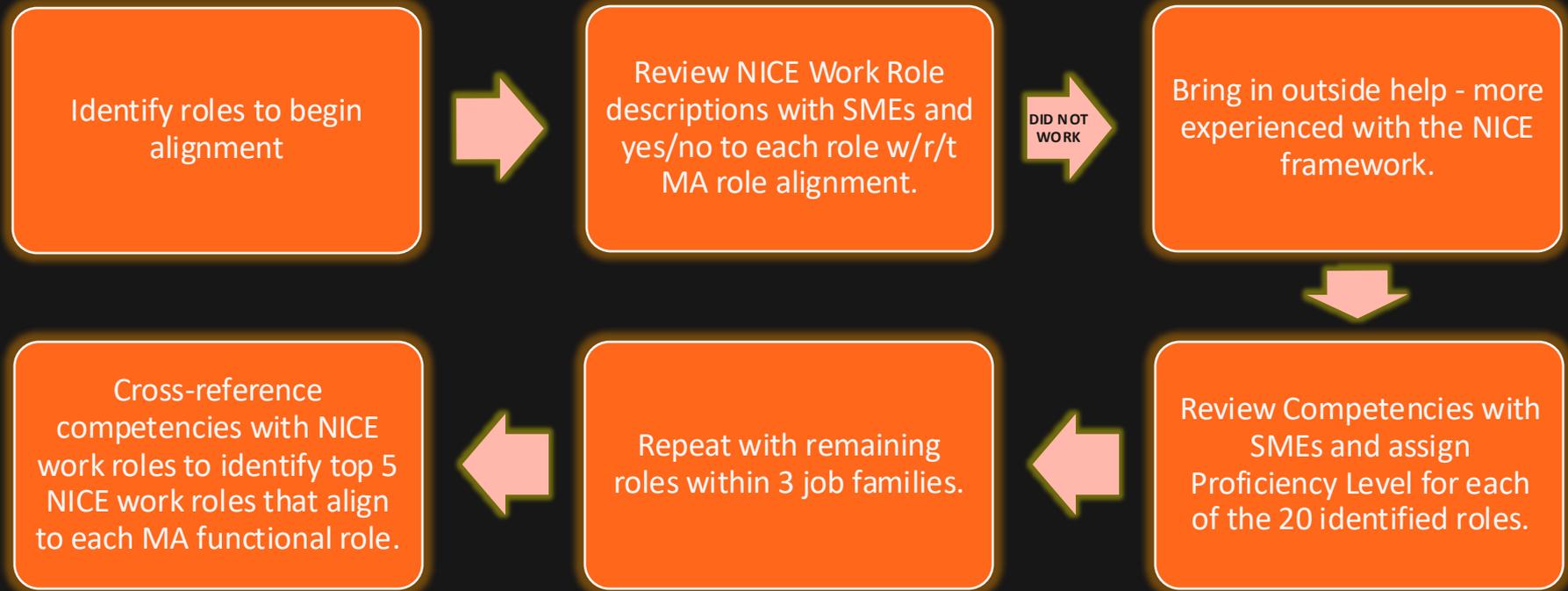**Metrics and ROI**

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NICE Framework Alignment

White House commitment to the Office of the National Cyber Director – Cyber Workforce and Education Strategy

Job descriptions include NICE framework reference

Oversight & Governance

Design & Development

Implementation & Operation

Protection & Defense

Investigation

NICE **Framework Work Role Categories**

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NICE Framework Alignment

Identify roles to begin alignment

➡

Review NICE Work Role descriptions with SMEs and yes/no to each role w/r/t MA role alignment.

DID NOT WORK ➡

Bring in outside help - more experienced with the NICE framework.

⬇

Review Competencies with SMEs and assign Proficiency Level for each of the 20 identified roles.

⬅

Repeat with remaining roles within 3 job families.

⬅

Cross-reference competencies with NICE work roles to identify top 5 NICE work roles that align to each MA functional role.

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Focus on aptitude and attitude

Clearly defined essential job responsibilities

Includes comparable experience, not just degree

Knowledge, skills and experience are realistic for role

NICE references provide standardized KSAs

Overview
The Corporate Security organization is looking for Information Security Analysts to join us in several of our internal departments. The ideal candidate is passionate about cybersecurity, highly motivated, analytical, and has a creative mindset.

In this role, you will:
- Support security measures and operate software to protect information and systems and monitor computer networks for security issues.
- Test and evaluate new technology, report possible threats or software issues to management
- Analyze security systems and seek improvements on a continuous basis
- Create/update team documentation, procedures and analytics
- Develop an understanding for security policies, regulatory compliance, and technical aptitude on complex technologies and strategies

All About You
- Four-year degree in a related field (or certifications and comparable experience)
- Exposure to security, including network and internet systems security Strong written and oral communication skills
- Ability to identify and understand security terminology, concepts, and practices
- Some experience in security software/tools
- Ability to prioritize projects
- Critical thinking skills and the ability to solve problems as they arise
- Technical skills (i.e. code development, platform management, sys admin, etc.) and an understanding of security services (authentication, vulnerability management, access management, and/or log monitoring) are a bonus

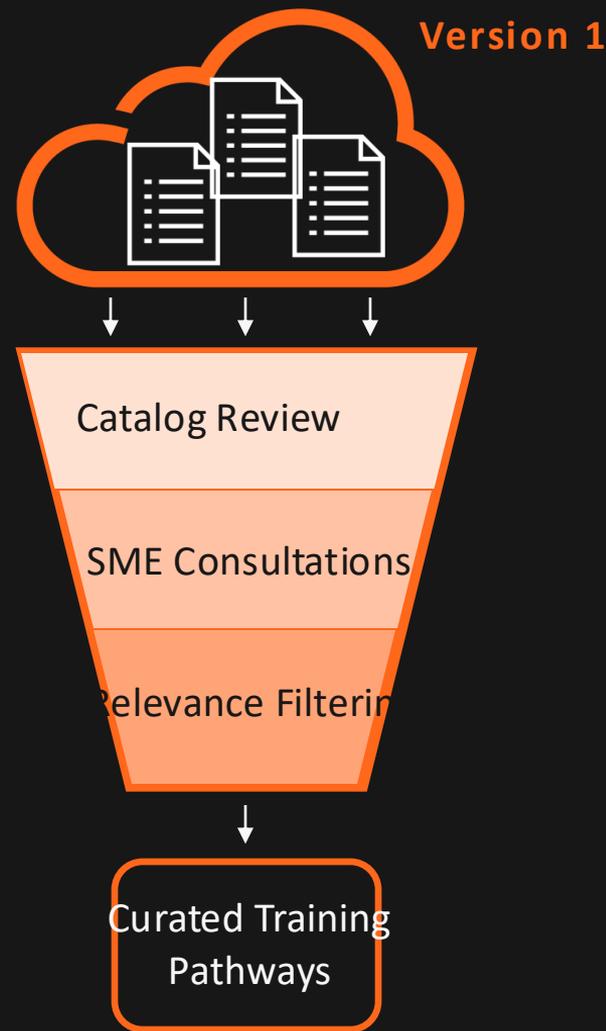**National Initiative for Cybersecurity Education (NICE) Framework references**
This Mastercard role shares Knowledge, Skills, and Abilities with related NICE work roles:
- Defensive Cybersecurity
- Incident Response
- Vulnerability Analysis
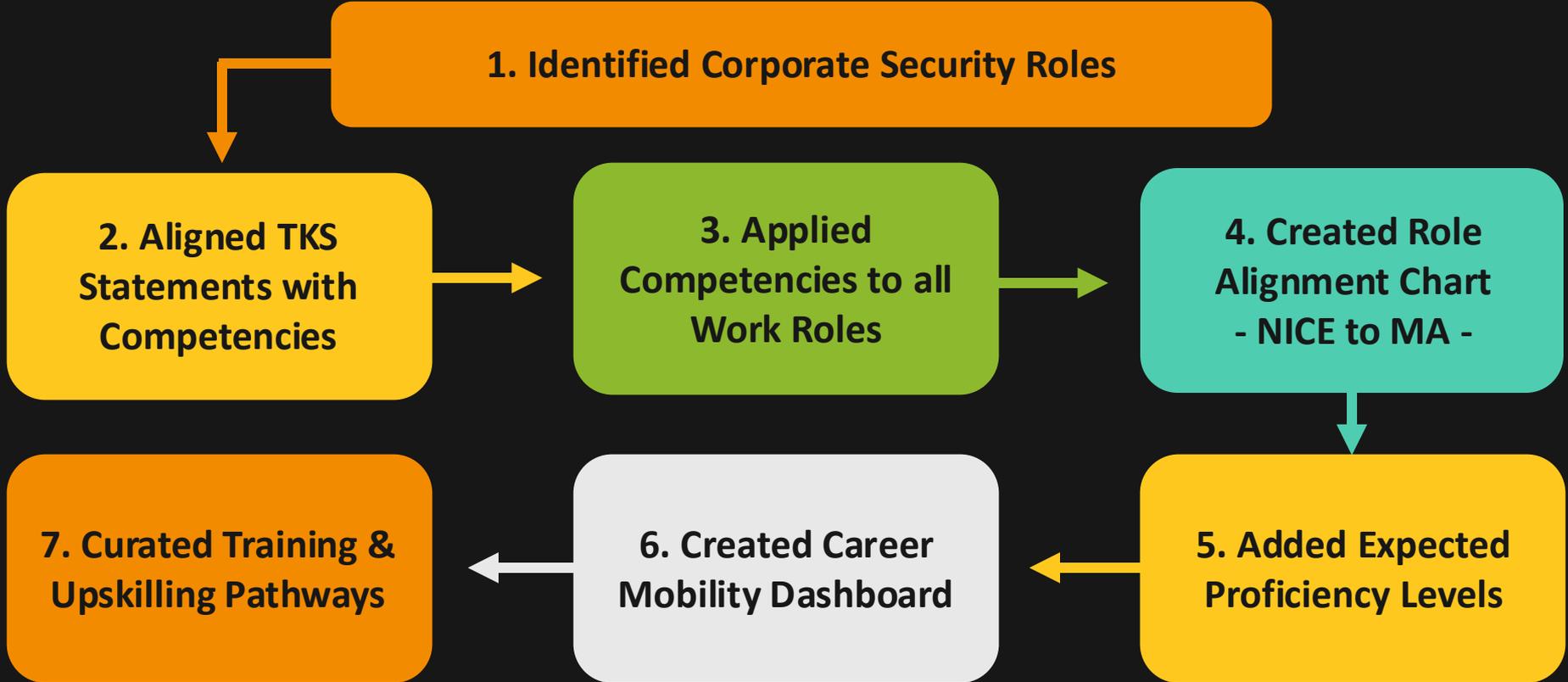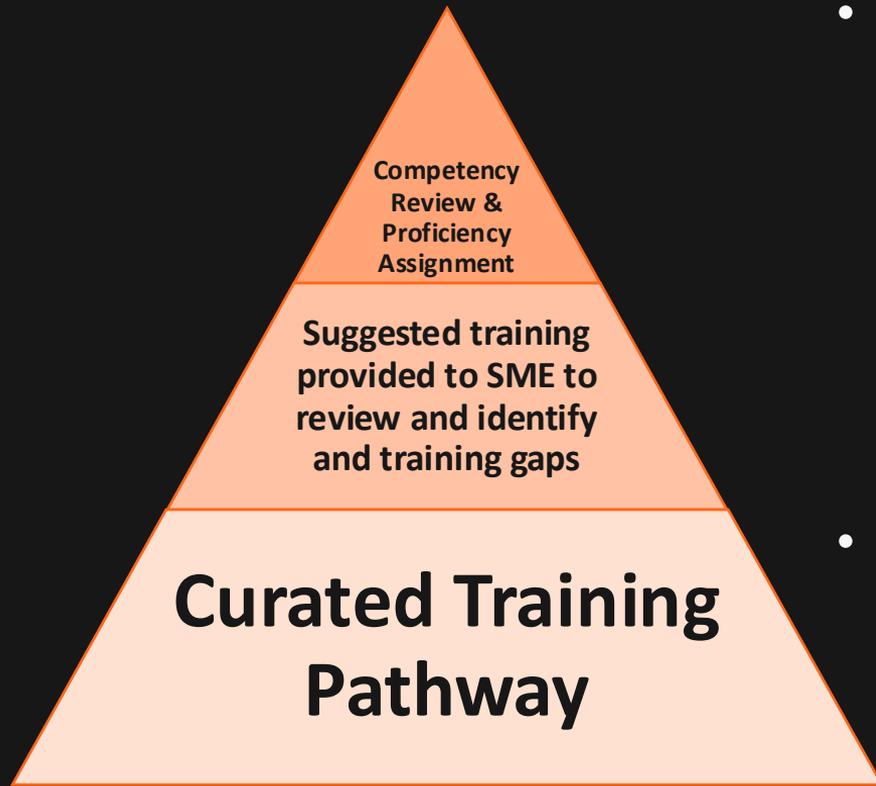
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Curate Training Pathways

- Reviewed an extensive catalog of training content across multiple domains.

- Partnered with subject matter experts (SMEs) to evaluate content relevance and quality.

- Filtered and prioritized materials based on role-specific needs and skill alignment.

- Developed tailored training pathways grounded in expert validation.

Catalog Review

SME Consultations

Relevance Filtering

Curated Training Pathways

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Curate Training Pathways

Competency
Review &
Proficiency
Assignment

Suggested training provided to SME to review and identify and training gaps

Curated Training Pathway

- **Mapped relevant training content to identified skill gaps.**

  - Leveraged third-party training catalogs aligned to NICE knowledge and skill statements to suggest targeted learning solutions.

  - SMEs validated selections, flagged any unmet training needs.

- **Developed and finalized tailored training pathways.**

  - Curated comprehensive learning tracks, integrating SME feedback and aligned resources to ensure precision targeting of role-specific development objectives.

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Provide Career Mobility

Corporate Security Career Mobility Dashboard
Discover the career possibilities within Corporate Security

Mastercard Corporate Security roles for career levels 6-9 are now in alignment with the NICE framework. This dashboard visualizes the required Competencies and expected proficiency levels for Corporate Security roles.

Based on the role selections you make, this dashboard allows you to:
- Compare Mastercard Corporate Security roles to identify areas for upskilling for your next career move
- View the mostly closely aligned NICE framework work roles to your selections
- View the official job descriptions for Corporate Security roles available within this dashboard
- Support your professional development with curated training pathways for each role

What is a Career Level? Click here for more information!

Choose your current Role and Career Level from this dropdown menu:
Click here

Choose your desired Role and Career Level from this dropdown menu:
Click here

Closely Aligned NICE Roles for Current Role
Want to know more about NICE Roles? Click here
These are the NICE Roles most closely aligned with your current Mastercard Role:
- Defensive Cybersecurity
- Vulnerability Analysis
- Threat Analysis
- Insider Threat Analysis
- Incident Response

Closely Aligned NICE Roles for Desired Role
Want to know more about NICE Roles? Click here
These are the NICE Roles most closely aligned with your desired Mastercard Role:
- Defensive Cybersecurity
- Vulnerability Analysis
- Threat Analysis
- Insider Threat Analysis
- Incident Response

Training Pathway for Desired Role
Based on your selections utilize this recommended Training Pathway to gain the skills and knowledge that will assist in your career goal. Note: Completing this Training Pathway does not guarantee a promotion.

Desired Role	Training Pathway URL
ESAI - Security Architect (6)	ESAI - Security Architect (6)

Top 5 Career Pathways for Current Role and Level:
This card shows the five Mastercard Roles most aligned with the current Role/Level selected, based on skillset compatibility.
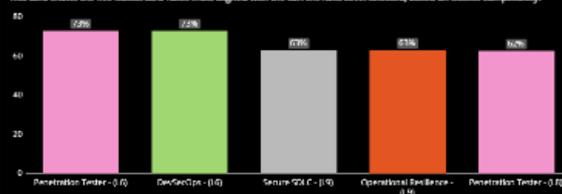
View Example Corporate Security Job Descriptions

Click Here!

Competency Proficiencies
The below table - *Skills for Career Advancement to Desired Role* - lists your expected proficiency levels for skills and knowledge found in both your current role and desired role, categorized as Competencies. Enhance these skills using the suggest training path (above) to prepare for a career transition! NOTE: Completion of a training path does not guarantee a career promotion or move.

What are Proficiency Rankings?
0 = Not applicable (N/A) to the role.
1 = Limited knowledge & proficiency; conceptual-level understanding.
2 = Developing knowledge & proficiency; beyond conceptual, but still needs support, guidance, or mentorship.
3 = Proficient in knowledge and/or skill; can exhibit the vast majority of work tasks independently.
4 = Advanced-level knowledge/skill proficiency; can oversee work of others.
5 = Expert-level knowledge/skill proficiency; has very deep knowledge related to the competency.

Skills for Career Advancement to Desired Role
This table lists your expected proficiency levels for skills and knowledge found in both your and . Enhance these competencies to prepare for your career transition.

Competency	Competency Description	Expected Proficiency (Current Role)	Expected Proficiency (Desired Role)
Conflict Management	This Competency describes a learner's capabilities related to managing and resolving conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact; collaborates with others to encourage cooperation and teaming.	4	5
Critical Thinking	This Competency describes a learner's capabilities related to the objective analysis of facts to form a judgment.	4	5
Requirements Analysis	This Competency involves identifying, analyzing, specifying, designing, and managing functional and infrastructure requirements. It includes translating these requirements into technical specifications for logical design or comparing alternative technologies. Essential skills include performing requirements analyses, converting operational needs into security controls, and handling information requests.	4	5
Critical Thinking	This Competency describes a learner's capabilities related to the objective analysis of facts to form a judgment.	4	5
Enterprise Architecture	This Competency outlines a learner's skills in enterprise architecture to align technology with	4	5

Explore additional opportunities to advance your career with **Unlocked!** Whether you're looking to contribute to a project, address a business challenge, or pursue professional growth, **Unlocked** has options for everyone! Click here to learn more!

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Apply these steps to create a career mobility dashboard

01

Align your roles to NICE work roles.

02

Develop training in collaboration with subject matter experts and learning partners.

03

Leverage available resources to design a user-friendly dashboard.

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THANK YOU!

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