

## Creating a Cyber Competencies Model Tool for Workforce Development

### NICE Conference 2017

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# Agenda

Introductions	3
Postal's Business Imperative	4
Incorporating the NICE Framework	5
Impact and Way Forward	6
Postal CISO Competencies Compass	7
Questions & Answers	8



# Introductions

Meet today's presenters



**Lisa Holman**  
**Deputy CISO**

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**Sarah Benczik**  
**Senior Manager**

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**Peter Slonina**  
**Senior Consultant**

Deloitte Consulting LLP  
Human Capital and Competency  
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# Postal's Cyber Workforce Business Imperative

Rapid growth drove CISO's need to enhance workforce capabilities

## Challenge

The current Postal CISO organization experienced rapid growth, tripling in size between 2015 and today and increasing urgency to:

- Define the future state workforce and upcoming talent needs
- Identify, attract, develop, and retain the best talent to meet the demands of a competitive cybersecurity industry

## Business Objectives



## Primary Capabilities



**Identify cybersecurity workforce needs, recruit the best cyber talent, and retain and develop a highly skilled workforce**



# Incorporating the NICE Framework

The team synthesized competency model leading practices, Postal's workforce requirements, and the NICE Framework to align positions and competency profiles



# Postal CISO Competencies Compass Demonstration

The CISO Competencies Compass is a comprehensive tool that:

- Details knowledge, skills, abilities, and behaviors for job success
- Supports employee development and career growth
- Enhances performance management discussions

**Welcome to the CISO Competencies Compass,**  
your quick reference for the knowledge, skills, abilities, and behaviors that drive success in each position in CISO.

Version 1, 5/24/17

**Start Compass →**

### What's Inside

**Position Profiles** showing the competencies, proficiency targets, and example behaviors for each position in CISO

**Competency Profiles** with definitions and suggestions for professional development opportunities

**A glossary** defining key terms

### How to Use This Tool

The CISO Competencies Compass is an interactive document. This means you will be able to click hyperlinks to navigate and dive deeper into certain areas.

Return to welcome page | Return to previous page | Access the glossary

Please note that accessing this document through **Adobe Reader** will provide the best user experience.

### Why to Use This Tool

The CISO Competencies Compass will help you become familiar with your Position Profile so that you can strive for the target Proficiency Target for each competency associated with your position.

You can also learn more about the competencies and Proficiency Targets for other positions you're interested in.

You can refer to your Position Profile when setting annual goals, discussing opportunities with your team lead/manager, registering for training courses, and planning for the next step in your career.

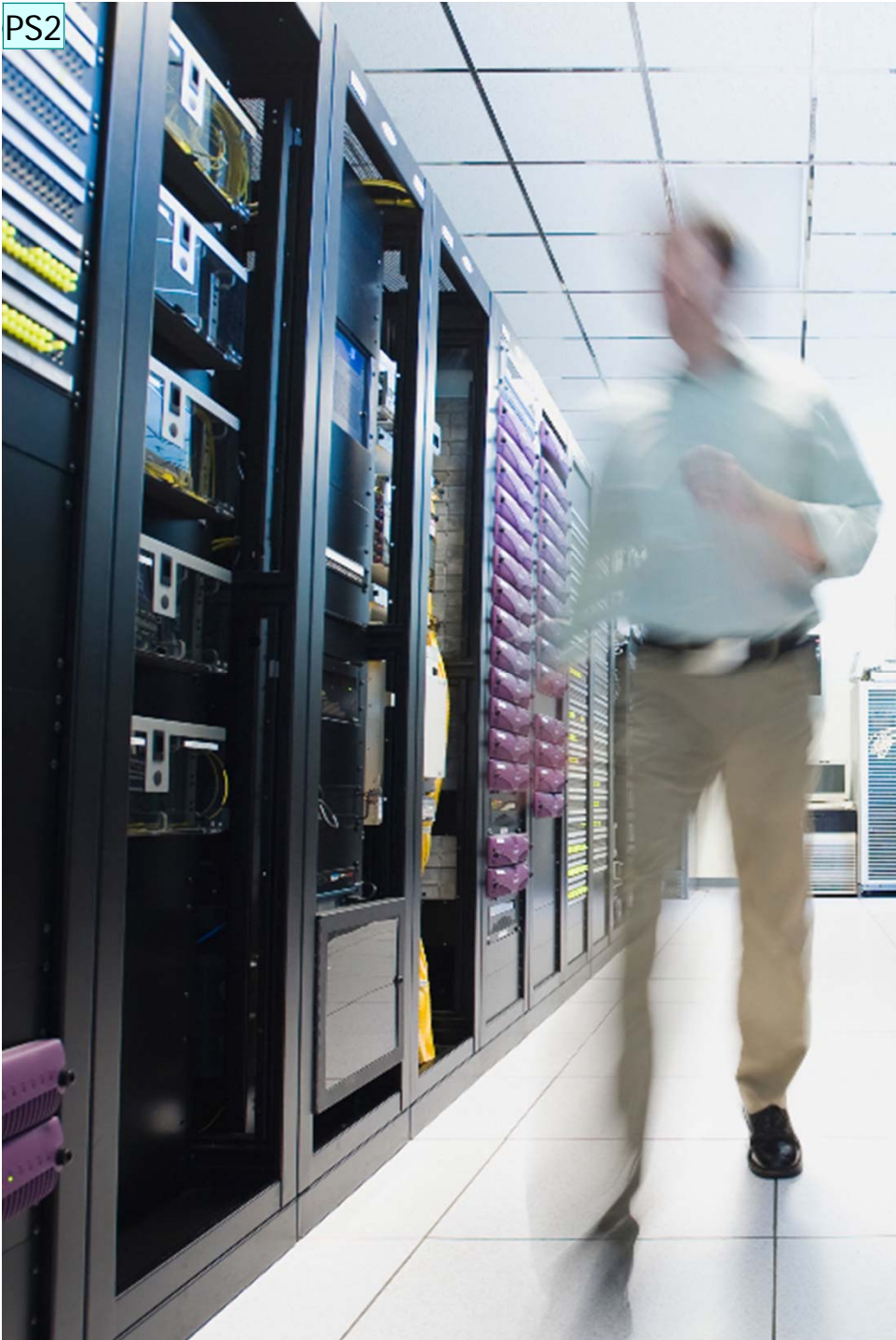
Managers and supervisors should also consult their respective Competency Models on [BlueShare](#).

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Adobe Acrobat  
Document





# Impact and Way Forward

## Building sustained momentum

### Impact



#### **Organizational Maturity**

Closing skill gaps enables CISO to enhance its organizational resiliency and address increasingly complex business landscape



#### **Secure IT and Cyber Services**

Eliminating skill gaps supports the workforce's ability to provide strong, reliable, and up-to-date secure IT services



#### **Recruiting and Retention**

Investing continually in its workforce and being transparent about expectations helps CISO build a reputation as an employer of choice to recruit and retain cyber talent

### Way Forward

- Collect real-time workforce data and analyze existing skill gaps
- Prioritize skill gaps and develop a cyber workforce development action plan
- Support supervisor and employee performance management activities



## Slide 7

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**PS2**

Way Forward include Performance Management

Slonina, Peter, 10/24/2017





## Question and Answer





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