

Cyber Security Staffing and Recruiting Agency Connecting HR with Specialists and Professionals



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CEOCFO: *Ms. Diamond, according to your site, CyberSN is making job searching and hiring simpler. How so?*

Ms. Diamond: We are trained in cyber security communication; meaning CyberSN understands the language of cyber security. One of the biggest challenges that exists in cyber security staffing today is that recruiters are not trained to speak cyber security, and professionals are frustrated with the amount of time they have to spend talking to recruiters to determine if a job is a good fit for them. That’s a massive problem. Because CyberSN speaks this common language, we understand what cyber security professionals do every day. It’s the same thing with filling a job as a resource to hiring managers: we speak cyber security, and because cyber security is so new and under-budgeted, we understand how to find people for hiring managers who can do their jobs based on what the projects and tasks will be –not just finding people by searching buzzwords.

CEOCFO: *Would you give us an example of something that is very obvious and maybe something a little bit more obscure that you can pick up on?*

Ms. Diamond: Let’s consider a Chief Information Security Officer—these folks can be compliance focused, they can be regulatory focused, they can be operations focused. Some organizations need them to be PCI for example, and others might require a different skill set, so when somebody says “Chief Information Security Officer,” there are 10 different ideals of what one could be. The buzzwords do not matter; it’s really about what kind of projects, tasks, regulations and compliance they have spent time with. I find it clear, although it’s obscure to some. So, it sort of falls into both categories. However, this is atypical for staffing most technology positions. A common language in cyber security is so new and its roles are so vast that there’s a real problem in the industry.

CEOCFO: *How are you working with a company or with a person in HR to convey what it is they really need?*

Ms. Diamond: Certainly HR struggles with not knowing what they actually need. The hiring manager knows what kind of person they need—they just don’t take the time to sit down and write out what’s essential based on the projects they have going on now and in the future. Unfortunately, what they do is say, I need a cyber security analyst, and cut and paste a job order off the Internet and give it to HR. They might do 15 minutes of paperwork for HR and the search begins. For such an important project, it amazes me how little time goes into the prepping and the planning of who they are looking for. So when CyberSN comes in, I assign the account a seasoned Cyber Security Staffing Director who sits down with the hiring manager—we won’t work only with HR. We will certainly work with both; however, the hiring manager being involved and committed to the project is an absolute must for us or we will not work the position. The first phone call with hiring managers takes an hour for one position, to start. We present a few candidates to the hiring manager, and that feedback is another piece of how we craft the job. Our average is only five interviews before a hiring manager finds their

hire. We do not float resumes. We come in like high-level, specialized consultants to figure out exactly what is needed from the hiring manager and what the right person for the role will be doing. The process is one-on-one, continuous and about figuring out projects and tasks; not about what hiring managers think they want.

CEOCFO: *How do potential clients find you? Do people realize what you do exists, that there are consultants specifically in this area?*

Ms. Diamond: We have not yet hit greenlit our national marketing. However, we are well known in the locations where we have a lot of CyberSN teammates. That being said, in general, the staffing industry has a negative association. Meaning, people do not necessarily like or respect recruiters. I understand why, as I spent 13 years building a staffing agency before CyberSN, and most staffing agencies are not set up to truly service the client. They do not share candidates: meaning if a candidate comes in and meets with Recruiter A, and Recruiter B also has a job that he or she is good for, he/she will not get to see Recruiter B's job – only Recruiter A's job.

I think people generally understand that employment searching is broken. And while candidates go search for jobs, and find us in that capacity, I still think people are relying on their networks, which is a slow, painful and stressful process. When people find CyberSN, they love us; we have clients for life. At this point, only two years in, I cannot give my Directors new accounts because their current accounts will not let go of them. Which is great, that's what we want.

Most of the people at CyberSN come from building Rapid7. I was Vice President of Sales until \$50 Million and had all of the departments reporting to me except engineering. Before long we were at 250 people, and my sales force was 80 people strong. We know the marketplace. Our name is out there, but we cannot yet service everybody. Recruiting is still such a challenging process to go through for everybody just because people are so used to throwing this over the fence and hoping it gets done. People are frustrated.

CEOCFO: *Do you find that the more there are online marketplaces for hiring and candidates, the more people are now looking for specialization? They realize that that is not the best approach?*

Ms. Diamond: Yes – our clients are fairly in tune with understanding they need to pay more and recognize specialization. And they are certainly seeking out specialization. That being said, we still find that HR departments have the type of power to decide if a company is going to keep looking on their own, and we won't get brought in until the job has been open for eight, 10, or even 12 months. This is too bad because CyberSN has a 30-day Challenge: if we do not fill your job in 30 days or less, we'll give you a 13-percent discount, and will definitely fill your role in the following few weeks. The cost associated with roles going unfilled is incredibly high and yet positions are left open all the time. Job searching is broken and cyber security has it the worst because general recruiters do not comprehend what these professionals do on a day-to-day basis. This issue is compounded by the fact that cyber security professionals don't answer ads and are not searching in typical places for employment. If they are ever "desperate" it means they know they are going to be laid off, or their long-term contract is coming to an end, or that they genuinely cannot stand their work environment. Cyber security professionals are not shopping the job boards because even if a cyber security professional is only 60 percent satisfied in their current role, they can't bear the thought of sending out resumes. They'll get 20 phone calls within 24 hours—and none of them will be for the right job—only because "cyber security" is written on their resume.

CEOCFO: *When you are working with a company to understand what they need, how do you determine the right corporate culture fit?*

Ms. Diamond: It's very important. In fact, particularly in cyber security where we are short so many professionals and skill sets are so variable—it's not the right mindset to seek out someone with an exact skill set to fill a job; it's sort of impossible. What we seek out instead at CyberSN is the aptitude to learn. We ask hiring managers questions like, "What sort of investment plan do you have for training?" Right off the bat we want to know if people receive more training. This is a big piece of culture – some people are used to it, and some aren't, and you don't want to take someone coming from a culture that emphasizes training into a culture with zero training. Those people are not going to be happy. Our Staffing Directors ask every question from "What are people dressed like Monday through Friday?" to "How often do people spend time together?" We really look to match. Some companies have a big social playground, and that is right for some candidates and not right for others. So we will ask candidates, "Do you like spending time with coworkers?" and "Would you be interested in joining a team that goes out once a week or once a month?" Then we compare their answers to the culture they have now to make sure everybody is on the same page.

CEOCFO: *How do you find the candidates?*

Ms. Diamond: That is based on our network. You can see on our website there's a calculator that updates itself in real-time. We're somewhere around 12 thousand members. Those are folks that we can message, as well as folks who look at our jobs regularly because they know we post lean, specific jobs. For us, there's no replacing the human touch when it

comes to finding candidates. We combined our specialties and network using our team's history in cyber security, and because of that people respond to us very quickly. It's more a process of vetting candidates and having an actual conversation—here's what they're looking for, here's what they are all about, comparing ideas, and then double checking that they are the right fit for the job based on what we know. Most of the time we know and we call them because we have interviewed them before.

CEOCFO: *Technology is constantly changing, so when you are filling jobs for cyber security, how do you handle that? How are you able to make the right match when it is a moving target?*

Ms. Diamond: Well, there are words and then there are facts. We really focus on the facts, which are: "What do you have in place today? Who is doing what on your teams? Where do your compliance, risk and operations lie? How do the levels of cyber security get covered in your organization today and who is doing what?" And then, "What technology are they using?" Then we say, "How does this new hire fit into that?"

We take a 360-degree view of what exists factually in our client's environment, then determine where the hiring manager fits in, and then define where this person who is going to be coming on fits in. So we really take all the facts to a heightened, visual, conscious level, and the hiring organizations love it because they're not taking the time to do this. To have somebody walk them through this is what takes an hour in our initial conversation. You can imagine that if you're just talking buzzwords and some high-level stuff, it surely does not take an hour to talk about an open role—it takes an hour to really get the playbook of what exists at our client's today. That way we are able to leave the conversation saying—for example—our client wants someone who is going to join their risk team who is going to be spending 80% of their time doing vulnerability scans and 20% remediation, and we need to look for someone who either has that job now, or we need to find somebody who is doing part of that and this job would be a nice move for them forward in the progression of their career. It's that simple for us once we can see how everything works.

CEOCFO: *What is next for CyberSN?*

Ms. Diamond: What is next for CyberSN is we want, and this has been a part of my vision since day one, to solve search. I trained over 400 entry-level recruiters for 13 years for a company called Motion Recruitment, a massive staffing agency in the technology business today. I have wonderful people I can choose from; I know how to give a five-star service. Yet at the end of the day, that means five thousand recruiters in order to help the system and we are still challenged ourselves with the relationship between HR, the hiring manager and recruiters. It's not simple in terms of egos and personalities. I really look at that and think we need to empower organizations to staff for themselves. I saw this from the very beginning: the first adverse HR conversation I had made me think about how I had previously had adverse conversations with HR in my twenties and thirties, and I knew that I was not interested in having these conversations again. We are trying to help. It's a contingency service where you work for free, and it's still such a bad system. There must be a better way as it's not really helping the marketplace when we have more recruiters than we have technologists – which is the situations that exists today. That is how broken the system is. So I thought, I want to make a difference to peoples' livelihood. I thought to myself, okay, there are two parts to recruiting, and one of them is finding the candidate. Finding ten, twelve candidates that you can get down to one and have them start on the first day. Getting to 10 candidates is still very challenging, even for us. For companies, 10 candidates equals hundreds and hundreds of resumes. We are building a solution that gives one the ability to self search. This means an organization can post their job and get qualified and interested candidates immediately. That is the goal. And then if you want to work it yourself, or have your internal HR do so, you now have the template and can say - here is what you are looking for. Alternately, we can offer to cover the whole service or just certain parts, whatever you need. The part about searching for the candidates needs to go away, even for us. There needs to be less "middle men and women" and more direct ability for the hiring manager to work their jobs themselves. The idea is that we must empower hiring managers. It's really interesting to watch hiring managers not be in control of their own careers, based on their ability to hire talent, and then not demand more from the marketplace. It's like how I feel about Uber: I hated taxis but I never thought of another solution, just went on dealing with it, and then discovered Uber and improved my life. I think that hiring managers are under-serviced—I don't think they have the ability to make a difference to their careers (in terms of hiring talent) and I want to solve that, and I want to solve job searching. We have our searching sites for finding each other romantically and some of the success ratios are above the 90th percentile, but in staffing it is only a 10% success rate. The job searching sites that do exist are designed for staffing agencies, not for the job seeker or for the hiring manager—the two groups of people who matter. On top of those issues, we also have middlemen making tons of money. Take contractors for example – you are talking two or three levels of people getting paid before these two individuals get together. I do not like it at all. As a sociologist it makes me crazy because of the unhappiness levels created along with it. So what is next for CyberSN is that we are going to continue to grow to deliver service to as many clients as possible. We are also going to launch our search product very soon, which will empower the job seekers and hiring managers to find each other more quickly without middle people. That, to me, is servicing the industry.