A NEW RUBRIC FOR IT RECRUITING AND RETENTION

HARVARD
UNIVERSITY

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Harvard University

IT Security Education & Consulting

MY “A-HA!” MOMENT

“We’re not getting women and minorities applying to our open IT positions.”

The CIO Council

- CULTURE and BRAND of the team
- Job description
- Basic qualification true-up
- Job marketing through networks
- Interview process
- Interview feedback collection and analysis
- Professional development opportunities

WHAT CAN WE CHANGE?

WHAT'S YOUR CULTURE?

Dog tested.
Dog approved.

With more than half of Subaru drivers having pets, we believe it is important to celebrate the love of pets shared by our owners.

Alan Bethke
Senior Vice President
Marketing
Subaru of America

OUR CULTURE: Woman Tested. Woman Approved.

- Participate in diversity and affinity groups at your organization
- Get involved with EDUCAUSE groups
- Promote participation in local groups: e.g. WITI, SIM Education RT
- Watch and discuss webcasts as groups
- Encourage volunteer opportunities
- Post/Like comments about activities on social media and LinkedIn
- Write articles for internal media
- Support informational interviews

NETWORK, NETWORK, NETWORK!

Start now

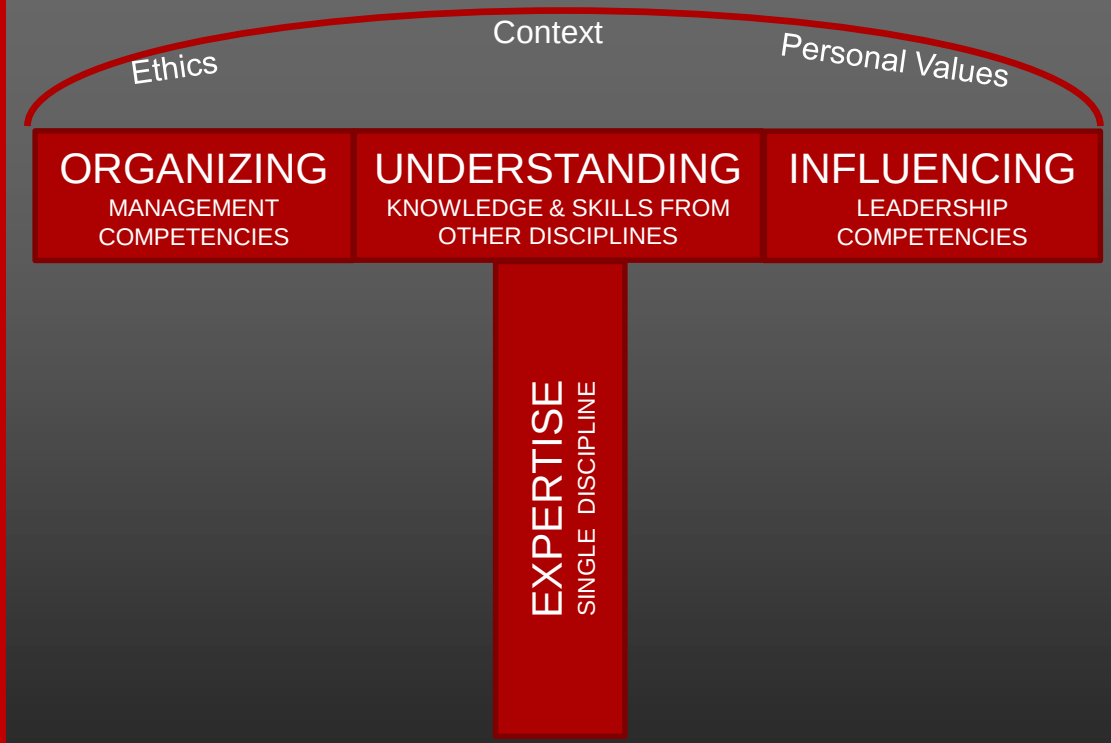
T-SHAPED PROFESSIONAL & VALUES

User-focused

Collaborative

Innovative

Open



JOB DESCRIPTION EVOLUTION

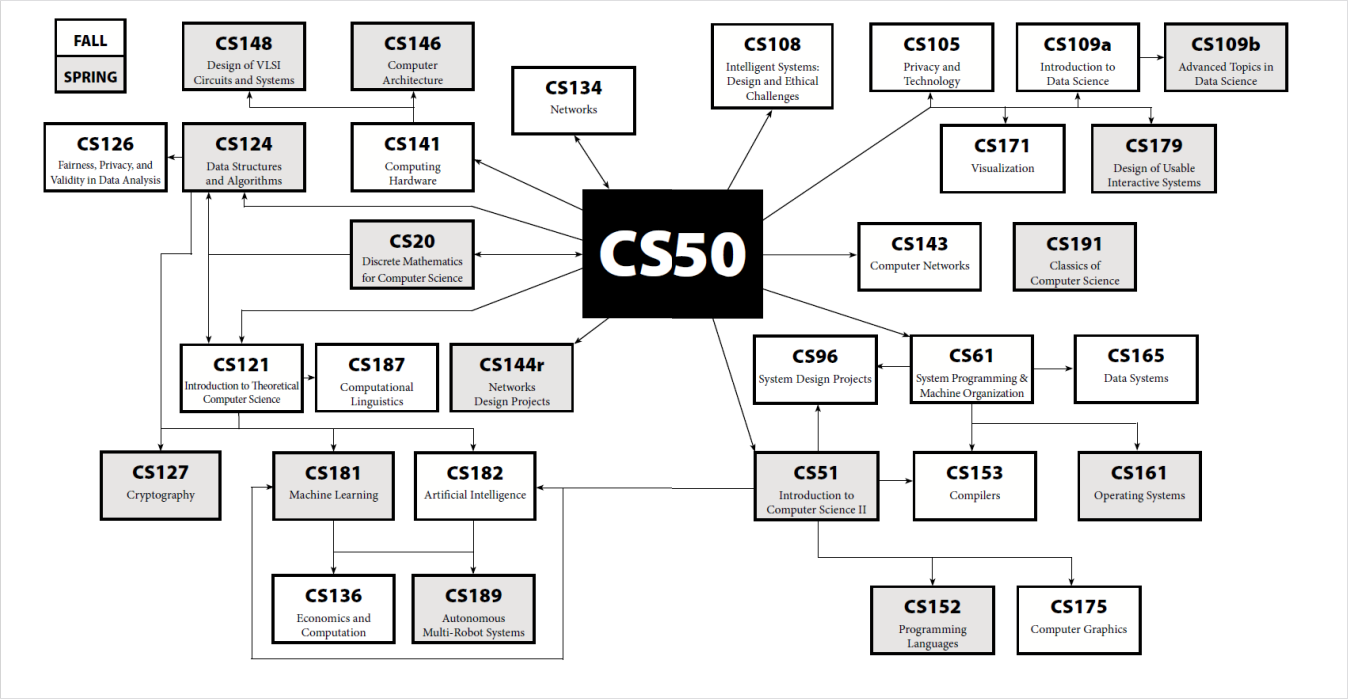
Prior

- Compliance-driven
- Policy grounded
- Specific degrees
- Regulatory expertise
- Technical protocols and programming
- Technical certifications

New

- Risk-based controls
- Behavior focused
- Situational experience
- Privacy concerns
- Security principles and risk management
- Ongoing learning and experimentation
- Inclusive and curious

WHAT'S IN A CS DEGREE AT HARVARD?



REQUIREMENTS

Multivariable Calculus

Linear Algebra

Basic Software (2)

Theory (2)

Electives (4)

-Math

-Statistics

-Engineering

-Economics

-Networks

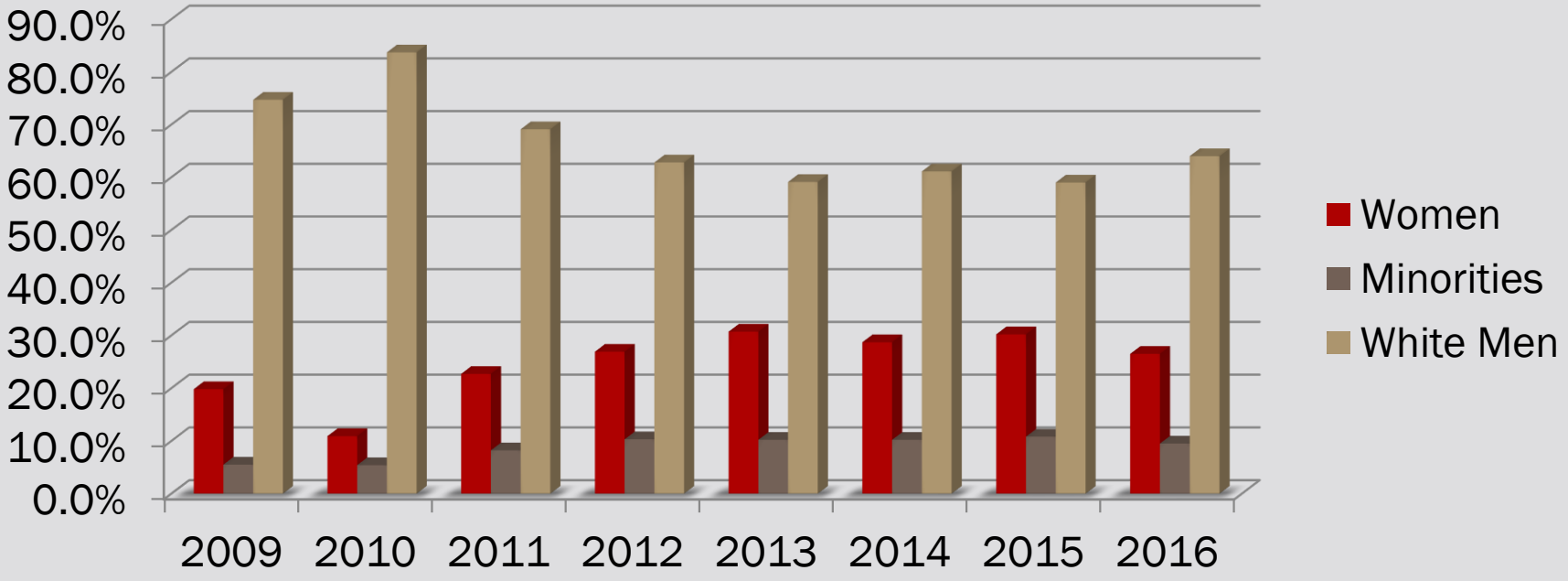
-Programming

-Systems

-Graphics, UI

-AI

WHAT'S NOT IN A CS DEGREE?



LOOK INWARD

Non-tech undergrad degrees on our team

- German
- English
- Philosophy
- International Relations
- Comparative Literature
- Fine Arts

WORDS MATTER

Minimize Gender Bias and Number of Requirements

Does the challenge of building new security features for a massive cloud platform get your mind racing? Do you think like a hacker when evaluating software architecture and the resilience of cloud services?

- Responsibilities: 11 bullet points
- Desired Skills: 16 bullet points

We are looking for an innovative, positive, self-directed team player who is passionate about securing data and “figuring out” solutions to problems for improved deliverables.

- You’ll Accomplish: 9 bullet points
- Right Fit: 8 bullet points

Gender Decoder for Job Ads: http://gender-decoder.katmatfield.com/

QUESTION EVERYTHING

EVERY bullet point on the job description must have an associated interview question

If you can't come up with a question, remove the bullet point!

Divide questions among interview groups

What's been your experience with SaaS implementations – from an
as end user, vendor management)? What are lessons learned you w
business benefits?

We're trying to change user behavior in a certain area to improve s
push-back from some individuals or groups who are resistant to cha
not a bank, after all!" What are some methods or approaches you n
change across the community?
(Communication, trusted advisor, influence, collaboration)

As a large university, we're subject to security and privacy regulatio
records, credit card information, security requirements for data set
privacy regulations, etc. Generally, how would you characterize diff
security? (Familiarity with regulations and goals)

Give us an example of a time you had to be creative and suggest alt
because of limitations in technology, resources (time/money), or en
negotiation skills, working relationships, trusted advisor – very relev

MARKETING

-Post the job on LinkedIn

-Send announcement to affinity group lists (WIT)

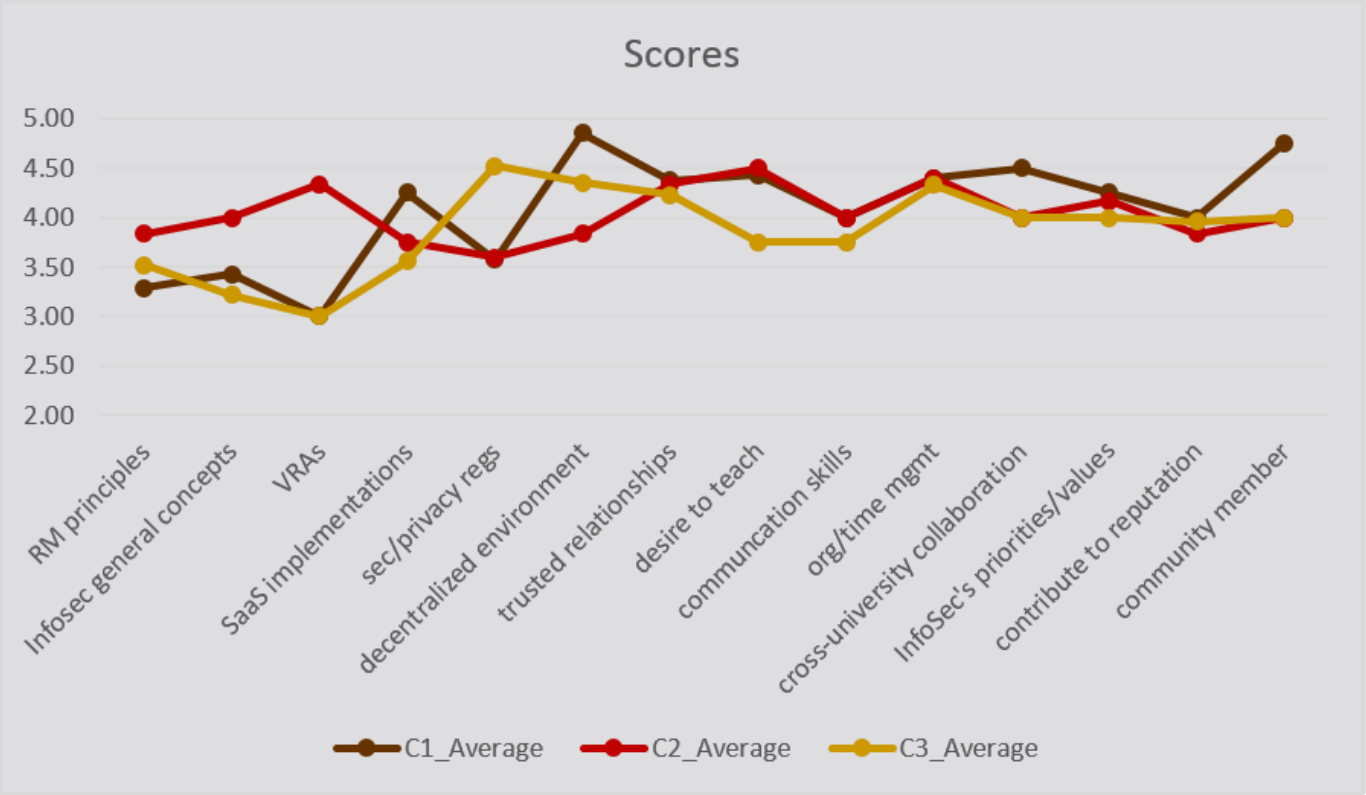
-Post “We’re hiring!” announcement on LI

-Ask friends to like/share

Please rate the candidate on each of the following*: *(*items subject to change based on position)*	Excellent	Good	Neutral	Fair	Poor	Not Ass
Evidence of situational application of risk management principles (threat, vulnerability, likelihood, impact)						
Evidence of situational application of information security general concepts						
Evidence of experience in vendor security assessments						
Evidence of experience in SaaS implementations						
Evidence of familiarity with one or more security/privacy regulations						
Evidence of familiarity with research data security assessments						
Evidence of experience in a decentralized, diverse, and mobile environment						
Evidence of building or strengthening trusted working relationships						
Evidence of desire to facilitate learning (IT Academy classroom instruction)						
Evidence of effective communication skills						

ALL INTERVIEWERS GET A VOICE

CHART IT: WHAT'S MOST IMPORTANT?

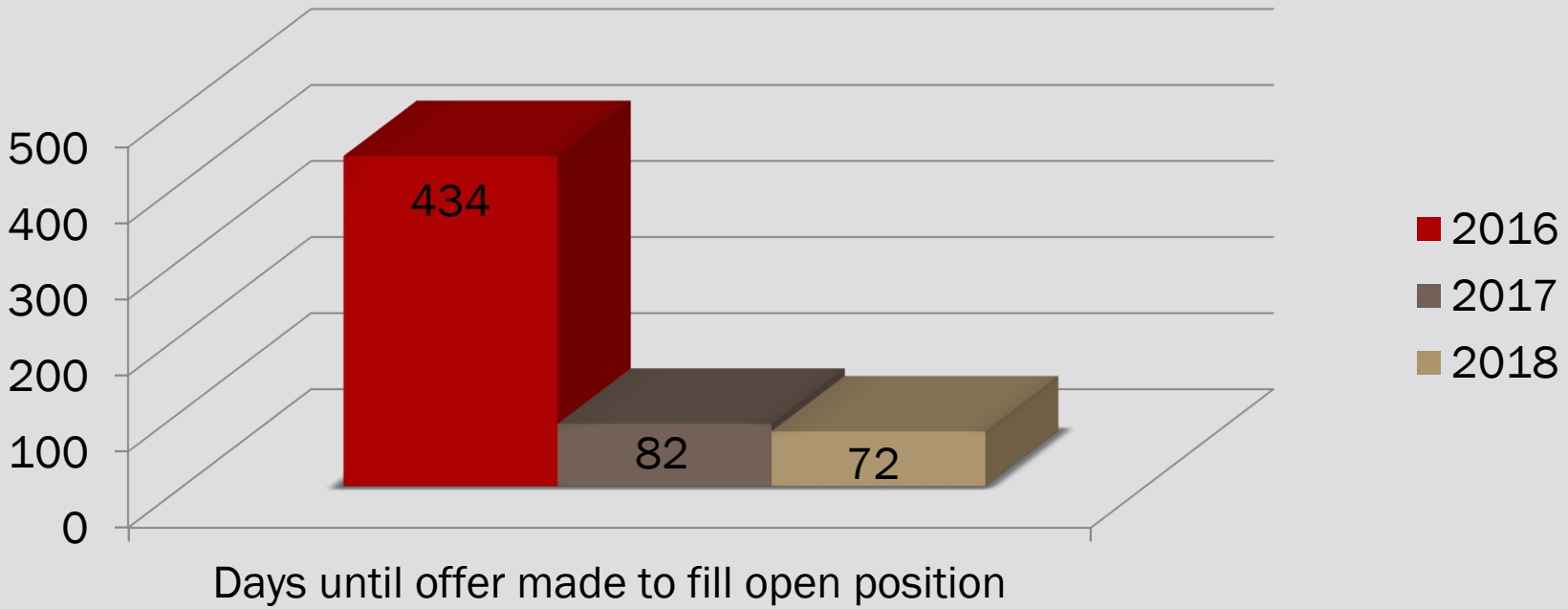


- Management support of diversity & inclusivity programs
- Affinity groups - internal and external
- Group volunteer activities (e.g. Girls STEM Summit)
- Conference participation
- Mentoring opportunities - both sides
- Leadership development programs
- Equitable work flexibility
- Clear career progression paths

RETAINING AND PROMOTING

Why would I want to stay?

DOES IT WORK? YES!



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