



(ISC)<sup>2</sup>



Booz | Allen | Hamilton  
strategy and technology consultants

Alta  
ASSOCIATES  
EXECUTIVE SEARCH

## 2017 Global Information Security Workforce Study *Benchmarking Workforce Capacity and Response to Cyber Risk*

A Frost & Sullivan Executive Briefing

## INTRODUCTION

Cybersecurity professionals worldwide face an ever-evolving threat landscape that many feel they are ill-equipped to manage. Data breaches at corporations, educational institutions and government agencies continue to erode public confidence in the state of cybersecurity. The emergence of consumer goods such as wearable devices and self-driving cars, alongside the increasing connectivity of the systems managing critical infrastructure such as power plants and traffic signals are creating new threats to public safety, privacy, and economic stability.

The Center for Cyber Safety and Education partnered with (ISC)<sup>2</sup>, Booz Allen Hamilton (Presenting sponsor), Alta Associates (Gold sponsor), and Frost & Sullivan to examine the state of the response to these developing risks in the 2017 Global Information Security Workforce Study (GISWS). This, the 8th edition of the Study, which has been running since 2004, reveals insights from an unprecedented number of respondents; 19,641 cybersecurity professionals representing 170 countries.

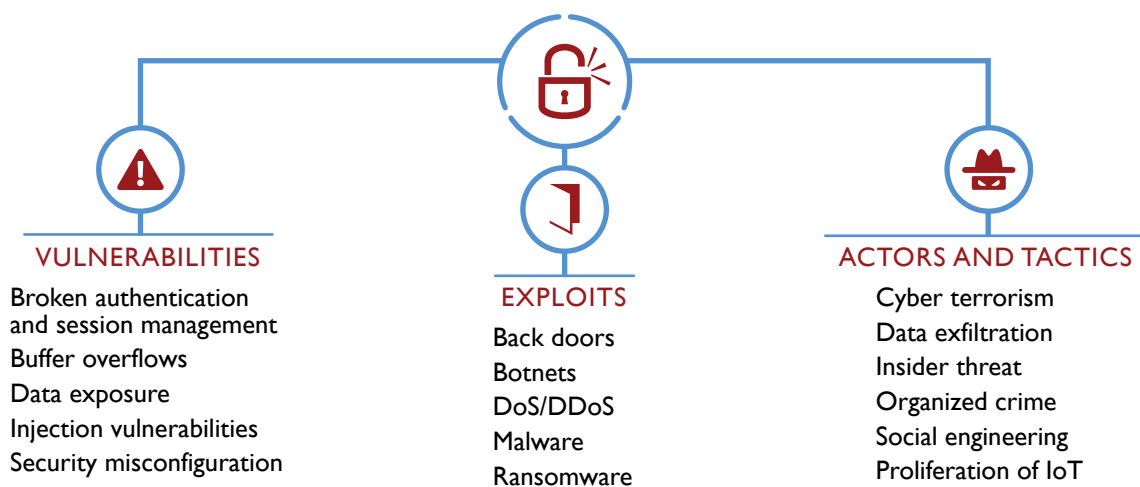
This executive summary of the findings highlights their top concerns. Two thirds indicated that there are not enough cybersecurity workers in their organizations to meet the challenges they currently face. This year’s Study reveals we are on pace to reach a cybersecurity workforce gap of 1.8 million by 2022, a 20% increase over the forecast made in the 2015. It also reveals trends and insights into how hiring managers are responding and what organizations can do to attract, enable and retain the cybersecurity talent necessary to combat the risks in today’s ever evolving threat environment.

## THREATS AND THREAT ACTORS

Threats have evolved rapidly in recent years, and are no longer the domain of a limited number of skilled individuals. The malware-for-hire phenomenon has substantially lowered the bar for cybercriminals as lacking the technical know-how is no longer a barrier for those that can rent a bot net, exploit kit, or ransomware package.

Overall cybersecurity professionals have to contend with an increasing velocity of malware hitting their networks at a relentless pace. The GISWS tracks the level of concern with which security professionals regard particular threats. In 2017, threats of most concern were as follows:

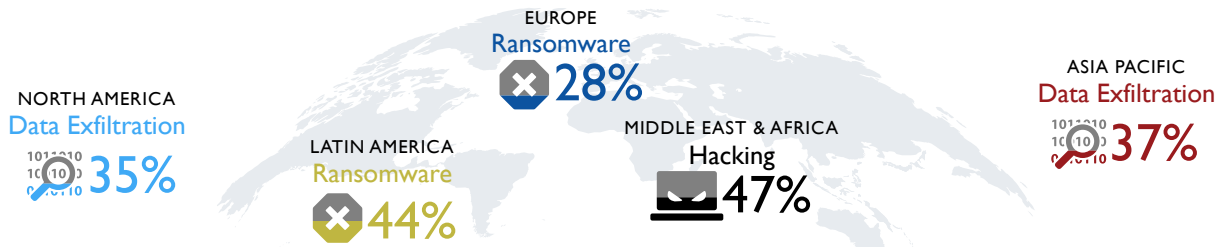
Exhibit 1: Threats of Most Concern



Source: 2017 Global Information Security Workforce Study

Globally, data exposure is the top concern for information security professionals, regardless of their geographic location. There are, however, some regional discrepancies when considering other top-of-mind threats. Data exfiltration is a top worry in North America and APAC, however, in LATAM and Europe, ransomware is top of mind. In the Middle East & Africa, the broad act of hacking is identified as a primary concern, possibly suggesting professionals here are being affected by a broad set of motivations and outcomes.

Exhibit 2: Top Concerns Globally



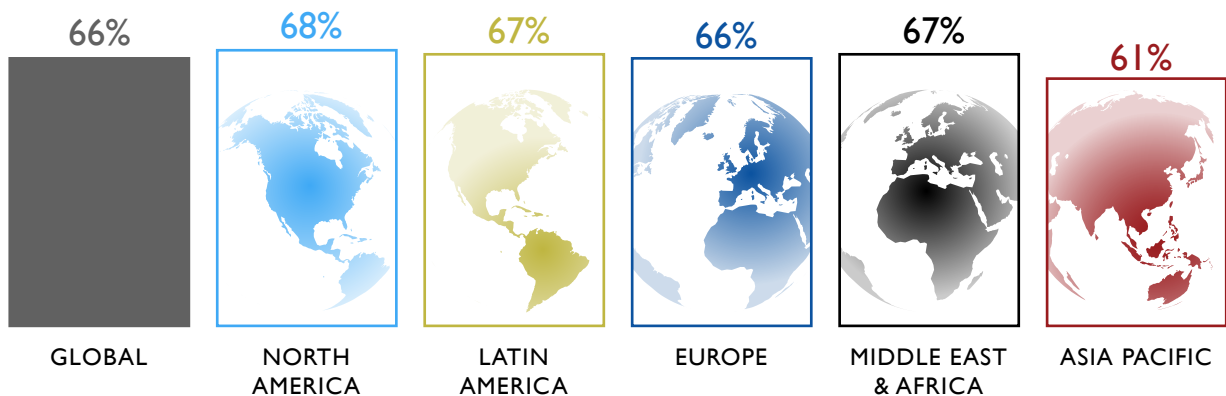
Source: 2017 Global Information Security Workforce Study, (n = 19,641)

The data clearly demonstrates much work is yet to be done to secure businesses, government agencies and organizations of all sizes, and the critical importance of having a properly staffed, agile and reactive workforce. However, in the 2015 edition of the GISWS, 62% of information security workers reported having too few workers to address the threats they encountered. In 2017, that number has ticked higher, with 66% indicating that they do not have the staff necessary to address the threats, indicating that the shortage of information security workers is widening, as more sectors recognize the importance of deploying a skilled cyber workforce to protect their data.

**UNDERSTANDING THE SKILLS GAP**

In 2015, Frost & Sullivan forecasted a 1.5 million worker shortage by 2020. In light of recent events and shifting industry dynamics, that forecast has been revised to a 1.8 million worker shortage by 2022. This is reflected by the extraordinarily high number of professionals across the globe who indicate that there are not enough workers in their departments.

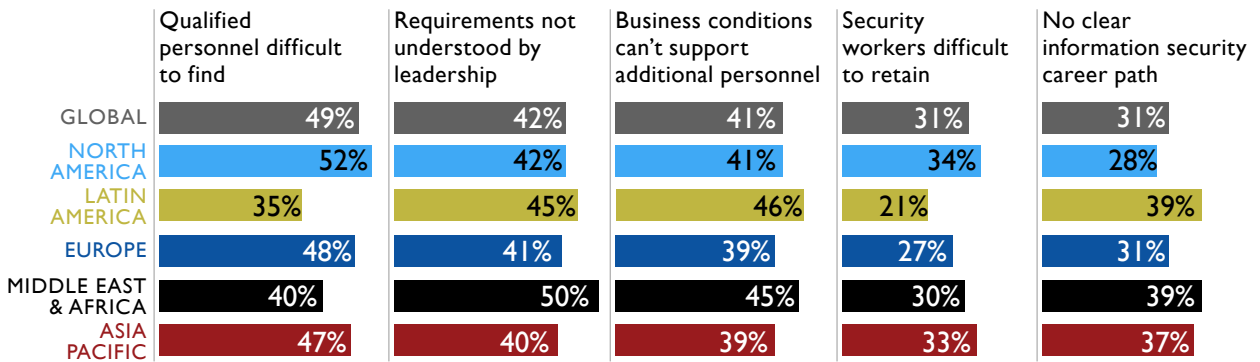
Exhibit 3: Too Few Information Security Workers in My Department



Source: 2017 Global Information Security Workforce Study, (n = 19,175)

Workers cite a variety of reasons why there are too few information security workers, and these reasons vary regionally, however, globally the most common reason for the worker shortage is a lack of qualified personnel. Nowhere is this trend more common than in North America, where 68% of professionals believe there are too few cybersecurity workers in their department, and a majority believes that it is a result of a lack of qualified personnel.

Exhibit 4: Reasons for Worker Shortage by Region

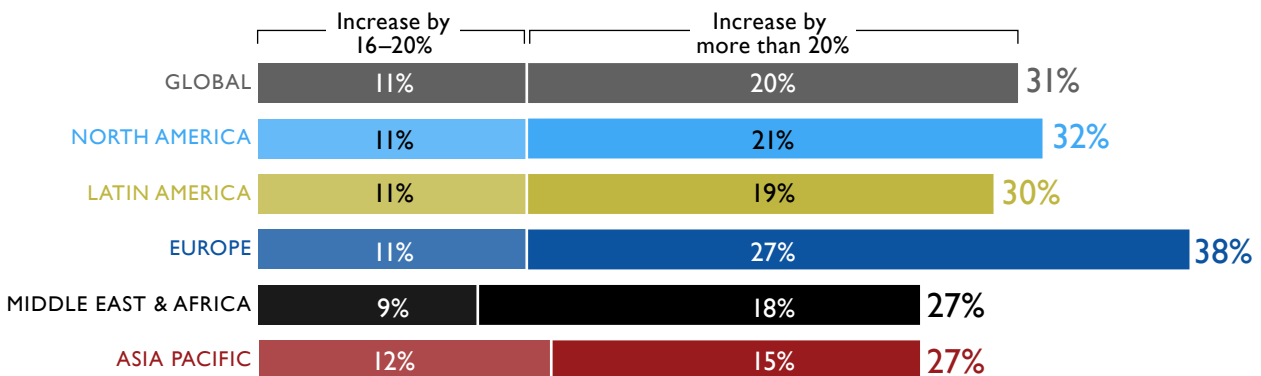


Source: 2017 Global Information Security Workforce Study, (n = 12,709)

### Hiring is on the Rise

There is good news in an industry that urgently needs to address its worker shortage: globally a third of hiring managers are planning to increase the size of their departments by 15% or more. A great deal of hiring will be concentrated in Europe, where 27% of hiring managers intend to expand their department by 20% or more, and a total of 38% will grow their department by at least 15%. The Middle East, Africa, and APAC can expect lower rates of hiring, however one in four hiring managers in each region still expect to see their departments grow by 15% or more.

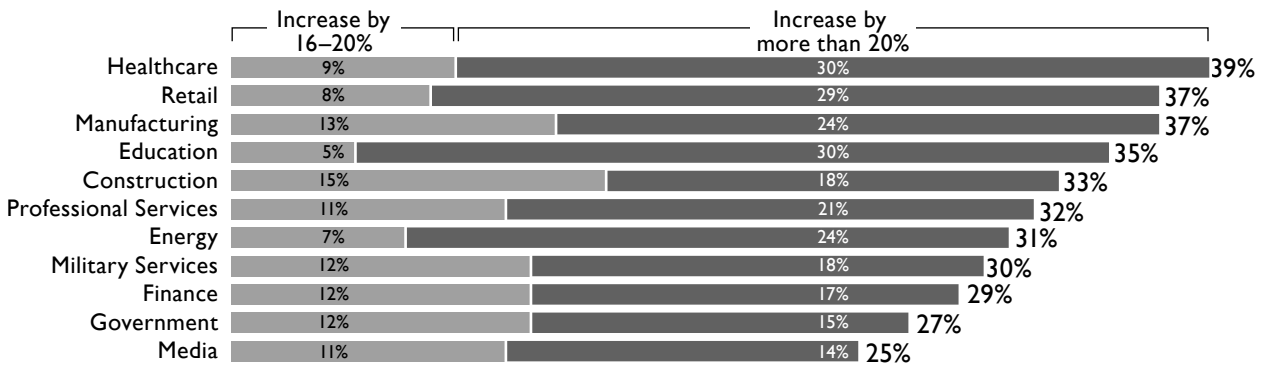
Exhibit 5: Hiring Managers Expecting to Increase Workforce by 15% or More By Region (Among Managers Expecting to Increase Workforce)



Source: 2017 Global Information Security Workforce Study, (n = 2,906)

Overall, 70% of hiring managers will increase their workforce this year: 30% wish to expand by 20% or more. Hiring managers looking to increase their workforces in the fields of healthcare, retail and manufacturing are particularly interested in expansion, with nearly 40% in each sector wishing to increase their workforce by 15% or more.

**Exhibit 6: Hiring Managers Expecting to Increase Workforce by 15% or More By Industry (Among Managers Expecting to Increase Workforce)**



Source: 2017 Global Information Security Workforce Study, (n = 2,906)

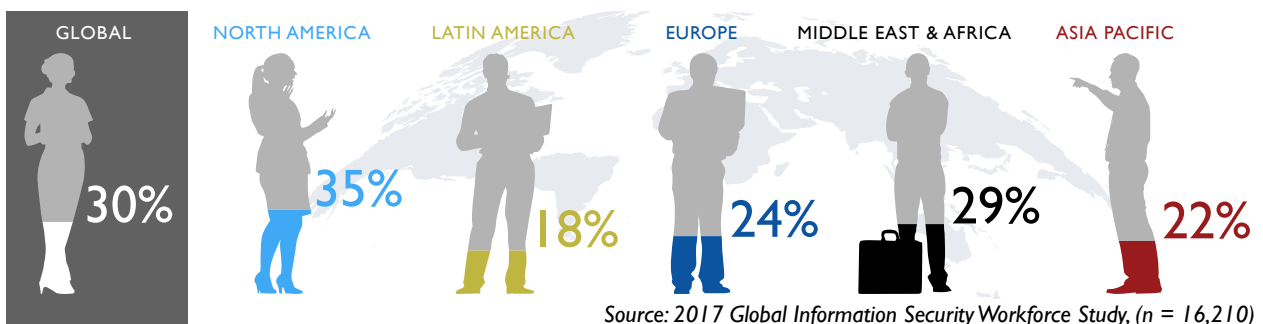
Globally, the most sought after positions are Operations & Security Management, with 62% of the workforce indicating that there are too few who occupy this position, followed by Incident & Threat Management and Forensics, at 58% globally. In fact, the latter position is in greater demand in LATAM (63%) and the Middle East & Africa (65%) than any other position.

Despite efforts by managers to increase hiring, historically demand has outpaced supply, and Frost & Sullivan projects that the gap will grow if current trends continue. Nearly 90% of the global workforce is male, a number that remains unchanged, and the majority arrive in information security with a computer science or engineering background. It is clear, as evidenced by the growing number of professionals who feel that there are too few workers in their field, that traditional recruitment channels are not meeting the demand for cybersecurity workers around the world. Hiring managers must therefore begin to explore new recruitment channels and find unconventional strategies and techniques to fill the worker gap.

### EMBRACING A CHANGING WORKFORCE

It is not uncommon for cybersecurity workers to arrive at their jobs via unconventional paths. The vast majority, 87% globally, did not start in cybersecurity, but rather in another career. While many moved to cybersecurity from a related field such as IT, many professionals worldwide arrived from a non-IT background.

**Exhibit 7: Percentage Who Came from Non-IT/Engineering Background (Among Those Who Did Not Start in CyberSecurity)**



Source: 2017 Global Information Security Workforce Study, (n = 16,210)

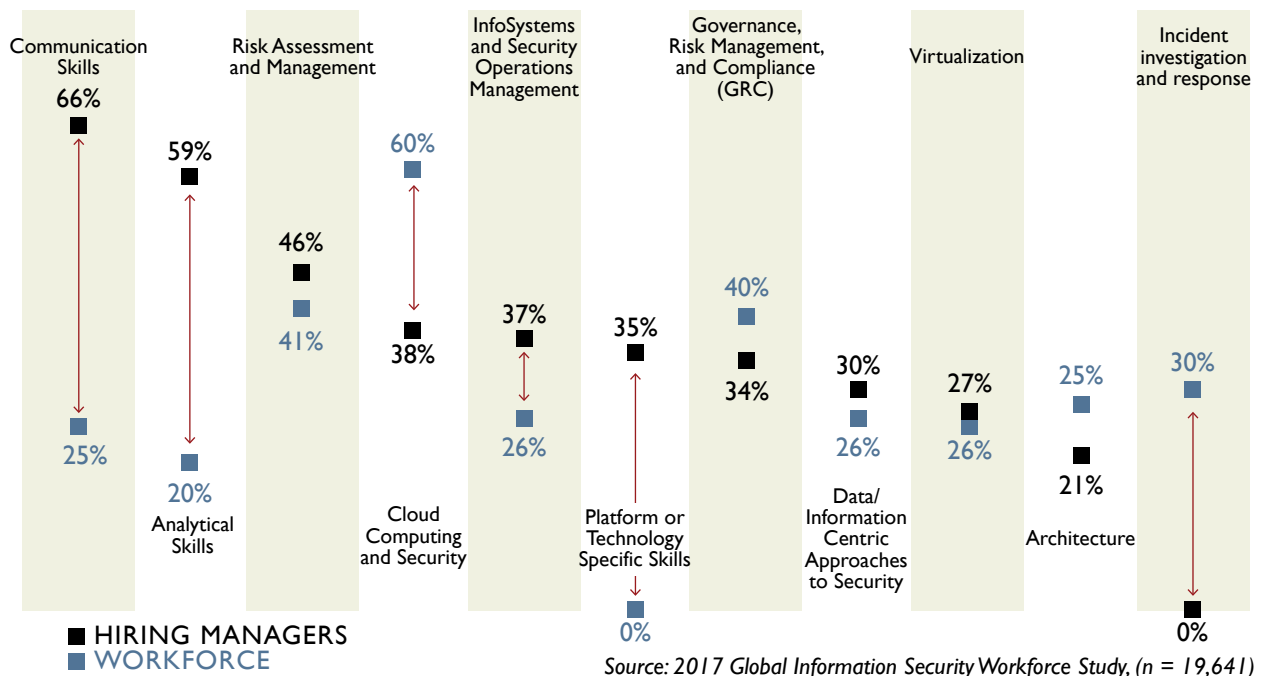
Previous non-technical careers are diverse, including business, marketing, finance, accounting, or military and defense. Individuals with non-technical previous careers often rise to become key decision makers in their organizations: globally, 33% of executives and C-Suite professionals began in a previous non-technical career. This illustrates the value of, expanding horizons beyond traditional technical recruitment channels. It will be important, if not essential, to consider the relevant educational foundations, training and professional

development opportunities that support the breadth of people with potential to enter the field in order to fill the worker shortage.

### The New Recruit vs. Hiring Manager Disconnect

In addition to looking for non-traditional hires, hiring managers must be aware that their expectations for new hires do not correspond with workers' priorities for a successful career. The top skills that are prioritized by hiring managers are communication skills and analytical skills, while workers prioritize a slew of technical skills above communication and analytical skills. This suggests not only a disconnect between hiring managers and worker expectations, but a breakdown in communication of the desired traits and skills that managers are looking for in new hires.

Exhibit 8: Top Skills, Workforce (for Career Success) Versus Hiring Managers (for Hiring Workers)



### Hiring Managers Face External Pressures

Unemployment among information security professionals sits at only 2% globally. Low unemployment combined with a significant worker shortage inflates wages at a rate that dramatically outpaces economic growth; in North America, an information security worker is paid, on average, \$120,000 per annum. Forty percent of North American workers under the age of 35 earn \$100,000 or more. It is therefore not surprising that in the GISWS Meet the Millennials<sup>1</sup> study, compensation was a not a primary concern for Millennials globally. That same study found that Millennials were leaving their jobs at unprecedented rates: 28% had changed their job voluntarily in the past year. This revolving door of employment is not limited to young workers; globally, 21% of information security workers had changed jobs voluntarily in the past year.

The combination of virtually non-existent unemployment, a shortage of workers, the expectation of high salaries, and employees who leave companies at rates that only increases among younger generations creates

<sup>1</sup> [https://iamcybersafe.org/research\\_millennials/](https://iamcybersafe.org/research_millennials/)



both a disincentive to invest in training and development and a conundrum for prospective employers: how to hire and retain talent in such an environment?

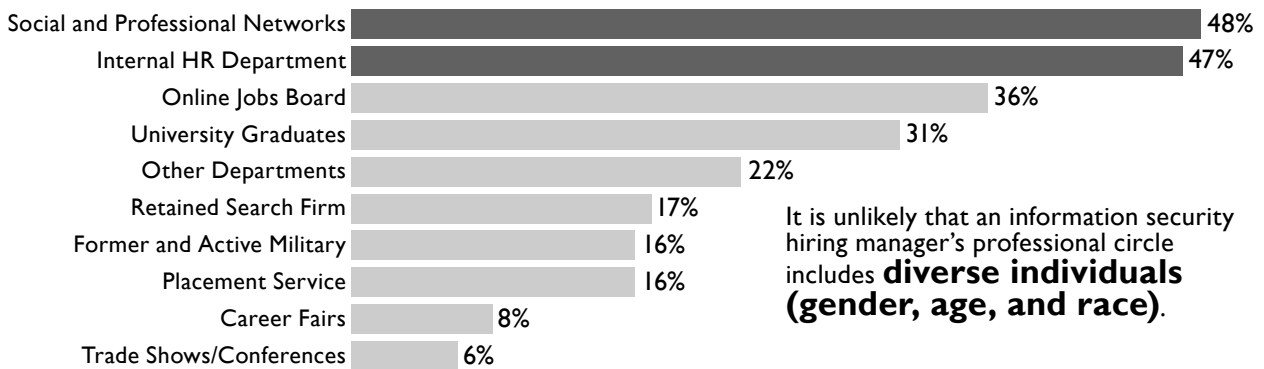
The solution lies in meeting the changing workforce with new hiring and recruitment, and professional development strategies, beginning with improved communication of expectations and, importantly, expanding reach beyond traditional channels.

### ADAPTING RECRUITMENT STRATEGIES

As has been previously mentioned, the information security workforce is overwhelmingly dominated by men, and The GISWS Women in Cybersecurity<sup>2</sup> describes in detail many of the barriers, including different forms of discrimination, faced by women in the field. In addition, young workers are more likely to express lower levels of satisfaction than their older peers, and are the most likely to leave their job in favor of another. Addressing the underrepresentation of women in cybersecurity and increasing loyalty among young people are two important ways companies can begin to fill the 1.8 million worker gap projected for 2022.

This report has demonstrated that not only do nearly a third of the existing workforce come from a non-technical background, many of them had great success and have risen to the rank of executive or C-Suite. Hiring managers and recruiters must acknowledge their contribution. In order to fill the worker shortage, current methods of hiring and recruiting must be adapted to keep pace with the changing workforce, and this includes exploring non-traditional channels of recruitment. Seventy percent of hiring managers believe there are too few workers in their department, and 31% intend to substantially increase the number of employees in their departments. That said, the top recruitment tool favored by cybersecurity hiring managers remains their social and professional networks, followed closely by their organization’s HR department.

#### INSERT Exhibit 9: Preferred Recruitment Sources Among Hiring Managers



Source: 2017 Global Information Security Workforce Study, (n = 4,767)

It is highly unlikely that a manager’s professional circle includes many individuals from diverse backgrounds, or many women and young people with the potential to move into the profession. Clearly, new recruitment practices are needed, particularly ones that move away from prioritizing existing experience in the field. When considering a new applicant for a position, 94% of hiring managers indicate that existing experience in the field is an important consideration.

Current practice creates barriers to entry that both limits the breadth of expertise attracted to the profession, and the ability to address the skills gap itself.

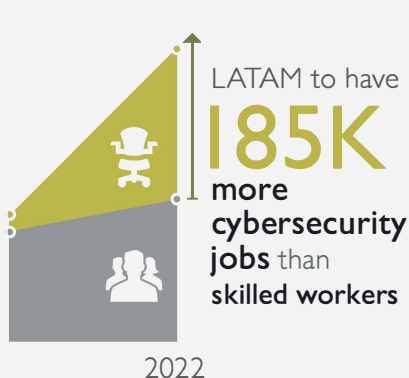
<sup>2</sup> <https://iamcybersafe.org/wp-content/uploads/2017/03/WomensReport.pdf>

# LOOK BEYOND TECHNICAL EXPERIENCE TO ANALYTICAL CANDIDATES FROM DIFFERENT INDUSTRIES

The Center for Cyber Safety and Education and (ISC)<sup>2</sup>, conducted a survey of 959 cybersecurity professionals in Latin America (LATAM), to understand key trends and challenges unique to this region.

## THERE ARE NOT ENOUGH WORKERS

Leading to long work weeks and a dissatisfying work-life balance



**67%** say their org. needs to **add headcount**

**66%** of the workforce work **more than a 40 hour week**

## PLANS FOR MORE MAY NOT BE ENOUGH

**51%** of orgs. plan to add headcount



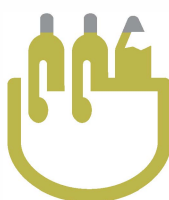
## HIRING MANAGERS ARE LOOKING IN THE WRONG PLACE

### TRAITS MOST VALUED BY HIRING MANAGERS

**63%**  
Awareness and understanding of the latest security threats

**63%**  
Broad understanding of the security field

This focus is making the workforce shortage **worse**



**90%** of the LATAM infosecurity professionals came from IT

The Industry must **temper its desire** for experience

## EDUCATION AND TRAINING SHOULD BE FOR ALL

### POSITIONS NEEDED

According to Cybersecurity Professionals

Incident & Threat Management & Forensics **63%**

Operations & Security Management **55%**

Risk Analysts & Management **52%**

Education, Training and Awareness **37%**

## ORGANIZATIONS MUST TRAIN THEIR WORKFORCE

In Latin America, the burden of funding training falls on the employee

### WHO PAYS THE BILL?

#### North America

**22%** Employee

**43%** Employer

#### Latin America

**44%** Employee

**25%** Employer

## LOOK BEYOND EXPERIENCE AND PROVIDE TRAINING



To reduce the workforce shortage LATAM needs to look beyond experienced candidates with technical backgrounds and include analytical candidates from different industries and educational backgrounds. The region also needs to strengthen the technical and non-technical cybersecurity workforce by supporting more employer paid training and education.