A NEW RUBRIC FOR IT RECRUITING AND RETENTION
MY “A-HA!”
MOMENT

“We’re not getting women and minorities applying to our open IT positions.”
- CULTURE and BRAND of the team
- Role models and networking
- 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.
BE A ROLE MODEL

Lead D&I workgroups
Speak at conferences
Serve on boards
Seek ongoing learning
Mentor others
- Participate in diversity and affinity groups at your organization
- Get involved with EDUCAUSE groups
- Promote participation in local groups: e.g. WITI, WITH, Pathfinders
- 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
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?
Seventh Grade Student Develops Own Method For Finding The Least Common Multiple

A seventh grader at Dodd Junior High School has developed her own method for finding the least common multiple.

Sandy Schilling, a student in the mathematics class of Miss Elizabeth Warner, wrote the method in her own words as follows:

First, find the greatest common factor for all your numbers. Divide your greatest common factor into each number so you know how many times it goes into your number. After you have all your quotients, multiply them together. Multiply your product by the greatest common factor and the product will be the least common multiple.

Example:
- 42 ÷ 7 = 6
- 49 ÷ 7 = 7
- 35 ÷ 7 = 5
- 7 x 5 x 6 = 210
- 7 x 210 = 1470

“The least common multiple is 1470.”

A letter from Jane M. Hill, managing editor of The Arithmetic Teacher, to Sandy Schilling informed her that her method of finding the least common multiple will be published in a forthcoming issue of that magazine.

NEVER ASSUME

Language majors may excel at math!
LOOK INWARD

Non-tech undergrad degrees on our team

- German
- English
- Philosophy
- International Relations
- Comparative Literature
- Fine Arts
Google, Apple and 13 other companies that no longer require employees to have a college degree

Courtney Conley | @classicalycourt | 10:01 AM ET Thu. 16 Aug 2018

Competitors for same talent may not require degrees at all!
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

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

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 end user, vendor management perspective? What are lessons learned you would consider business benefits?

We’re trying to change user behavior in a certain area to improve service delivery. We expect pushback from some individuals or groups who are resistant to change. After all, it’s not a bank, after all! What are some methods or approaches you might use to bring about change across the community? (Communication, trusted advisor, influence, collaboration)

As a large university, we’re subject to security and privacy regulations. We have to protect student records, credit card information, security requirements for data sets, privacy regulations, etc. Generally, how would you characterize different security requirements? (Familiarity with regulations and goals)

Give us an example of a time you had to be creative and suggest alternatives when a project was in jeopardy because of limitations in technology, resources (time/money), or other factors. (Negotiation skills, working relationships, trusted advisor – very relevant)
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
| 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 | | | | |
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!

Days until offer made to fill open position

- 2016: 434 days
- 2017: 82 days
- 2018: 72 days
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