



Securing States: Modernizing to Attract and Retain Cyber Talent

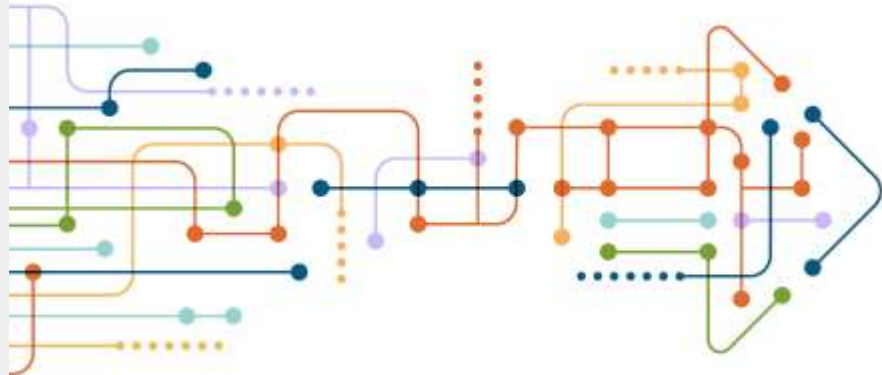
NCSL Cyber Task Force
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Modernizing to Attract & Retain Cyber Talent



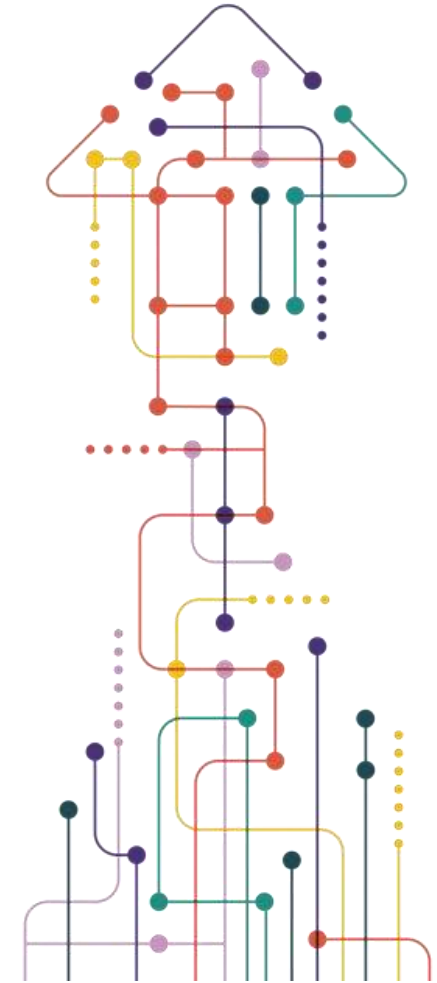
NASCIO-NGA Roundtable on
State Government Cybersecurity Workforce



- **Governors' staff**
- **CIOs**
- **CISOs**
- **CIO staff**
- **State HR**
- **NASPE**
- **NCSL**
- **MS-ISAC**

The problem at hand

- 52% of state and local employees have considered leaving their job voluntarily; 25% considering leaving public sector altogether (MissionSquare).
- Director-level state cybersecurity vacancies are taking longer than six months to fill.
- The inadequate availability of cybersecurity professionals is the second highest barrier to addressing state cybersecurity needs, according to state CISOs.
- States are not poised to face existing and future cyber threats if they cannot fulfil workforce requirements.



Roadblocks—how did we get here?





Unwillingness to offer remote work

According to MissionSquare Research Institute, millennials, who now make up the majority of the U.S. workforce, and traditionally underrepresented groups, view remote and flexible work as a ***must have***, yet only 54 percent of the public sector is offering it. In the 2022 Deloitte-NASCIO Cyber Study, 25 percent of state cyber offices report offering remote work options.





Degree requirements

Skills-based hiring, as opposed to only education-based hiring, is a proven way to open up the applicant pool, yet many states still have degree requirements in many job descriptions.





Outdated job titles and classifications

State CIOs consistently say that aligning job titles and descriptions more closely with the private sector is one of the top reforms that would help with recruitment, yet many states have not done so.





Long and drawn-out time to hire

The time it takes to hire talent is delaying the process and putting states at a disadvantage in competing for talent. A 2017 Society for Human Resource Management report found that the average time to fill a position is 36 days; however, state cybersecurity positions take a substantially longer amount of time





Recommendations—how can we improve?



Market state government as an employer of choice



Focus on effective marketing and branding of state government as an employer of choice, their mission-driven work and the unique benefits they offer.

"We are not the private sector and are not trying to be like the private sector."



Modernize work culture

States must adapt to the enduring impacts of the COVID-19 pandemic by modernizing the working environment to include flexible schedules, offering remote and WFH options and focusing on addressing burnout and employees' mental and emotional well-being.





Focus on **DEIB**

States must focus on diversity, equity, inclusion and belonging (DEIB) in their recruitment, hiring and retention practices.





Cross-boundary collaboration

States need to collaborate with key tech and cybersecurity stakeholders, including the private sector, academia, nonprofit organizations, the federal government, minority-serving institutions and professional associations, to provide development opportunities and build workforce pipelines.





Update job titles and descriptions

States should rework position descriptions to reflect industry-standard job titles and reduce barriers to entry, such as outdated or unnecessary requirements.



Other considerations

- Must have qualified instructors to train and/or upskill employees
- Flexibility around residency requirements (in state and out of state)
- Expanded internship pathways available to students and entry-level talent



www.nascio.org/cyberworkforce





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