



# 2010 Career Trends Survey

Executive Summary

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## Information Security Career Trends: New Priorities Call for New Skills

2009 started out as a bleak year for information security professionals.

The economy was mired in recession, unemployment was up, opportunities down, and the mantra among those with jobs was how thankful they were to still have them.

2010 starts on a much more encouraging note.

The economy is in recovery, companies are hiring again, and the nation from the president on down has adopted cybersecurity as a key priority. It's a good time to be an information security professional – and an even better time to explore academic and professional programs to hone one's skills and seek career advancement.

That, in a nutshell, is the key message of this Information Security Today Career Trends survey. There is a new set of priorities in the field – new jobs to fill – and organizations are willing to invest time and resources in both academic and professional education to train their staff.

Welcome to the executive summary of our inaugural Careers survey. This research was conducted during the fall of 2009, and the results very much reflect the events of the old year and the promise of the new. See on the following pages:

- Key skills required in 2010;
- How information security professionals plan to acquire new skills; and
- What it takes to be an information security leader.

Take time to review and reflect on our survey results – see how they correspond with your own perspective. Drop me a note with your comments, please.

And stay tuned for the 2010 Banking Information Security Today survey – it's coming soon!

Thanks & best wishes,

Tom Field



Editorial Director  
Information Security Media Group  
tfield@ismgcorp.com

# Contents

## Career Trends Survey 2009

**2** Introduction

**4** Back to the Books

**6** About this survey

### Key Results:

**8** Academics

**20** Certifications

**24** HR, Trends

**33** Leadership

**41** Interview  
Barbara Massa of McAfee

**43** Exclusive Webinar  
Insight and Analysis of the Survey Results

# Back to the Books

## 2010 is the Year for New Skills, Certifications

**“There is no better time to benchmark information security careers. And, frankly, there might not be a better time to start—or restart—one.”**

- *What will be the hot information security jobs in 2010?*
- *How will professionals grow their skills – and will their employers foot the bill?*
- *What are the minimum academic and professional requirements for information security professionals and leaders today?*

These are among the key questions posed by the first annual Information Security Today Career Trends survey.

The goal of the research: to create the benchmark for information security careers – where the jobs are and what’s required to fill them.

The challenge: to create this benchmark at a time when the economy is recovering, the threat landscape is shifting and organizations are re-setting their information security priorities.

But then this survey also takes advantage of a unique opportunity: Led by President Obama, the U.S. has embraced cybersecurity as a national priority, and as such the nation’s businesses, academic institutions and government agencies are focused as never before on information security and assurance. There is no better time to benchmark information security careers. And, frankly, there might not be a better time to start – or re-start – one.

There are three key findings from this inaugural study:

### **1. Risk Management, Cybersecurity, Fraud/Forensics Are Top Priorities**

No matter the question – What skills are required? What training will you seek? What are the top 3 concerns for CISOs? – the answer consistently comes back to risk management, cybersecurity and fraud/forensics investigations. These topics emerge among the top choices of skills, studies and job opportunities in 2010. This

recurring theme shows that organizations embrace the president's cybersecurity focus; they understand the threat landscape, which in 2009 was headlined by the Heartland Payment Systems data breach of an estimated 130 million credit/debit card accounts; and they recognize the need to be able to mitigate and prevent fraud from occurring on the inside and out. The challenge for 2010 is developing these competencies sufficiently within organizations – a task that ties directly into the other two key findings below.

## 2. Information Security Professionals Want New Skills – and Organizations Will Foot the Bill

Conventional wisdom is that when economic times get tough, training budgets take the biggest hit. But survey results tell a different story: that 42% of respondents will seek academic training in 2010; 62% will seek new certifications; and a whopping 79% of their organizations continue to fund that training at least partially. Only 16% of respondents say they would not be funded at all. This is a strong testament to the commitment to grow information security careers. But it comes with a caveat: When asked what their biggest obstacle is to attaining new skills, 47% of respondents say “too much work.” In other words it isn't enough to fund education; organizations also need to allow time for it.

## 3. Schools, Professional Groups Stand to Benefit in 2010

Committed to growing their professional competencies, information security professionals will invest their time and resources in certifications bodies, professional organizations and academic institutions in 2010. Asked what kind of training they intend to pursue, 62% choose certifications bodies, while 54% say professional groups and 43% select schools. No surprise: People work crazy hours these days, and so 53% of respondents say they prefer a mix of online and face-to-face training. And while online education is relatively young, 46% of this group says it finds online training just as effective as that found on a campus. The message to academic institutions and professional organizations: There is a critical mass of eager students looking to improve their skills and advance their careers, and it is up to you to 1) Differentiate yourself from your competitors, and 2) Meet the needs of these professionals on their terms – which require creative hours and training media.

On the following pages, we'll look at each of the specific questions and responses in the above categories, and then we'll conclude with some insight on how to approach career trends in 2010.

We look forward to tracking these trends – and uncovering the new ones – as the new year unfolds.

### Some other interesting take-aways from each of our major survey categories:

#### Education

23% of respondents say a graduate degree is now the minimum requirement for entering the information security profession.

#### Certifications

The three most highly-sought certifications are CISSP (30%), CISM (22%) and GIAC (19%).

#### Background Checks

At a time when we're continually told that we're at greatest risk of insider crimes, only 26% of respondents say they have undergone a background check in the past five years.

#### Career Growth

Asked to name the critical skills for advancement, respondents choose Understanding security/risk (73%), Technical knowledge (67%) and Understanding security threats (66%). Knowing the business/industry placed sixth at 53%.

#### Leadership

Asked where senior security leaders are recruited, only 34% of respondents say “promoted from within.” 46% say their leaders are recruited externally.

## About this Survey

This study was conducted electronically by Information Security Media Group in September 2009.

### Respondent Profile

In all, there were 255 respondents, 47% of them from financial institutions, 12% from government, 9% from consulting and 9% from technology. When you look at the breakdown of respondents by role and responsibility, you see:

- 34% compliance or technology professionals
- 14% in senior management
- 37% have been in their current role 1-3 years
- 36% are CISSPs
- 86% have 10 or fewer direct reports

### Survey Objectives

The main objective of the survey was to benchmark 2010 trends in information security careers across industries. The survey was constructed specifically assess:

#### Background

**The academic, security and business background of today's information security professionals**

#### Duties and Critical Skills

**The roles these professionals are filling today—and will be asked to fill tomorrow**

#### Training Strategies

**What they need—advanced degrees, industry certifications, business experience—and where they turn to get ahead**

#### Hot Jobs

**Employment trends for security professionals**

#### The Next Level

**Leadership requirements for security leaders seeking advancement**

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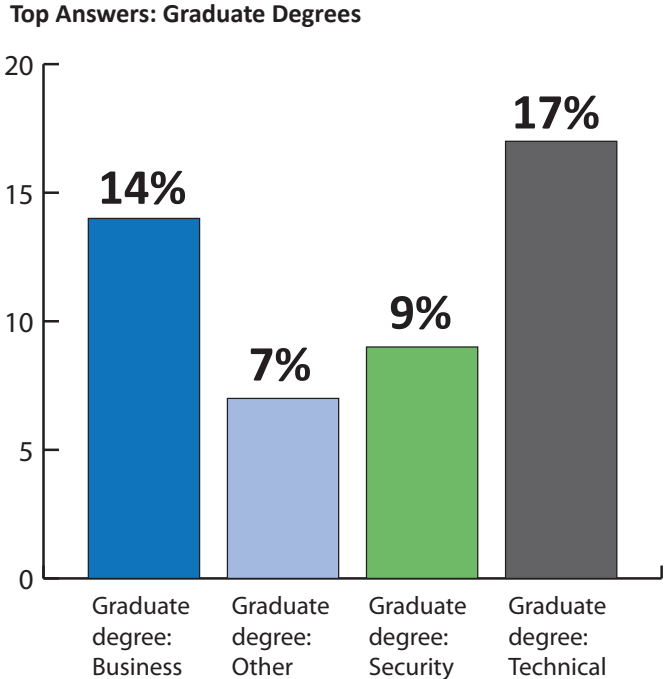
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# Academics

What are the minimum academic standards for information security professionals today, and what do they aspire to achieve in 2010?

## What level of education do you currently possess?

Whereas once education may have been deemed a minimal requirement for information security professionals, according to this survey 47% of respondents now have a graduate degree.



**Other Answers**

Level of Education	% of respondents
Some college	15%
Undergraduate degree: Business	12%
Undergraduate degree: Other	10%
Undergraduate degree: Security	3%
Undergraduate degree: Technical	10%

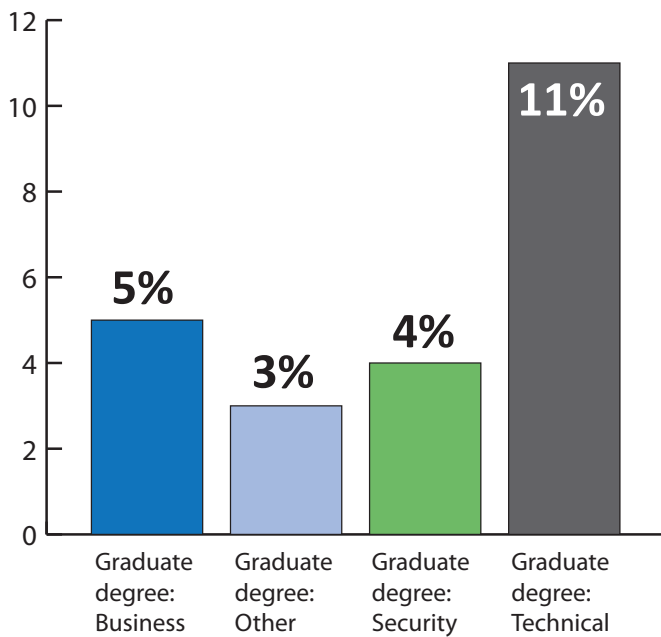
**“Nearly half of respondents currently possess a graduate degree.”**



## What is the minimum level of education necessary to enter your profession today?

The bar gets raised: 23% of respondents say a graduate degree is the minimum requirement to enter the profession today. 53% say an undergraduate degree is the bottom rung.

### Top Answers: Graduate Degrees



### Other Answers

Level of Education	%
High school education	8%
Some college	13%
Undergraduate degree: Business	11%
Undergraduate degree: Other	10%
Undergraduate degree: Security	8%
Undergraduate degree: Technical	25%

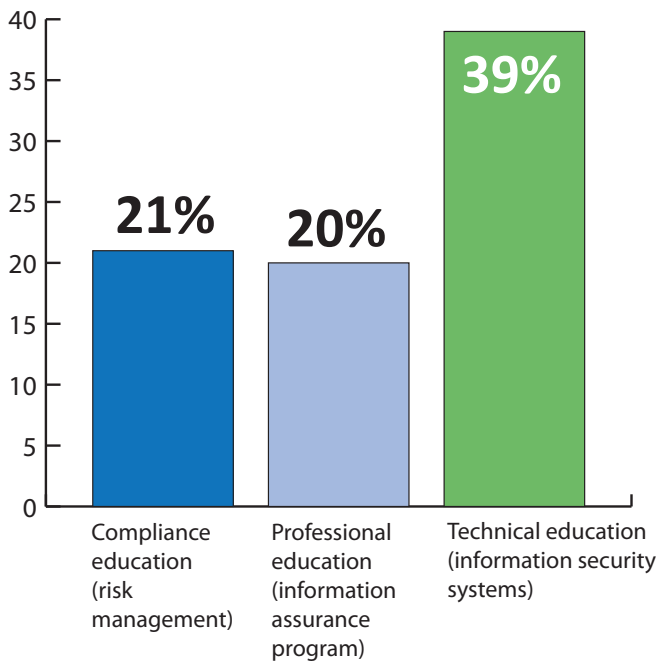
**“Nearly one-fourth of respondents say a graduate degree is the minimum requirement to enter the profession today.”**

# Academics

## What type of education is most useful to you in furthering your career?

Interesting to note a trend in this survey: For as much as we stress that information security professionals need to get closer to the business, the skills they most value – and feel are most valued – are technical. They’re seeking to learn more about the nuts and bolts of information security – not their business or industry.

### Top Answers:



### Other Answers

Type of Education	%
Business education	11%
Not useful (no direct link to my career)	2%
Both technical and business	1%
Professional Certifications	1%
MBA, PMP, and IA	1%

**“39% say technical education is the most useful in furthering their career.”**

## Which academic degree programs will you be most interested in pursuing within information assurance?

Validation of the three top priorities for organizations: Cybersecurity (57%), Risk Management (51%) and Fraud and Investigations (41%) are far and away the top choices for academic pursuits. Business administration places a distance fourth at 24%.

### Top Answers:



### Other Answers

Academic Programs	%
Business administration with information assurance education	24%
Business continuity	19%

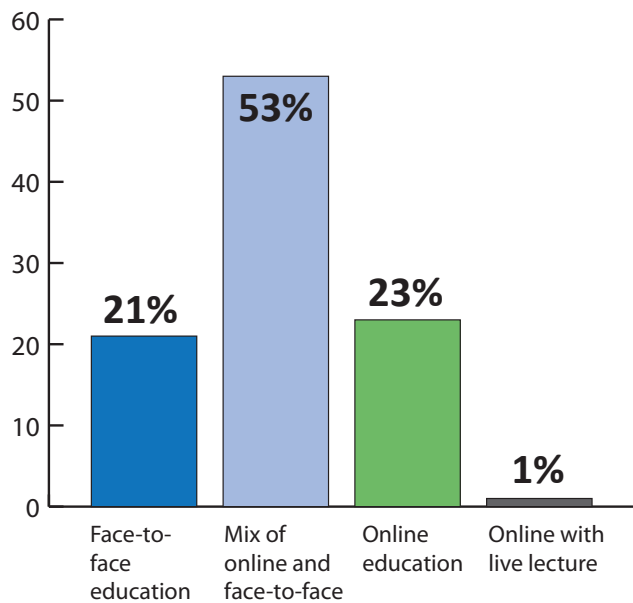
**“57% are most interested in pursuing a cybersecurity degree program.”**

# Academics

## What is your preference for academic study?

Because online education really isn't that old – and, in fact, it's a new experience for many experienced information security professionals now going back to school to refresh their skills – it's noteworthy that online owns a slight edge over face-to-face. But clearly the best educational formula for today's busy professional is a mix of online and traditional education.

### Top Answers:

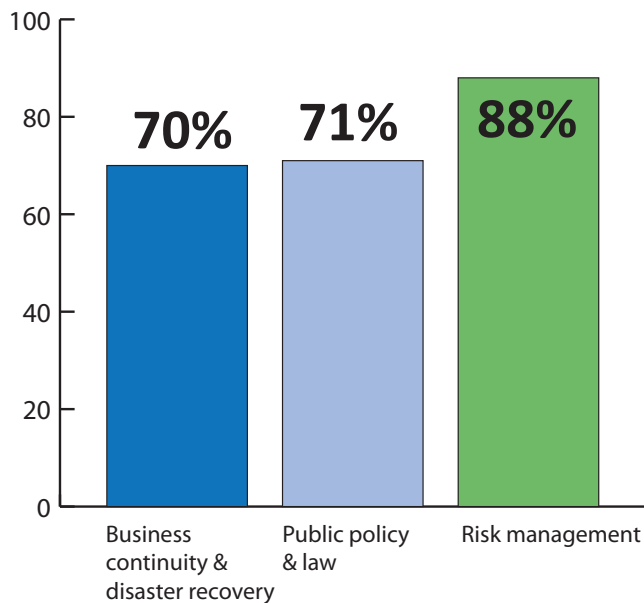


**“23% of professionals prefer online education to classroom.”**

## Which of these topics do you believe should be covered in a quality academic information assurance program?

Risk management again emerges as a key priority (88%), and it's no surprise that business continuity/disaster recovery places so high (70%) at a time when the world is struggling from the effects of the H1N1 pandemic.

### Top Answers:



### Other Answers

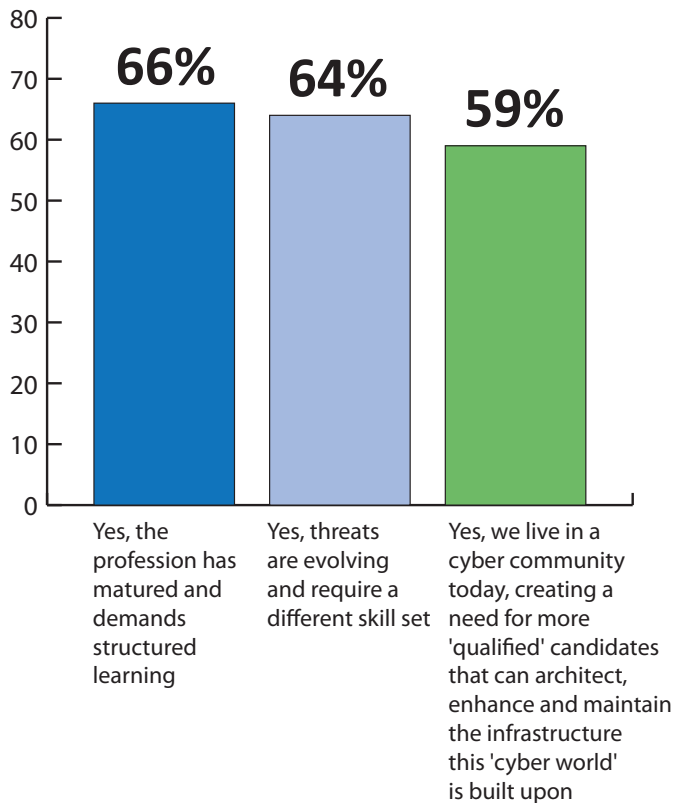
Topics	%
Business ethics	63%
Criminology issues	44%
Forensics	64%

**“63% believe business ethics should be part of an information assurance education.”**

## Is there a greater need today than 10-15 years ago for more formal academic information security/assurance programs?

The takeaway here is: A decade or more ago, information security was an immature profession, and organizations didn't invest much into the practice. Times – and threats – have changed. The cybersecurity/risk management agenda has underscored the need for new resources, new skills.

### Top Answers:

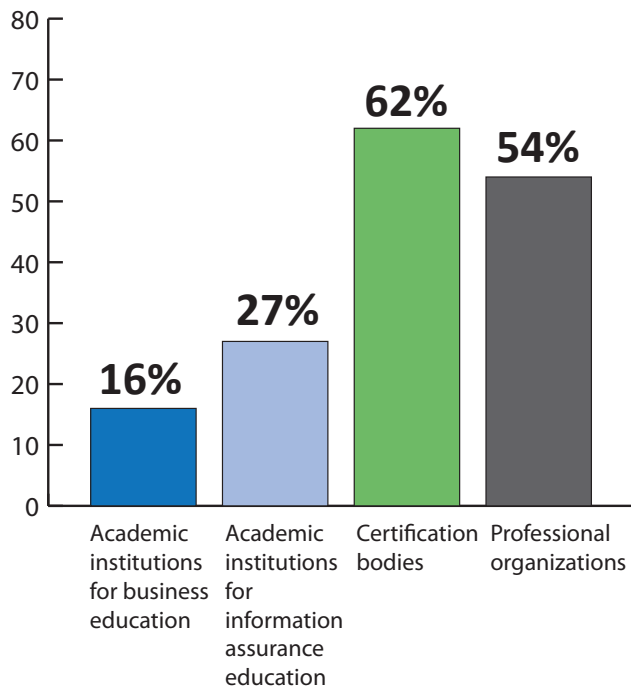


**“66% say the profession has matured and demands structured learning.”**

## What type of training or education will you seek in the next year to ensure ongoing learning in Information security?

While it's encouraging for academic institutions that 43% of respondents plan to go back to school in 2010, the big news is for the certifications bodies: 62% of respondents plan to sign up for your courses soon.

### Top Answers



### Other Answers

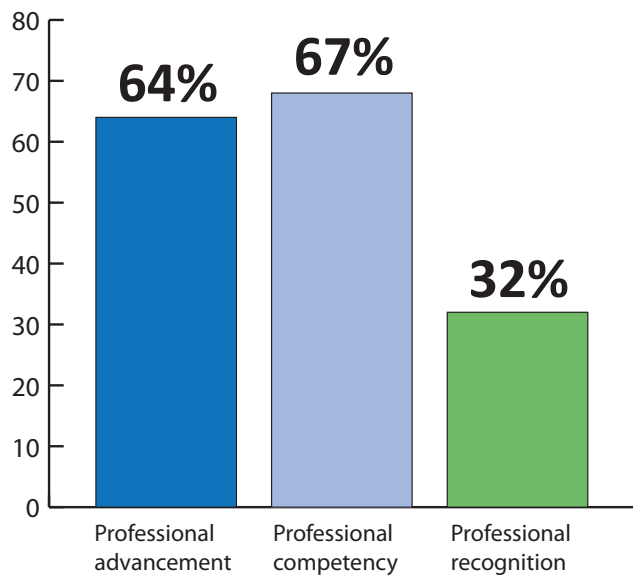
Type of Education	%
Internal training	27%
Outside training vendors	32%

**“43% say they will go back to school in 2010.”**

## What would be your primary reasons to pursue higher education?

No surprise: Respondents recognize that to get ahead in their careers—to truly stand out—they need to get new training.

### Top Answers:



### Other Answers

Primary Reason	%
Recognition from management	31%
Recognition from peers	14%
Specialization	31%

**“The number one reason for pursuing higher education: Professional competency.”**

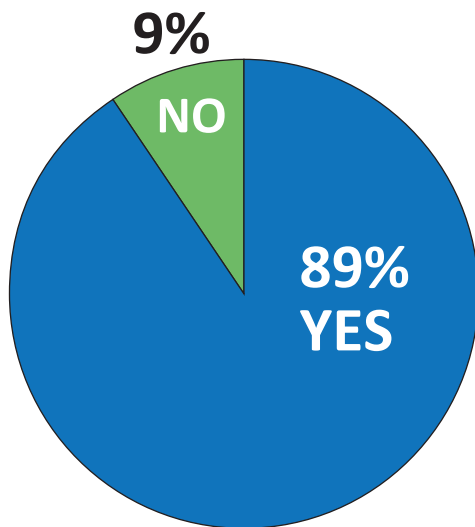


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**Is there a need among today's professionals for an intense, accelerated information security training program for executives who cannot attend formal, academic programs?**

Overwhelmingly (89%), respondents recognize that senior leaders cannot make time for traditional training programs, but there is a crying need for the type of concentrated "boot camp" approaches that can give these executives a solid grounding.

Top Answers:

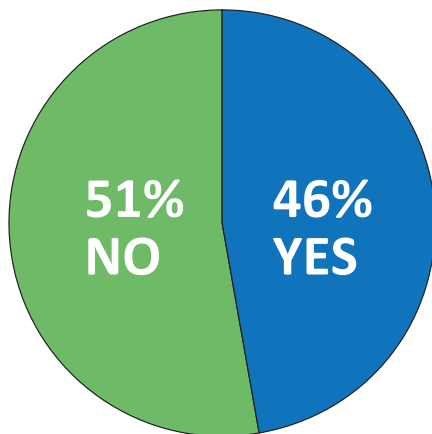


**“90% of respondents say there is a need for a “boot camp” that provides information security education for busy executives who can’t leave work for formal academic programs.”**

## **In your opinion, do online information security/assurance programs offer the same level and quality of education as on-campus programs?**

This is a glass half-empty/half-full situation. On one hand, a slim majority of respondents say online programs are not as strong as on-campus. But on the other: Please recall that online education is still relatively young. That nearly half of the respondents do endorse the medium is a strong vote for how well Internet-based education has taken root even among seasoned professionals.

### **Top Answers:**

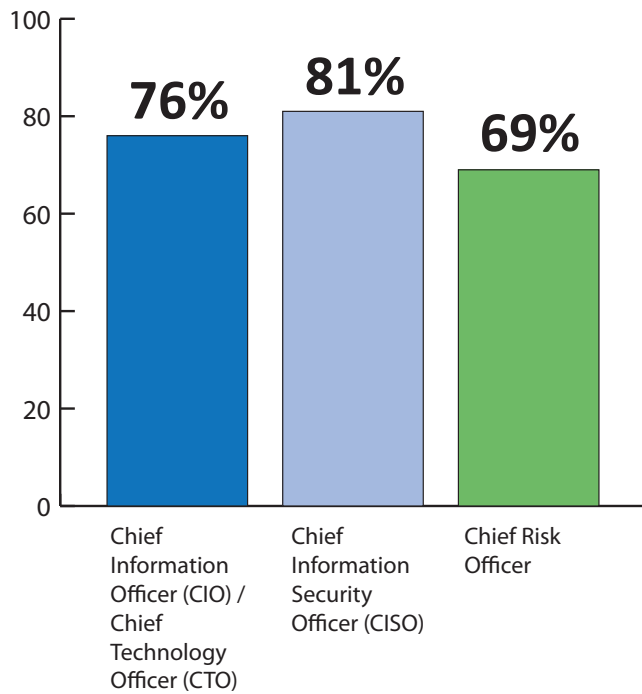


**“Internet gains: Nearly half of respondents say online education is of the same quality as classroom.”**

## Which senior leaders would benefit most from structured academic learning on information security/assurance related topics (BCP/DR, Fraud, etc.)?

No surprises here. The people closest to information security – the CISO and CIO – are those considered to be best positioned for training on the hot topics.

### Top Answers:



### Other Answers

Senior Leaders	%
Board members / Audit committee members	36%
CFO / Others responsible for the finance function within an organization	37%
Chief auditor	51%

**“Who would benefit most from academic education on information assurance topics? CISO’s – 81%.”**

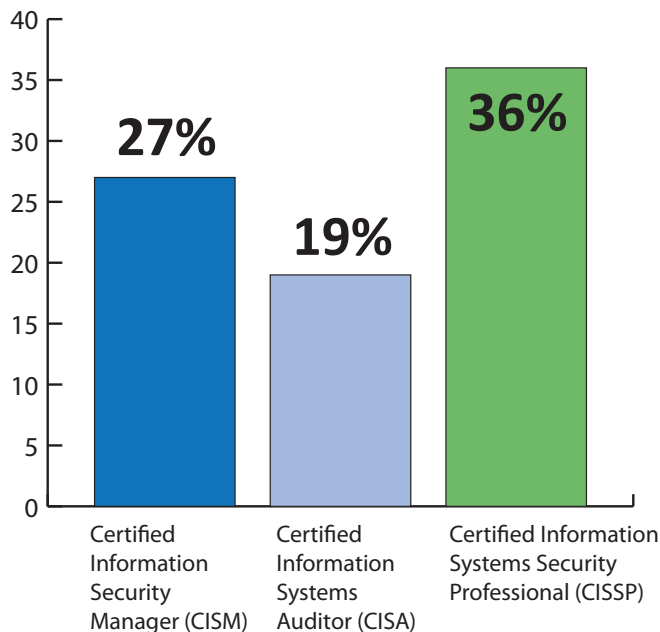
# Certifications

Which industry certifications do professionals possess now, and which do they intend to pursue in the coming year?

## Which industry-recognized certifications do you currently hold?

Again, no surprises. The CISSP and CISM are the most common certification in information security today, and more than one-third of the respondent base either has or is seeking such credentials – that makes the point that these certifications are becoming minimum standards in the profession.

### Top Answers:



### Other Popular Answers

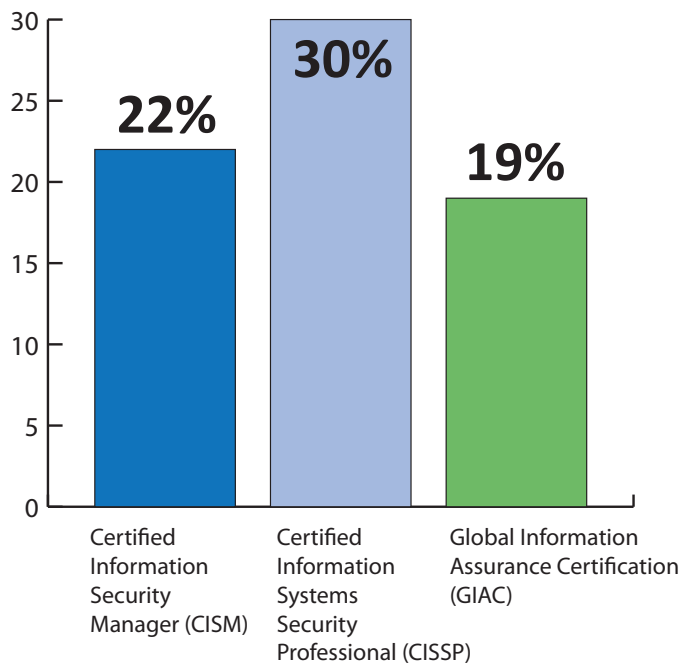
Certifications	%
Certified Ethical Hacker (CEH)	5%
CompTia (Security+)	9%
CIPP	2%
Global Information Assurance Certification	13%
Vendor (Microsoft, CISCO)	16%

**“The rule, not the exception: 36% of professionals already possess the CISSP certificate; 30% will seek it in 2010.”**

## Which industry-recognized certifications do you feel necessary and/or plan to pursue in the next year?

Interesting point here is the emergence of the GIAC among top three certifications sought in 2010. This speaks to the growing discussion of information assurance as a business discipline.

### Top Answers:



### Other Popular Answers

Certifications	%
Certified Business Continuity Professional	11%
Certified Ethical Hacker (CEH)	13%
CyberSecurity Forensic Analyst (CSFA)	14%
Vendor (Microsoft, CISCO)	4%
Certified Computer Examiner (CCE)	5%
Certified Protection Professional (CPP)	7%

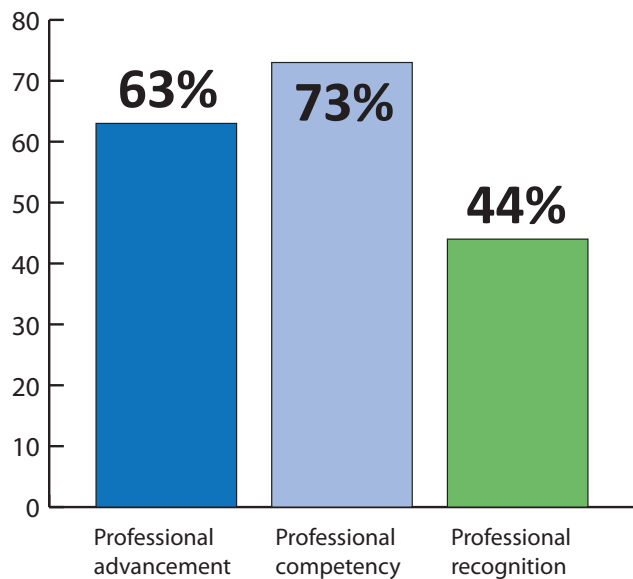
**“19% will pursue the Global Information Assurance Certification in 2010.”**

# Certifications

## Why do you seek professional certification?

Mirroring the findings of academic credentials, information security professionals seek new professional certifications to improve their competencies (73%) and advance their careers (63%). If the past year has proven anything, it's that employers can afford to be selective these days, and those professionals who make the cut—who stand out from the herd—are the ones most willing to enhance their own value.

### Top Answers:



### Other Popular Answers

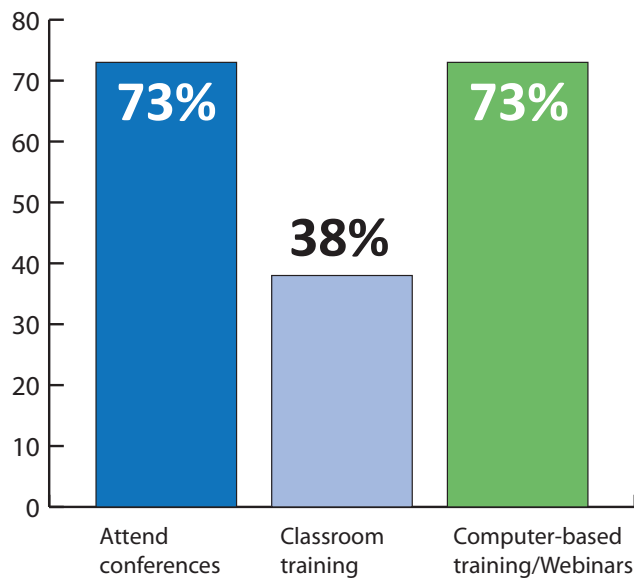
Reasons	%
Recognition from management	38%
Recognition from peers	25%
Specialization	31%

**“The number one reason to seek professional certifications: Professional competency.”**

## How do you typically acquire the necessary Continuing Professional Education (CPE) credits to maintain your certifications?

Of note: At a time when corporate travel is clearly reduced, 73% of respondents still attend conferences as their primary means of acquiring CPE credits. Yet, tied for first at 73% is computer-based training and webinars. This deadlock reinforces the earlier point that professionals seek a balance of in-person and online training – an exact balance, apparently.

### Top Answers:



### Other Popular Answers

Methods	%
Provide training (teaching, writing, mentoring)	36%

**“36% of certified professionals acquire CPE credits through teaching and writing.”**

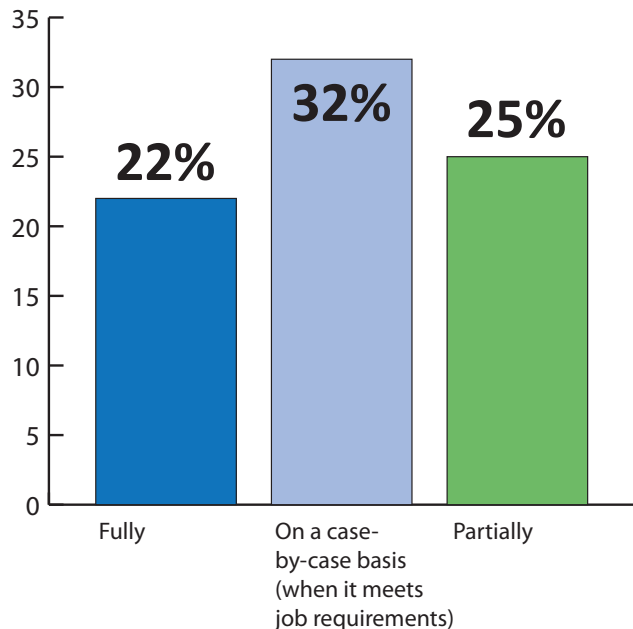
# Key Results: HR, Trends

What's standard procedure today for how organizations fund training and conduct background checks?

## To what extent does your organization fund your business-related education and training pursuits (academics, certifications, events, etc.)?

One of the main points of this study: At a time when you would expect training budgets to be tight, 79% of organizations continue to fund education and training at least partially – 22% of them fully. This finding underscores organizations' commitment to improve information security competencies in key areas.

Top Answers:



**“Nearly 80% of organizations fund education and training.”**



## Where do you expect to see the greatest need for new information security professionals in 2010 and beyond?

Risk management (70%) and Fraud/forensics (60%) at the top, just as you'd expect based on earlier responses. Also of note: The importance of application security (53%) – one of the hot-button issues of 2008.

### Top Answers:



### Other Popular Answers

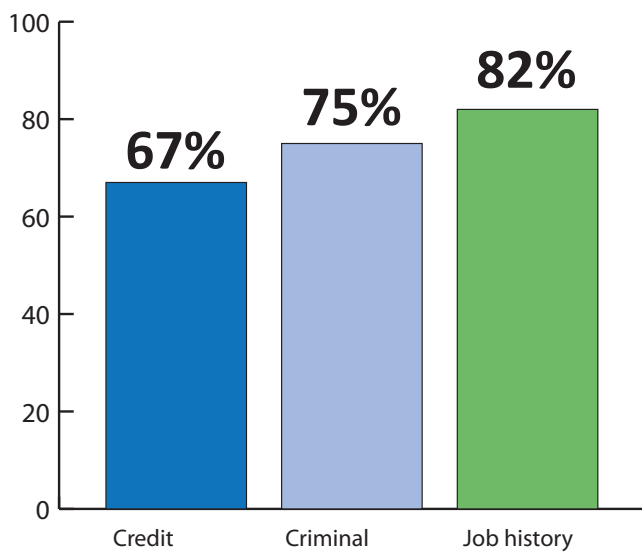
Greatest Need	%
Audit & compliance	56%
Business continuity & disaster recovery	34%
Data loss prevention	44%
Information security administration & operation	44%
Network security	50%
Software & application security	53%

**“The number one need for information security professionals in 2010: Risk management.”**

## Which types of background checks have you undergone in your current position?

There is a heightened sensitivity to the insider threat these days, so it makes sense to see job history (82%), criminal (75%) and credit (67%) checks attached to current roles. Drug tests also place high (41%). What doesn't show up this year, but may in future surveys: Social networking sites. Anecdotally, many recruiters these days are filtering prospective employees by viewing behavior on LinkedIn, FaceBook and MySpace.

### Top Answers:



### Other Answers

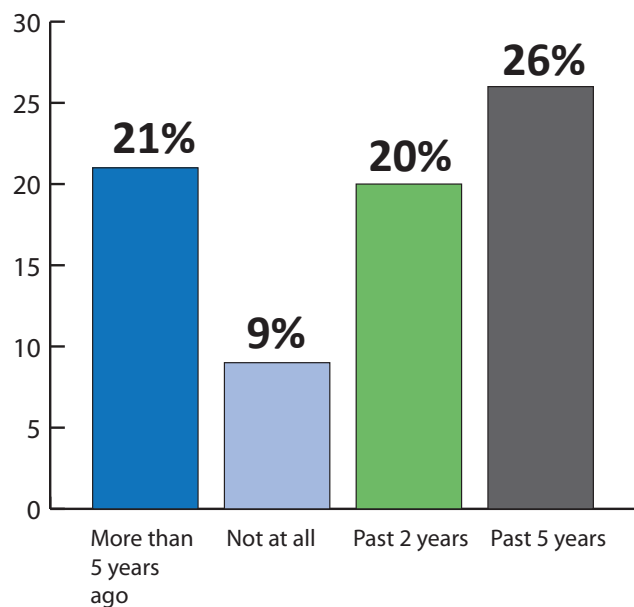
Types of Checks	%
Drug test	41%
Personal references	1%

**“41% of professionals have undergone drug tests as part of their current role.”**

## How recently have you undergone such a background check at any position?

And yet... as much as the insider threat has been discussed and exposed in 2009, only one-fifth of respondents have undergone a background check within the past year. For another 21%, it's been more than five years. Experts have cautioned that, for critical personnel, background checks should be updated on a regular rotation. These statistics indicate the practice has not taken root.

### Top Answers:



### Other Answers

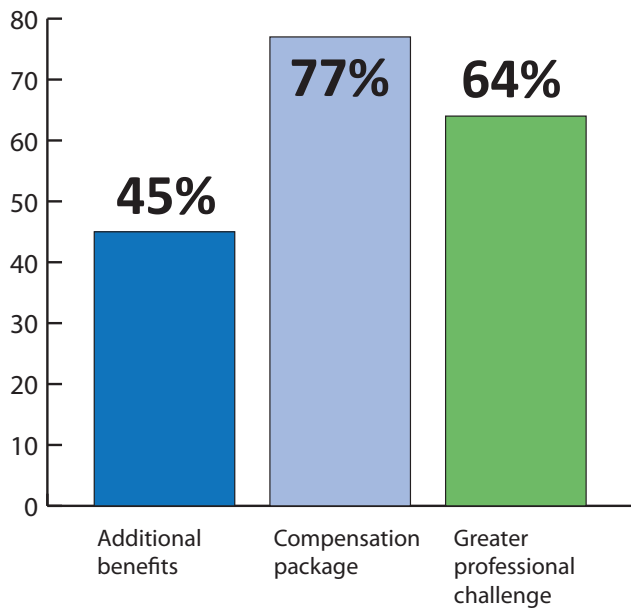
Latest Background Check	%
Past year	20%
Not at all	9%
within a month	1%

**“One-fifth of professionals haven’t undergone a background check in more than five years.”**

## If you were to switch jobs today, which factors would most influence you to switch jobs?

Money still talks – that’s why 77% of respondents would be swayed by greater pay, 45% by additional benefits. But don’t discount the 64% who are eager to find a greater professional challenge. As the economy improves and new jobs are created, these employees may be the first to seek new opportunities.

### Top Answers:



### Other Popular Answers

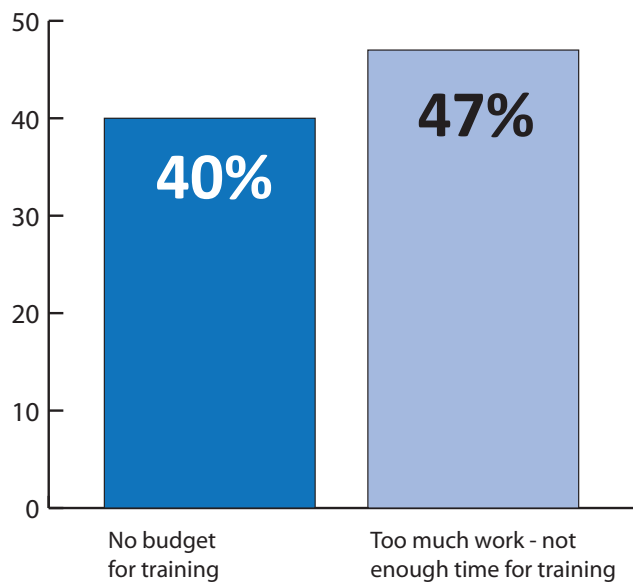
Factors	%
Higher-profile position	41%
Leadership move	44%

**“77% would switch jobs for a better compensation package.”**

## When it comes to attaining new skills or education, what is your biggest obstacle?

Another key point from this survey: Money isn't the obstacle preventing professionals from bettering their skills. It's time. Respondents at least perceive that they have too much work to do – they cannot spare time for training. The takeaway for employers is: If you value training, show it. Make sure your staff knows you will accommodate their training needs.

### Top Answers:

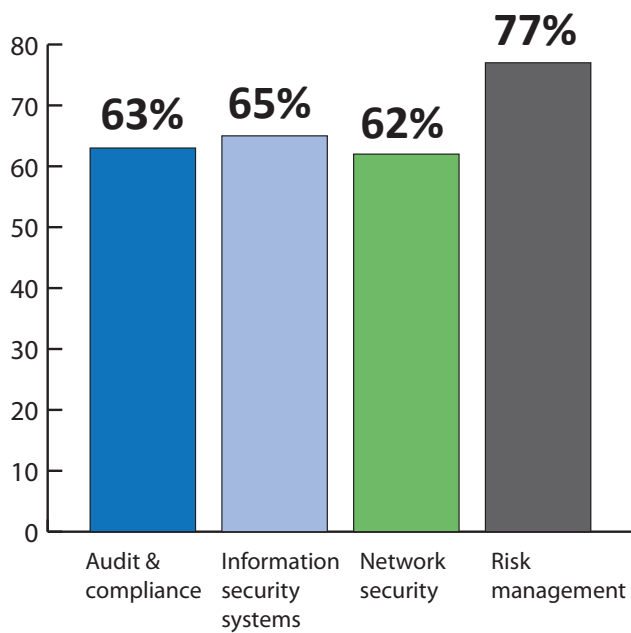


**“Biggest obstacle to new skills, training: Too much work.”**

## What are the skills required for you to be successful in your profession?

This question and the next form a good view of what's needed today vs. what's anticipated to be needed tomorrow. Today's key skills: Risk management, network security, audit and compliance. Now contrast that response with the next question.

### Top Answers:



### Other Popular Answers

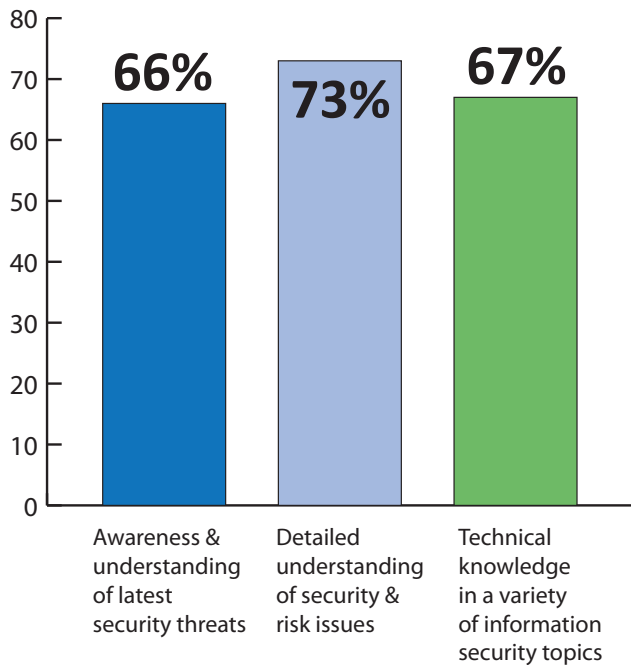
Skills	%
Business continuity and disaster recovery	48%
Data loss prevention	41%
InfoSec operations and administration	60%
Leadership and management	53%
Software and application security	52%
Information storage architecture(s)	21%

**“Top skill necessary to be successful: Risk management (77%).”**

## What critical skills are necessary for advancement in your career?

To get ahead and stay on top of their game, security professionals need to understand the current risk issues, keep up to date on technical knowledge, and stay abreast of the threat landscape. Objectives all that call for additional training and certifications.

### Top Answers:



### Other Answers

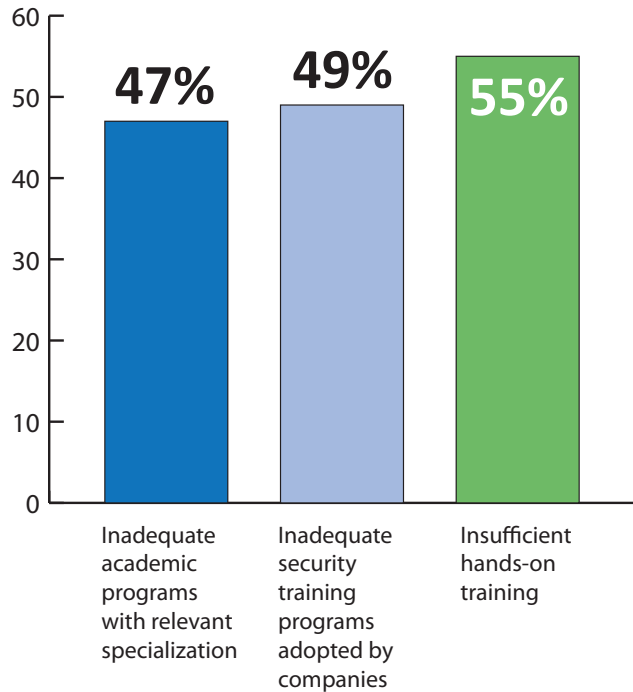
Critical Skills	%
Business continuity and disaster recovery	40%
Detailed understanding of business & industry	53%
Security policy formulation & application	60%
Detailed understanding of compliance & governance issues	65%

**“73% say they need a detailed understanding of security and risk issues if they want to advance.”**

## In your opinion, what creates the gaps between theory and practice (actual job requirements) in information security/assurance training and education?

So, why can't information security professionals practice what is preached? Mostly (55%) they cite insufficient hands-on training. But they also fault academic programs (47%) and internal training (49%) as barriers. These perceptions must be addressed as organizations look to add new competencies to meet changing needs. If the training programs are perceived as disconnected – then they are.

### Top Answers:



**“Biggest reason for the gap between information assurance theory and practice: insufficient hands-on training (55%).”**



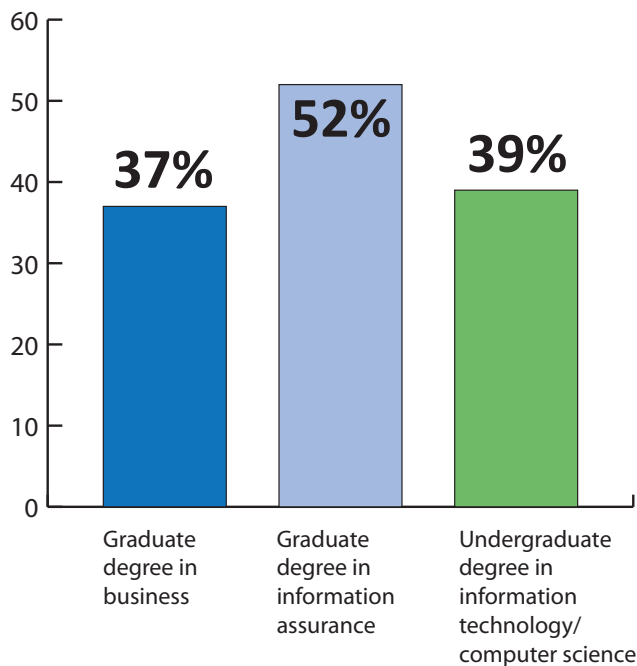
# Leadership

Where are leaders recruited, and what's necessary for them to be successful in today's demanding roles?

## In your opinion, what is required of a Chief Information Security Officer (CISO) today in terms of ACADEMICS?

Even more so than for information security professionals, CISOs are viewed as needing a graduate degree (89%) just as a baseline expectation to fulfill their jobs.

### Top Answers:

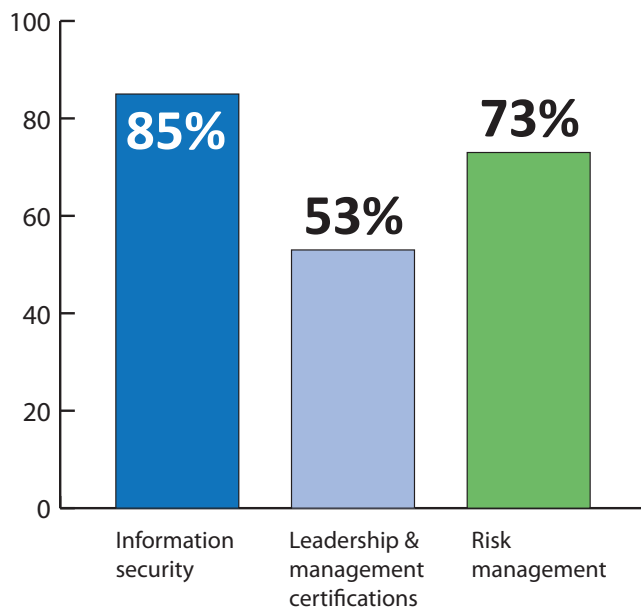


**“Minimum requirement: Graduate degree (89%).”**

## In your opinion, what is required of a Chief Information Security Officer (CISO) today in terms of INDUSTRY CERTIFICATIONS?

Interesting to note that professionals favor role-specific credentials – information security (85%) and risk management (73%) – over general leadership and management (53%).

### Top Answers:



### Other Popular Answers

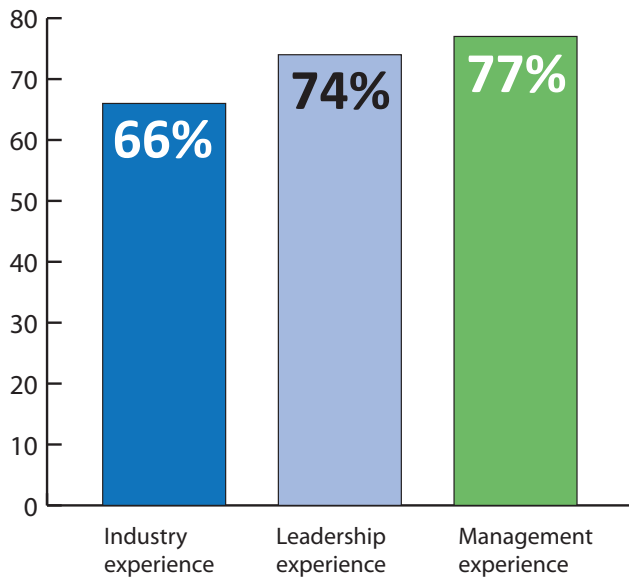
Requirements	%
Anti-money laundering (AML)	16%
Audit	41%
Business continuity & disaster recovery	45%
Forensics	22%
Fraud & investigations	33%
Product vendor certifications	10%

**“85% say leaders need information security certifications as a baseline.”**

## In your opinion, what is required of a Chief Information Security Officer (CISO) today in terms of WORK EXPERIENCE?

Another contrast of theory vs. reality: For years, analysts have argued that industry experience takes precedence over role – you’ve got to know your business. Yet, our respondents value management (77%) and leadership (74%) experience well ahead of industry (66%).

### Top Answers:



### Other Popular Answers

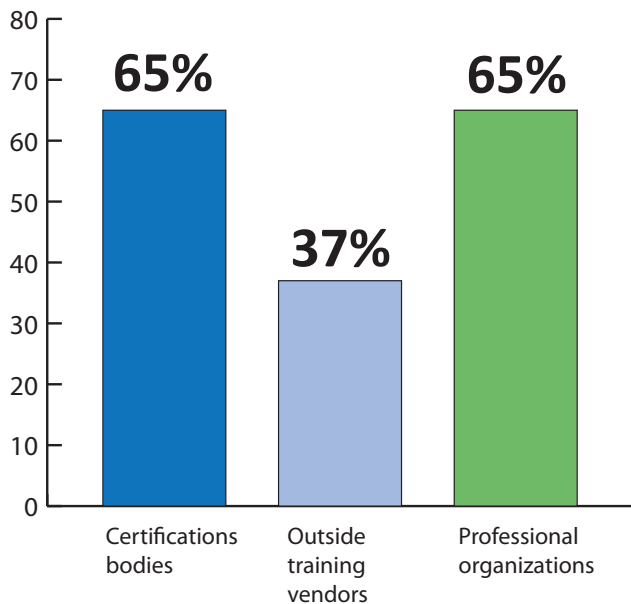
Requirements	%
Audit experience	42%
Compliance experience	61%
Information security experience	2%

**“Industry experience is the number three priority in work experience for information security leaders.”**

## From your observations, where do information security leaders today seek out advanced training?

Although professionals put a high value on academic training for themselves, when it comes to their senior leaders, they see the trend more for training from professional organizations and certifications bodies (65% each). Academic institutions place third at 59%. Outside training vendors place a distant fourth at 37%.

### Top Answers:



### Other Popular Answers

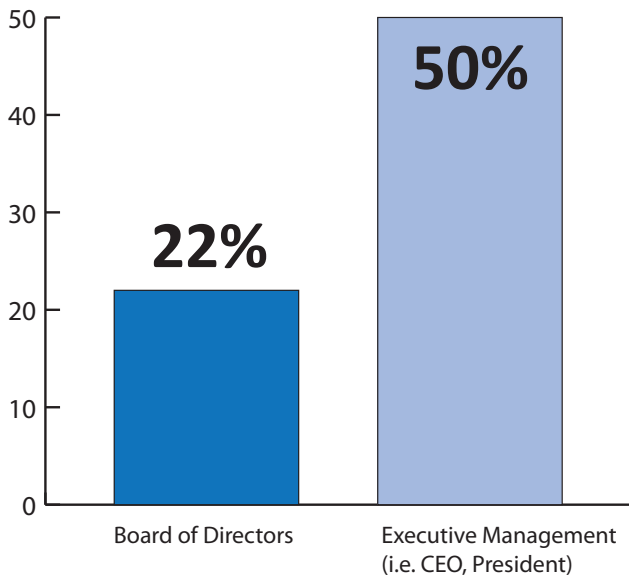
Advanced Training	%
Academic institutions for business education	27%
Academic institutions for information assurance education	32%
Internal training	14%

**“Where do leaders turn for advanced training? Professional organizations and certification bodies (65% each).”**

## In your opinion, to whom should the CISO report?

No equivocation on reporting relationships. Respondents feel their CISO should report either to the CEO/President (50%) or to the Board (22%). Under 10% cite the CIO.

### Top Answers:



### Other Answers

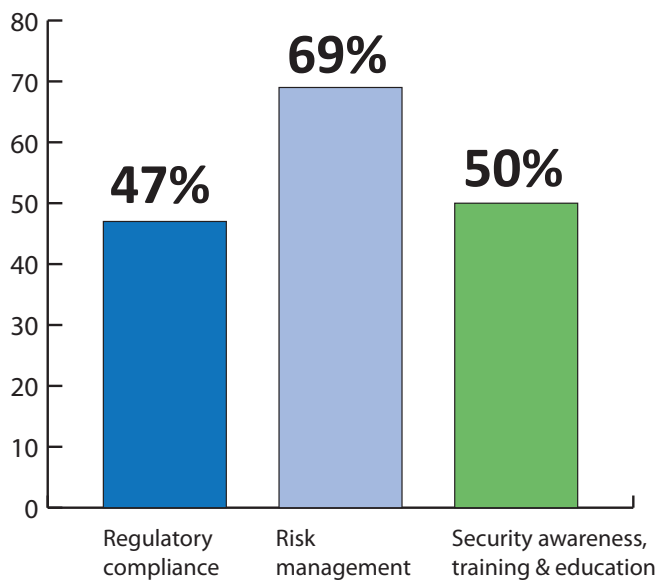
CISO Report	%
Risk Management (CRO)	12%
Technical Management (CIO)	9%

**“50% say CISO should report to executive management. 9% say to the CIO.”**

## In your opinion, what are the three top functions a CISO should focus on today?

Another overwhelming vote for risk management (69%), with security awareness/training (50%) and regulatory compliance (47%) also placing high.

### Top Answers:



### Other Popular Answers

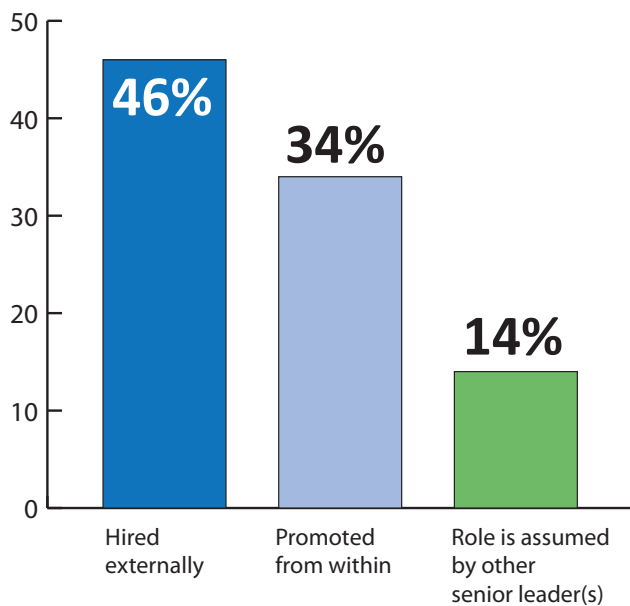
Top Functions	%
Business continuity & disaster recovery	29%
Data loss prevention	25%
Incident management	23%
Network & data security	34%
Policy development & maintenance	38%
Security project management	26%

**“Regulatory compliance is only number three on list of top priorities for CISO’s.”**

## In your opinion, where are senior security leaders recruited?

For all their focus on career advancement, our respondents clearly feel that their best senior leadership opportunities are not within their own organizations. 46% say senior leaders are hired externally – only 34% say they are promoted from within. Interesting to see write-in votes for senior leaders coming from “the good old boy network” and “golf club.”

### Top Answers:

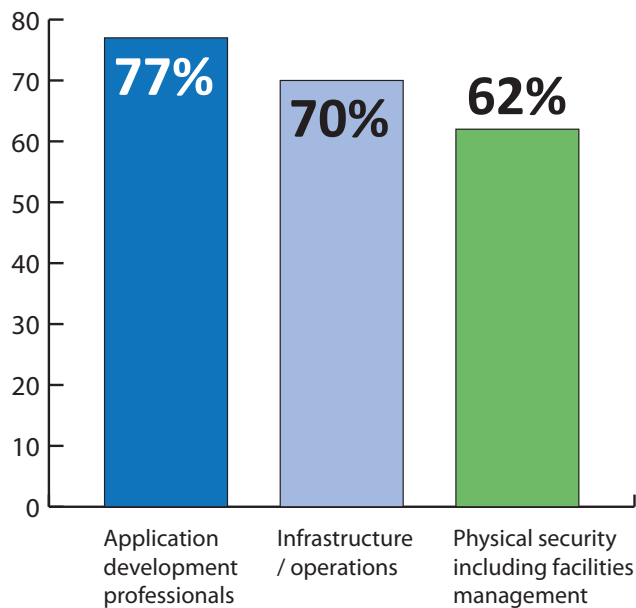


**“Only 34% say senior security leaders are recruited from within.”**

## In your opinion, which other professionals in an organization must be well-versed in information security/assurance related topics?

OK, so stepping outside the information security organization – who else in an enterprise needs to be apprised of these issues? Respondents say the top three groups are application development (77%), infrastructure/operations (69%) and physical security (62%). Curiously, the CEO/COO/President falls a distant fifth at 52%, behind the CFO at 54%. Recent events dictate a need for senior leaders to be aware of top information security issues, and this response indicates a need for organizations to improve this communication.

### Top Answers:



### Other Answers

Professionals	%
CEO / COO / President	52%
Human Resources	37%
CFO or other professionals responsible for the finance function (Comptroller, Director of Finance, etc.)	54%
Purchasing Officer (need to make sure that everything an organization acquires meets the organization's security standards/policies, including vendor management programs)	30%

**“Function that most needs to understand information security: Application development professionals (77%).”**



# Information Security Career Trends: Interview with Barbara Massa of McAfee

## What's ahead for information security professionals in 2010?

In an excerpt from a recent interview, Barbara Massa, VP of Global Talent Acquisition at McAfee, Inc. speaks to the results of the new Information Security Today Career Trends Survey, discussing the value of recruitment and retention in the year ahead.

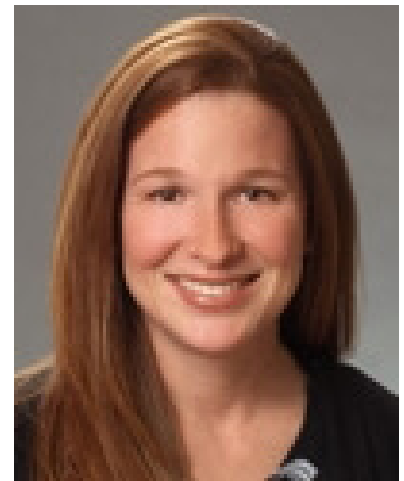
Massa joined McAfee in June, 2009. For the 10 years prior, Barbara led the Talent Acquisition function at EMC and Documentum respectively (Documentum was acquired by EMC in December of 2003.) Barbara's prior work includes leadership positions in the recruiting organization at Cadence Design Systems and at an external recruiting firm.

**TOM FIELD:** So, I've got to ask you: What is your initial reaction to the survey results that have come in?

**BARBARA MASSA:** First and foremost, we were really, really pleased to get an opportunity to participate in the survey. I was really encouraged by the professional development aspect of the results. You know, I think the fact that people recognize the importance of developing skills for these new disciplines, and that companies are willing to provide the funding to do so was a really big step in the right direction. I mean, that was a big takeaway and reaction that I had. And I think, then, secondly, one of the other aspects was the balancing of the risk management and the fraud and forensics aspect. That question that was around the greatest need for future information security professionals -- that was a really interesting area, as I read through this, and the fact that those two areas are almost equalizing with one another, I thought, was very interesting. So, at a high level, those were my two big reactions and takeaways.

**FIELD:** In a survey like this, I always look for the items that surprise me. And I guess, at the outset, I had always listened to people that said in tough economic times, the first thing that gets cut is a training budget. And yet, what we found in the survey is even in the toughest times that many of us have seen in many years, organizations are still paying for professional development. What does this say to you, in terms of recruitment and retention at these organizations?

**MASSA:** Really, really positive indicator. I think we'd all agree that, globally, we are certainly in the most challenging economic timeframe we've ever faced, right, certainly in our own career landscape. And with budgets getting tighter and tighter and tighter, and security being more and more and more important, it was encouraging that the recognition by the leaders of these organizations and institutions recognize that we've got to make sure that we do the absolute most with the people that



**Barbara Massa**



we've got. Right? And, this is such an important discipline, and important issue for the organization or institution, keeping our information secure, our organization secure, our customer secure, etc. That the people who hold the keys to your success—our success, your company's success, ultimately your customer's success—feel supported in their endeavor for learning.

And so, it was a good confirmation that organizations have, in fact, recognized the importance of that. Because, at the end of the day, you have a much, much higher retention rate, and it's no secret that a highly engaged workforce is the most productive and highly retained workforce you can get. In order to get highly engaged employees, they've got to feel valued and supported, recognized and ultimately see a path for ongoing professional development. It's really easy to say, but it's complex to ensure you pull it off right. And when companies do pull it off right, you've got a highly engaged employee—those are the people that are going to stay with you much longer. And having companies ensure that funding for those learning and professional development initiatives was a really positive indicator. And I think they will certainly bear the results of that good fortune as we kind of come out of this economic downturn, when more and more opportunities are out there and available. Companies that have taken the time to invest in their employee population, and given them those good learning and growth opportunities, those people are not going to be as inclined to go look for that next best thing.

If they've got it right there, within their own walls, and they feel valued, and are highly engaged, they're not going to think about going anywhere else.

**“In order to get highly engaged employees, you've got to feel valued and supported, recognized and ultimately see a path for ongoing professional development.  
– Barbara Massa, McAfee”**

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# Exclusive webinar

## Career Trends Survey 2010 Results Webinar

### What will be the hot information security jobs in 2010?

### How will professionals grow their skills?

What are the minimum academic and professional requirements for information security professionals and leaders today?

These are among the key questions posed by the first annual Information Security Today Career Trends survey. Register for this webinar for insight and analysis on where the jobs are and what's required to fill them in 2010. Featuring:

- **Overview of survey results;**
- **Panel discussion by industry experts on information security career trends.**

### Highlights

- 1 hour presentation on the findings on the Information Security Today Career Trends 2010 Survey
- Panel discussion on predictions for trends in information security careers in 2010 and beyond

### Target Audience

- Anyone with an interest in information security and risk management careers



### Presented by



**Barbara Massa**  
Vice President, Global Talent Acquisition, McAfee



**Patrick Howard**  
Chief Information Security Officer, Nuclear Regulatory Commission



**Tom Field**  
Editorial Director, Information Security Media Group, Corp.



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