



# Hiring Toolkit

## Cybersecurity Analyst



**Customizable, Ready-To-Use Resources**

### **Included in this toolkit:**

- **An inclusive, skills-based job posting**
- **Sourcing channels to reach a more diverse set of candidates**
- **Resume screening guide**
- **Skills-based interview guide and evaluation rubric**
- **Interviewee selection tool**
- **Onboarding plan**

The Rework America Alliance has developed resources to help employers adopt more inclusive, skills-based talent management practices, helping employers to remove bias from the hiring process, better recognize the capabilities of candidates, increase diversity, and support their local communities.

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## About the Rework America Alliance

The **Rework America Alliance** is a nationwide partnership of civil rights groups, nonprofits, private sector employers, labor unions, educators, and others. Alliance partners are working together to get people without a college degree into better-paying jobs that provide opportunities for career growth. In particular, the Alliance is working to support Black and Latino workers who face some of the most challenging barriers to economic mobility.

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The Rework America Alliance's Cybersecurity Analyst toolkit has been built in partnership with the National Initiative for Cybersecurity Education (NICE).

Download this guide for more detailed information about Cybersecurity Analyst skills, definitions and tasks: [www.nist.gov/document/supplementnicespecialtyareasandworkroleksasandtasksxlsx](http://www.nist.gov/document/supplementnicespecialtyareasandworkroleksasandtasksxlsx)

## What are Inclusive, Skills-Based Practices?

Rather than relying on education, credentials, past experience, and other proxies for ability, a skills-based strategy recognizes that there are many ways to acquire knowledge and ability. Skills-based practices help employers identify and articulate the skills needed in a role and build processes for assessing and validating those skills.

Implementing inclusive skills-based hiring practices can help employers reduce bias and increase diversity, identify and articulate the skills needed in a role, fill skill gaps, support career development, reduce turnover rates, and open the door to more skilled employees from various backgrounds and industries.

Research has shown that hiring based on skills is 5x more predictive of future performance than hiring for education and 2.5x more predictive than hiring for work experience.

### What is Included in the Toolkit

This toolkit has customizable, ready-to-use resources to help you take a skills-based approach to sourcing and hiring talent.

- **Skills-Based Job Posting:** Customizable job postings highlighting role-specific skills with inclusive language. Designed to engage candidates and attract a diverse talent pool.
- **Resume Screening Guide:** A candidate selection rubric containing role-specific skills, focusing on the skills new hires need. Helps to remove bias in the screening process.
- **Interview Guide and Evaluation Rubric:** Questions specifically designed to assess skills, with a rubric for evaluating responses. Asking all candidates the same skills-based questions reduces bias and makes it easier to compare candidate responses.
- **Interviewee Selection Tool:** An interview question comparison guide enabling hiring teams to assess interviewee scores across skill areas. The tool focuses conversations on candidate skills and abilities.
- **Onboarding Plan:** A sample skills-based plan to get new hires up to speed.
- **Sourcing Channels:** Starter lists of job boards, career fairs, and other channels to diversify and improve candidate pools.

Learn more with the Rework America Alliance's [Skills-Based Sourcing & Hiring Playbook](#)

A step-by-step guide providing advice, case studies, resources, and tips from leading employers on how to implement key skills-based talent practices.

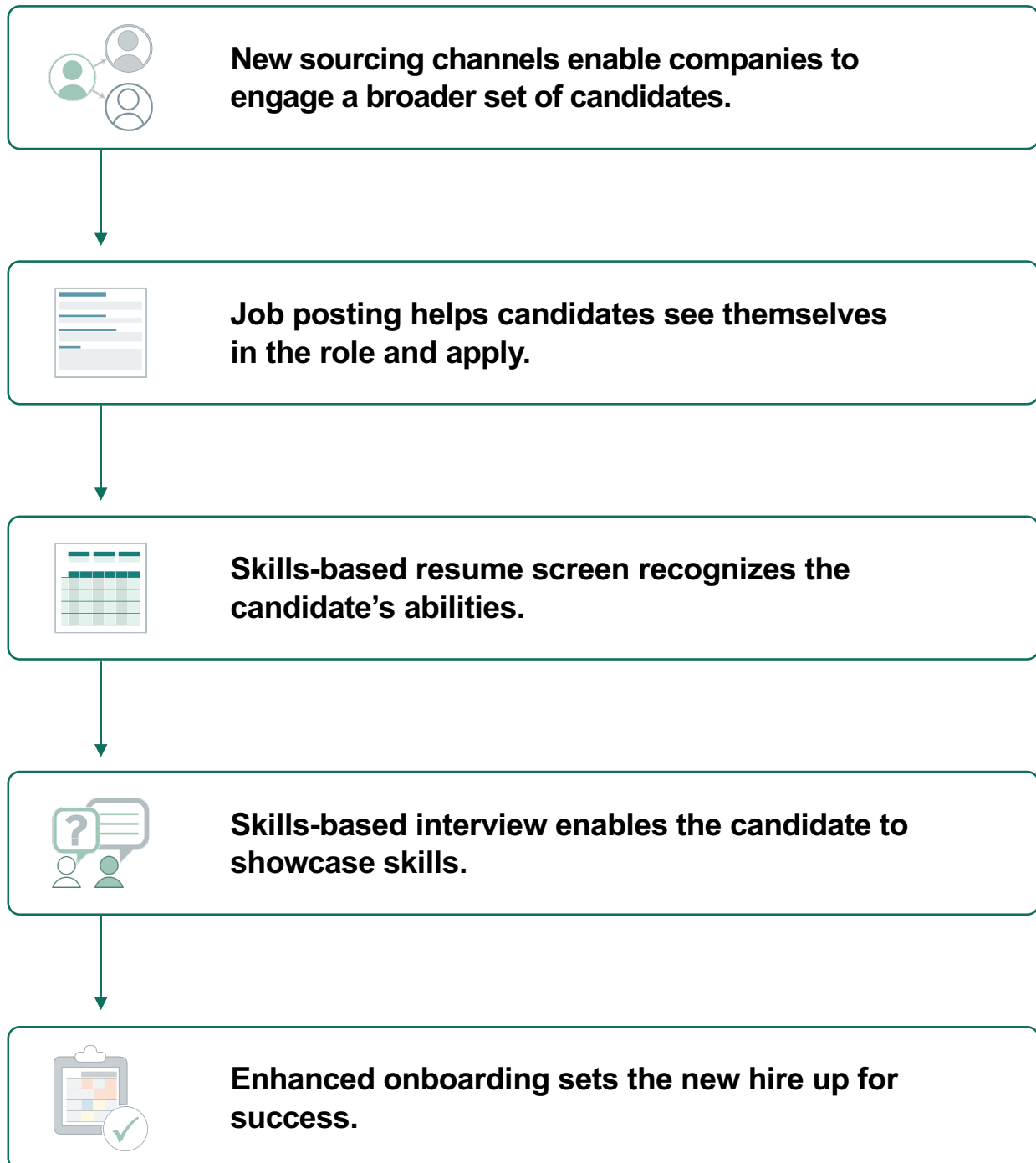
# A Skills-Based Approach in Action



## Focusing on Skills Helps Job Seekers and Employers

Where a pedigree-based approach tends to result in new hires with the same background and experiences as existing staff, a skills-based approach enables organizations to leverage a wider talent pool and build a more diverse and high-quality workforce.

This approach also enables workers to see how their experiences and skills could help them succeed



# Skill Comparison Guide



Limiting your requirements to what is truly needed increases your chances of finding a candidate with the skills needed to get the job done.

## Occupational vs. Foundational Skills

### Occupational Skills

Skills are **specific to an industry or job**. These skills are the Occupational skills a person needs to perform narrowly defined tasks and duties.

### Foundational Skills

Skills are **professional knowledge and skills that are transferable** from one job to another and across industries.

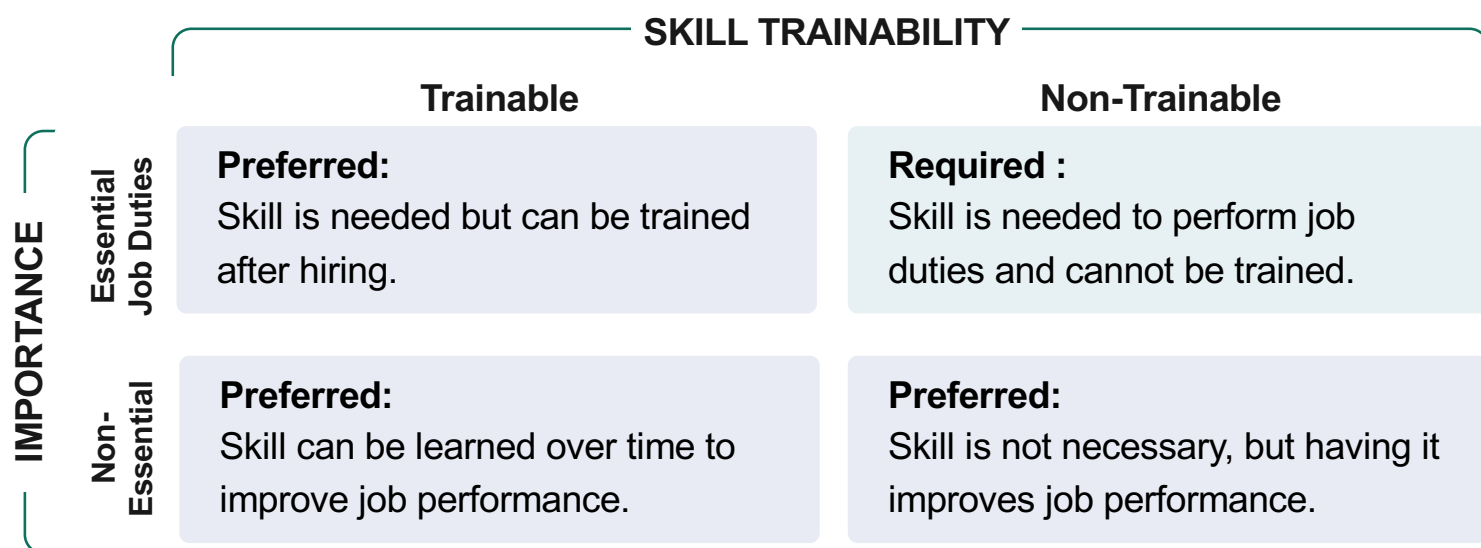
## Required vs. Preferred Skills

### Required Skills

Skills that are **necessary to perform essential job duties** at the specified level and there is no capacity to train; therefore, a candidate must have them on day one to complete job responsibilities.

### Preferred Skills

Skills can be **trained during onboarding** and/or are used to perform non-essential job duties.



## Expanding Sourcing Channels Enables You to Reach Untapped Pools of Talent

Traditional sourcing strategies focus on a narrow set of colleges, job boards, and peer companies. The result is a homogenous candidate pool, inflated recruiting budgets, and lower retention as companies compete over a small subset of the workforce. Expanding your sourcing channels enables you to reach untapped pools of talent, leading to better and more diverse hiring.

The information below provides a starter list of job boards, community organizations, and other tools to help reach and engage a more diverse candidate pool.

**The following are examples of organizations available for partnership to help you diversify your talent pipeline and tips and suggestions for working with them.**

### Job-readiness organizations

- [UnidosUS](#)
- [National Urban League](#)
- [Goodwill](#)
- [Rural LISC](#)

Screening and training provided for employability and job-specific skills

### Support existing apprenticeship and pre-apprenticeship programs

- [The U.S. Department of Labor – Apprenticeship Site](#) is a good source to help you develop and launch an apprentice program.

### Virtual career fairs and job boards designed for specific populations:

- **Applicants with disabilities:**  
[Recruit Disability](#), [Hire Autism](#), [Blind Institute of Technology](#)
- **Veteran applicants:**  
[Veteran Recruiting](#),
- **Applicants with criminal records:**  
[National Employment Law Project](#)
- **LGBTQ applicants:**  
[Out for Undergrad](#), [Pink Jobs](#), [Campus Pride](#), [Out & Equal](#)
- **Black and Hispanic applicants:**  
[Jopwell](#), [Diversity.com](#), [PDN Recruits](#), [iHispano](#), [Black Career Network](#), [Black Jobs](#), [Hispanic/Latino Professionals Association \(HLPAA\)](#)
- **Female applicants:**  
[Fairygodboss](#), [PowerToFly](#), [Career Contessa](#) (*focus on millennials*), [Female Executive Search](#) (*focus on C-level candidates*), [The Mom Project](#)
- **Immigrant and refugee applicants:**  
[Upwardly Global](#), [Amplio Recruiting](#)

# Job Posting Template



## Why Inclusive, Skills-Based Hiring Matters

### Struggling to attract a diverse, job-ready candidate pool?

Your job posting could be turning top candidates away.

An inclusive, skills-based job posting removes bias-prone credential requirements that dissuade potential candidates – especially those from more marginalized communities – from applying.

It replaces them with descriptions of the responsibilities of the role and the skills needed to succeed, enabling candidates to visualize how their background and abilities might translate to the job. It also provides additional detail on the role, workplace culture, and compensation.

For additional job posting support visit: [generator.skillful.com](https://generator.skillful.com)

The Skillful Job Posting Generator is a free online tool to help identify the skills and competencies required for a job and incorporates those skills into a simple job posting format.

### Want to learn more about how to write an inclusive, skills-based job description?

📍 Check out the Job Description section of our [Sourcing & Hiring Playbook](#).

#### Instructions for use:

- Add company-specific elements to the job posting, including a company overview and job details (e.g., salary, benefits, location).
- Review list of required and preferred skills and their definitions. Adjust as needed.
- Share final draft with a diverse set of employees to gather feedback and spot potential bias.
- Begin sourcing candidates. Add to your company website, distribute to partners, and post with a diverse set of sourcing channels.

# Job Posting Template

## Cybersecurity Analyst



**This toolkit model is an example of how to structure a skills-based job posting. Everything included in this toolkit can be tailored to each company's own needs.**

### Company Overview

<Please insert a paragraph talking about your company and what makes it unique. Include details that capture the core values, culture, and mission of your company so job seekers understand the environment they will be working in.>

### Job Summary and Responsibilities

Cybersecurity analysts plan, implement, upgrade, and monitor security measures for the protection of an organization's systems, computer, networks and data. Security analysts are responsible for recognizing, communicating, and triaging security threats and working with internal and external clients, other technical positions, and members of the security team to resolve threats. Key responsibilities include maintaining the organization's firewall and other security systems, providing security risk analysis to management. Security analysts must be comfortable incorporating an active learning approach to stay up-to-date with latest security threats, trends in security control technology, and supporting technical skills needed to perform daily tasks.

<Add any additional responsibilities or changes relevant to this role at your company.>

### Example Activities

- Perform analysis of log files from a variety of sources (e.g., individual host logs, network traffic logs, firewall logs, and intrusion detection system [IDS] logs) to identify possible threats to network security.
- Resolve security threats from every day, limited problems (e.g., desktop virus) and handle serious, system-wide threats (e.g., firewalls and intrusion prevention systems, virus propagating across the network and sending data externally).
- Develop plans, policies, and procedures to safeguard computer files against accidental or unauthorized modification, destruction, or disclosure and to meet emergency data processing needs.
- Review violations of computer security procedures and discuss procedures with violators to ensure violations are not repeated.
- Monitor use of data files and regulate access to safeguard information in computer files.



# Job Posting Template

## Cybersecurity Analyst



### Required Skills

#### Required Occupational Skills

- **Core Operating Systems (Security Monitoring & Event Analysis):** Ability to monitor multiple core operating systems (e.g., Windows, Linux, iOS, Android) for computer and mobile devices in local and enterprise-wide scenarios (e.g., understanding log analysis, malware analysis, threat hunting, etc.).
- **Infrastructure Design:** Capabilities related to the architecture and topology of software, hardware, and networks, including LANS, WANS, and telecommunications systems, their components and associated protocols and standards, and how they operate and integrate with one another and with associated controlling software.
- **Information Systems and Network Security:** Apply concepts related to the methods, tools, and procedures—including development of information security plans—to detect, respond, and protect information, information systems, and networks from risks and to provide or restore security of information systems and network services

#### Required Foundational Skills

- **Critical Thinking:** Use thorough critical analysis to identify risks and rewards of alternative solutions, conclusions, or approaches to problems related to security controls; use independent thought to think outside the box when looking for problems and resolutions.
- **Active Listening:** Give full attention to what superiors and clients are saying, taking care to fully understand by restating what's said, and asking questions to clarify as needed; provide enough feedback to make sure the other person thoroughly understood what has been said.
- **Strategic Planning:** Formulate effective tactics and metrics associated with the vision, mission, goals, and objectives of the organization or business unit.

### Preferred Skills

#### Preferred Occupational Skills

- **Vulnerabilities Assessment:** Assess vulnerabilities and develop and recommend appropriate mitigation countermeasures for potential risks in systems network, operating systems, and protocols through the use of security principles, methods, and tools to improve security of all systems.

#### Preferred Foundational Skills

- **Complex Problem Solving:** Determining the accuracy and relevance of information; using sound judgment to generate and evaluate alternatives; and making well-informed, objective recommendations and decisions that take into account facts, goals, constraints, and risks while perceiving the impact and implications of the decisions.
- **Active Learning:** Take initiative on one's own learning to better improve understanding of new and existing threats, be aware of updates to network and operating systems, and learn new protocols for improving and maintaining security of relevant systems..

# Job Posting Template

## Cybersecurity Analyst



**Required Certifications** *Note: Insert required certifications but only if truly required.*

N/A

### Job Details

**Location:** \_\_\_\_\_

**Department:** \_\_\_\_\_

**Salary / Pay Range:** \_\_\_\_\_

**Benefits:** \_\_\_\_\_

**Full / Part-Time:** \_\_\_\_\_

**Travel Required:** \_\_\_\_\_

**Nights or Weekends:** \_\_\_\_\_

**Remote / In-Person:** \_\_\_\_\_

**Physical Work:** \_\_\_\_\_

**Additional Details:** \_\_\_\_\_

### Inclusivity Statement

<We are committed to creating a diverse and inclusive environment and are proud to be an equal-opportunity employer. All applicants will receive consideration for employment without regard to race, creed, color, national origin, religion, sex (including pregnancy, childbirth, or related medical conditions), gender, gender identity, age, marital status, physical or mental disability, predisposing genetic characteristics, sexual orientation, domestic violence victim status, military status, or veteran's status.>

# Resume Screening Guide

## Why Inclusive, Skills-Based Screening Matters

### Don't overlook the best candidates.


Traditional screening approaches are time-consuming and bias-prone.

Many of your top candidates, especially those from diverse backgrounds and those without a 4-year college degree, never make it to the interview stage.

Inclusive, skills-based screening focuses on whether candidates have the skills necessary to do the job regardless of where those skills were acquired.



### Want to learn more about taking a skills-based approach to screening candidates?

 Check out the Screening section of our [Sourcing & Hiring Playbook](#).

#### Instructions for use:

- Ensure all required skills listed in your job posting are included in the left column of the guide.
- Share the resume screening guide with the team involved in resume reviews. To help protect against bias, where possible have multiple team members from different backgrounds and departments review resumes.
- Use the screening guide to inform which applicants advance to the next round of the hiring process. If using multiple reviewers, discuss any discrepancies between their evaluations.

## Cybersecurity Analyst

### Instructions for use:

- Use a chart like the one below to track whether a resume contains evidence of required skills.
- Scan through each resume to determine whether the candidate demonstrates the skill, is missing the skill, or if it is unclear.
- Appropriately mark resumes against each skill and use the chart to compare resumes and help select candidates to interview.
- Some skills are easier to identify in a resume than others. Focus on required skills that you can reasonably expect to identify in a resume.

Identify whether this skill is:	<b>Demonstrated</b>	<b>Missing</b>	<b>Might Have</b>
	Y (or) ✓	X	?

Required Skills To Evaluate:	Candidate / Resume #									
	1	2	3	4	5	6	7	8	9	10
Core Operating Systems Procedures										
Infrastructure Design										
Information Systems and Network Security										
Critical Thinking										
Active Learning										
Strategic Planning										

*Preferred skills should not be evaluated at the resume screening stage.*

# Interview Guide & Evaluation Rubric



The interview process is one of the points in the recruiting process in which the greatest number of qualified, diverse candidates and candidates without a 4-year college degree are unintentionally screened out as interviewers select candidates most like themselves or those already in the organization.

This process prevents employers from hiring the best talent and adding diversity to the organization.

An inclusive, skills-based interview works to combat “like-me” bias by providing a structured, consistent approach that focuses on the skills new hires need to possess for the role and ensures all candidates are asked the same questions.

Scoring candidates on a consistent 1-5 scale for each skill further ensures interviews are focused on evaluating critical skills.



## Want to learn more about taking a skills-based approach to interviewing candidates?

 Check out the Interview & Selection section of our [Sourcing & Hiring Playbook](#).

### Instructions for use:

- Review the list of required and preferred skills in your job posting. Ensure there is at least one interview question to evaluate each skill.
- Review the list of questions and evaluation rubric in the template. Adjust as necessary.
- Share the interview guide with a diverse set of employees for feedback to help spot bias.
- Ensure all candidates are asked the same questions to reduce bias and make it easier for interviewers to compare candidates. Complete the evaluation rubric during, or immediately following, the interview.

# Interview Guide Template



## Cybersecurity Analyst

### Instructions for use:

- Each question in this guide is designed to evaluate a specific required skill for the job.
- Take notes as needed for each question and record interview responses.
- Make sure to ask all candidates the same questions to make it easier to compare their abilities.
- Assign a numerical score for each question using the rubric as a guide.

Candidate Name: \_\_\_\_\_ Candidate #: \_\_\_\_\_

Interviewer Name: \_\_\_\_\_ Total Score: \_\_\_\_\_

### Required Skill: **CORE OPERATING SYSTEMS PROCEDURES**

**QUESTION: In this role you will be responsible for working closely with the IT department. How will you work with IT to ensure updates to the operating system do not create potential security risks?**

Rating	Description of Rating
1	<b>Lowest</b> Failed to provide response.
2	Approaches failed to adequately address scope of the problem.
3	Had thoughtful ideas that could be applied.
4	Provided clear steps to maintain proper security.
5	<b>Highest</b> Could provide broad strategy that included communication techniques in addition to technical resolution.

### Required Skill: **INFRASTRUCTURE DESIGN**

**QUESTION: Tell us about a time in which you collaborated with a network administrator or department. How did you support security aspects of the network in collaboration with the administrator?**

Rating	Description of Rating
1	<b>Lowest</b> No examples of collaboration with network administrator.
2	Brief collaboration with network administrators.
3	Worked on or closely with network administrative teams.
4	Ongoing collaboration with teams and clear approaches for supporting security.
5	<b>Highest</b> Thoughtful approaches to collaboration and distinction of duties.

# Interview Guide Template

## Cybersecurity Analyst



Candidate Name: \_\_\_\_\_ Candidate #: \_\_\_\_\_

Required Skill: **INFORMATION SYSTEMS AND NETWORK SECURITY**

**QUESTION: Tell us about a time in which you lead a resolution to a security threat. What ensured your success in resolving the threat?**

Rating	Description of Rating
1	<b>Lowest</b> Never resolved a security threat.
2	Shared experience being involved with security resolution.
3	Relied on expertise of others, but demonstrated learning from their example.
4	Resolved threats, but lacked clear methods that they follow.
5	<b>Highest</b> Resolved threats and had clear steps for future threat resolution.

Required Skill: **CRITICAL THINKING**

**QUESTION: Tell us about a time in which you encountered a unique security threat. What steps did you take to respond to an unfamiliar threat?**

Rating	Description of Rating
1	<b>Lowest</b> Has not responded to security threats outside the scope of their training.
2	Depended solely on the expertise of others to solve the problem.
3	Evaluated key areas where improvements could be made.
4	Used logical steps to evaluate the problem.
5	<b>Highest</b> Applied logical steps to evaluate the problem and successfully triaged with other teams.

# Interview Guide Template

## Cybersecurity Analyst



Candidate Name: \_\_\_\_\_ Candidate #: \_\_\_\_\_

Preferred Skill: **ACTIVE LISTENING**

**QUESTION: In this role, you will have various teams and departments to provide security support for. What questions will you use to gather needed information on potential risk factors?**

Rating	Description of Rating
1	<b>Lowest</b> No clear methods for collaboration.
2	Questions are basic and do not ask for proper depth for threat assessment.
3	Key set of questions, but gaps in key areas for threat assessment.
4	Structured and effective questions.
5	<b>Highest</b> Understood nuances of different department needs and could provide examples unique to different teams.

Preferred Skill: **STRATEGIC PLANNING**

**QUESTION: A security breach occurs on a system that you are monitoring. What steps do you communicate and triage relevant people and departments?**

Rating	Description of Rating
1	<b>Lowest</b> Demonstrates a lack of strategic planning capabilities.
2	Provides 1-2 steps for a plan.
3	Has a plan for triage and next steps.
4	Plan is coherent and accounts for needed considerations.
5	<b>Highest</b> Integrates a holistic view of the problem, including information gathering, communicating, and triage.



# Interview Guide Template

## Cybersecurity Analyst



Candidate Name: \_\_\_\_\_ Candidate #: \_\_\_\_\_

Preferred Skill: **VULNERABILITIES ASSESSMENT**

**QUESTION: What are your steps to running a successful vulnerability assessment? What indicators of problems do you look for?**

Rating	Description of Rating
1	<b>Lowest</b> Lack of knowledge of running vulnerabilities assessment.
2	Conceptual understanding, lack of practice.
3	Run vulnerability assessments as a supportive member on the security team.
4	Identify key steps.
5	<b>Highest</b> Provide key steps and potential indicators.

Preferred Skill: **COMPLEX PROBLEM SOLVING**

**QUESTION: Your security team identifies a security problem in a key design of the network. The network administrator tells you the network design is a critical function. How do you approach this problem?**

Rating	Description of Rating
1	<b>Lowest</b> Demonstrates a lack of creativity and collaboration.
2	Prioritizes security over function and overrules network admin.
3	Attempts to encourage a different approach, leaving it to network admin to find an alternative way.
4	Has thoughtful approach to better understand the complexity of the problem and potential solutions.
5	<b>Highest</b> Thoughtful approach to applying knowledge of network systems and security to provide alternative solutions to the problem.

# Interview Guide Template

## Cybersecurity Analyst



Candidate Name: \_\_\_\_\_ Candidate #: \_\_\_\_\_

Preferred Skill: **ACTIVE LEARNING**

**QUESTION: Our systems are constantly evolving, and our teams are making upgrades to software and networks routinely. What steps do you take to ensure you are up-to-date with latest relevant knowledge on security?**

Rating	Description of Rating
1	<b>Lowest</b> Demonstrates no methods of active learning.
2	Relies on instruction of supervisor.
3	Has passive methods of learning important updates.
4	Provides evidence that candidate has taken various opportunities for learning outside what is provided by previous employers.
5	<b>Highest</b> Routinely takes initiative on finding learning opportunities, conferences, video instruction, books, or other learning materials.

# Assessment Template



## Cybersecurity Analyst

### Instructions for use:

- During the final round interview, provide 30 minutes for candidates to complete the following assessment to evaluate skills required for the Cybersecurity Analyst.
- This is an open-ended assessment and allows for evaluating skills that may be hard to assess by answers to interview questions.

### SUMMARY OF THE PROBLEM:

- You are running a routine vulnerabilities assessment.
- During your assessment, you find a potential threat in the network system that leaves vulnerabilities for a data leak to occur.
- At this moment, you are uncertain to what caused the vulnerability and if a leak has occurred or not.
- As you consider the above situation, answer the following questions:

### AS YOU CONSIDER THE ABOVE SITUATION, ANSWER THE FOLLOWING QUESTIONS:

1. Evaluate **INFRASTRUCTURE DESIGN** skill  
**What steps will you take to better understand the scope of the problem?**
2. Evaluate **ACTIVE LISTENING** skill  
**Who in the organization will you conduct a deeper threat analysis with?**
3. Evaluate **STRATEGIC PLANNING** skill  
**What steps will you take to triage the threat?**
  - Please include which departments may need to be involved;
  - Who will make decisions to respond to the threat; and
  - What technical steps need to be done to resolve the problem.

# Interviewee Selection Tool



## The Decision

**After completing interviews and assessing each candidate's skills, how do you determine whom to hire?**

Selection conversations are often prone to bias as interviewers describe “gut-feelings” or a level of comfort with candidates who are most similar to themselves.

The comparison tool introduces some structure and objectivity to the process, enabling hiring teams to compare interviewee scores across skill areas.

The tool helps keep selection conversations focused on candidate skills and abilities.



**Want to learn more about taking a skills-based approach to interviewing candidates?**

 Check out the Interview & Selection section of our [Sourcing & Hiring Playbook](#).

### Instructions for use:

- Ensure the skills in the selection tool match the ones outlined in the job posting and interview guide.
- Add the minimum required score for each skill to the first column. This score should be determined in advance and should reflect the team's capacity to train a new hire in that skill area.
- For each applicant, enter the score(s) they received from each interviewer for each skill.
- Use the notes column to capture additional feedback from interviewers.
- Reference the scores to evaluate and compare candidates and inform selection.

# Interviewee Selection Tool



## Cybersecurity Analyst

### Instructions for use:

- Use a chart like the one below as a guide to compare applicants during interview and selection process.
- Ensure the skills match the ones outlined in the job posting and interview guide.
- Add the minimum required score for each skill. This score should be determined in advance and should reflect the team's capacity to train a new hire in that skill area.
- For each candidate, enter the score(s) the candidate received for each skill listed from each interviewer
- Use the notes column to capture additional feedback from interviewers.
- Reference the scores to evaluate and compare candidates and inform selection.

Interviewer Name A: \_\_\_\_\_

Interviewer Name B: \_\_\_\_\_

Candidate Name #1: \_\_\_\_\_

Candidate Name #2: \_\_\_\_\_

Candidate Name #3: \_\_\_\_\_

Skills To Evaluate:	Minimum Score*	Candidate / Resume #					
		1		2		3	
		A	B	A	B	A	B
Core Operating Systems Procedures							
Infrastructure Design							
Information Systems and Network Security							
Critical Thinking							
Active Learning							
Strategic Planning							
Vulnerabilities Assessment							
Complex Problem Solving							
Active Learning							
<b>Total Score</b>							

\*Minimum score required (determine prior to interviews)

# Onboarding Plan



## Skills-Based Strategies Enable Customization and Training

While traditional onboarding plans are often one-size-fits-all initiatives that focus on compliance and HR, a skills-based strategy enables much more customization and training.

An effective skills-based hiring strategy provides you with a lot of information on the abilities a new hire currently possesses and needs to learn to perform in their new role.

This information enables you to tailor their onboarding plan to get them up to speed in areas identified as potential gaps.

### Want to learn more about taking an inclusive, skills-based approach to onboarding candidates?

 Check out the Onboarding section of our [Sourcing & Hiring Playbook](#).

#### Instructions for use:

- Ensure that all required and preferred skills from your job posting are included in the onboarding plan. The goal should be to get all new hires up to a baseline level of skill as quickly as possible to ensure they can effectively contribute.
- Review the onboarding plan with hiring managers. Adjust activities as needed based on training resources available and staff capacity. Make sure to build in training opportunities (informal on-the-job and/or structured training) for each skill.
- Work with managers to customize the onboarding plan to each new hire, referencing their interview and assessment evaluation forms to identify areas of relative weakness.
- Spread out training and onboarding activities to avoid overwhelming new hires with too many activities in the first day or week. Align training with job responsibilities to improve retention.

# Example Onboarding Activities



## Cybersecurity Analyst

Examples of skills-based onboarding activities for this role that align with the required and preferred skills included in the job posting. Activities should address areas of need identified during the hiring process and scheduled during the first 60 days of employment.

Required Occupational Skills	
Skill	Activity
Core Operating Systems Procedures	Meeting with other teams to align on areas for monitoring security risks.
Infrastructure Design	Briefing on previous threats and current operations to maintain network security.
Information Systems and Network Security	Employee is given demonstration of security measures that currently exist.

Required Foundational Skills	
Skill	Activity
Critical Thinking	Employee identifies example problem and resolutions and gets feedback on plan by peer mentor.
Active Listening	Develop a set of questions with experienced peer to use to evaluate security threats when they occur in other departments.
Strategic Planning	Employee is provided template structure for planning a triage response to active threat.

Preferred Occupational Skills	
Skill	Activity
Vulnerabilities Assessment	Training on vulnerabilities assessments specific to networks/ operating systems.

Preferred Foundational Skills	
Skill	Activity
Complex Problem Solving	Participate in cybersecurity threat simulation.
Active Learning	Determine areas for desired training.

# Example Onboarding Table

## Cybersecurity Analyst



	Day 1	Week 1	Week 2	30 Days	60 Days
Core Operating Systems Procedures					
Infrastructure Design					
Information Systems and Network Security					
Critical Thinking					
Active Listening					
Strategic Planning					
Vulnerabilities Assessment					
Complex Problem Solving					
Active Learning					