

CYBERCAREER PROGRAM FOR NONTRADITIONAL TALENT

Overview

To address the shortage of cybersecurity talent, Symantec first launched its Symantec Cyber Career Connection (Symantec C3) in 2014. It partnered with workforce development nonprofits to prepare — including women and people of color — for careers in cybersecurity. Later, the program was expanded to prepare other underrepresented groups who face barriers to employment, such as veterans and under-resourced young adults. The program’s goal is to help close the cybersecurity skills gap by investing in skills training, hands-on experience and job-placement support for young adults without college degrees. The results are two-fold: Recruiting leaders have a new, more diverse pool of candidates to consider and qualified nontraditional candidates have new job options in entry-level technical roles.

Solution Highlights

- **Assess Skills Based on Regional Requirements:** Define hiring needs specific to regional skill requirements.
- **Tailor Training to Hiring Needs:** Equip nontraditional candidates with both hard- and soft-skills training.
- **Increase Awareness of Nontraditional Hires:** Increase awareness of the need to hire candidates without traditional four-year tech degrees.

Company Snapshot

Symantec Corporation



Industry: Computer Software

Headquarter Location: Mountain View, California

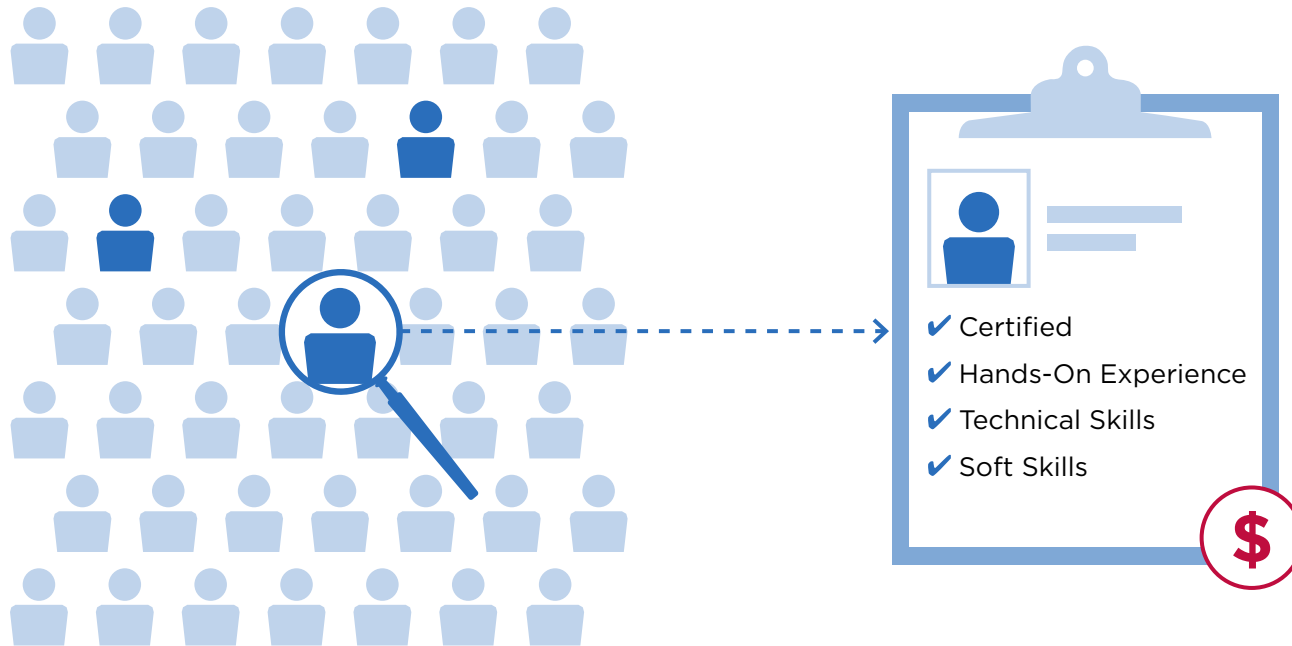
Revenue: US\$4.019 billion (2017)

Head Count: 11,000 (2016)

CYBERSECURITY SKILLS GAP

Business Risks Due to Talent Shortage

Illustrative



Supply of Skills Does Not Meet Demand

With the number of cybersecurity jobs growing faster than ever, it is challenging to find enough qualified individuals with advanced cybersecurity skills.

Source: Symantec Corporation; CEB analysis.

Available Talent Is Costly

The demand for those who do possess advanced cybersecurity skills is high, increasing the cost to hire.

Challenge

Component 1

Component 2

Component 3

Results

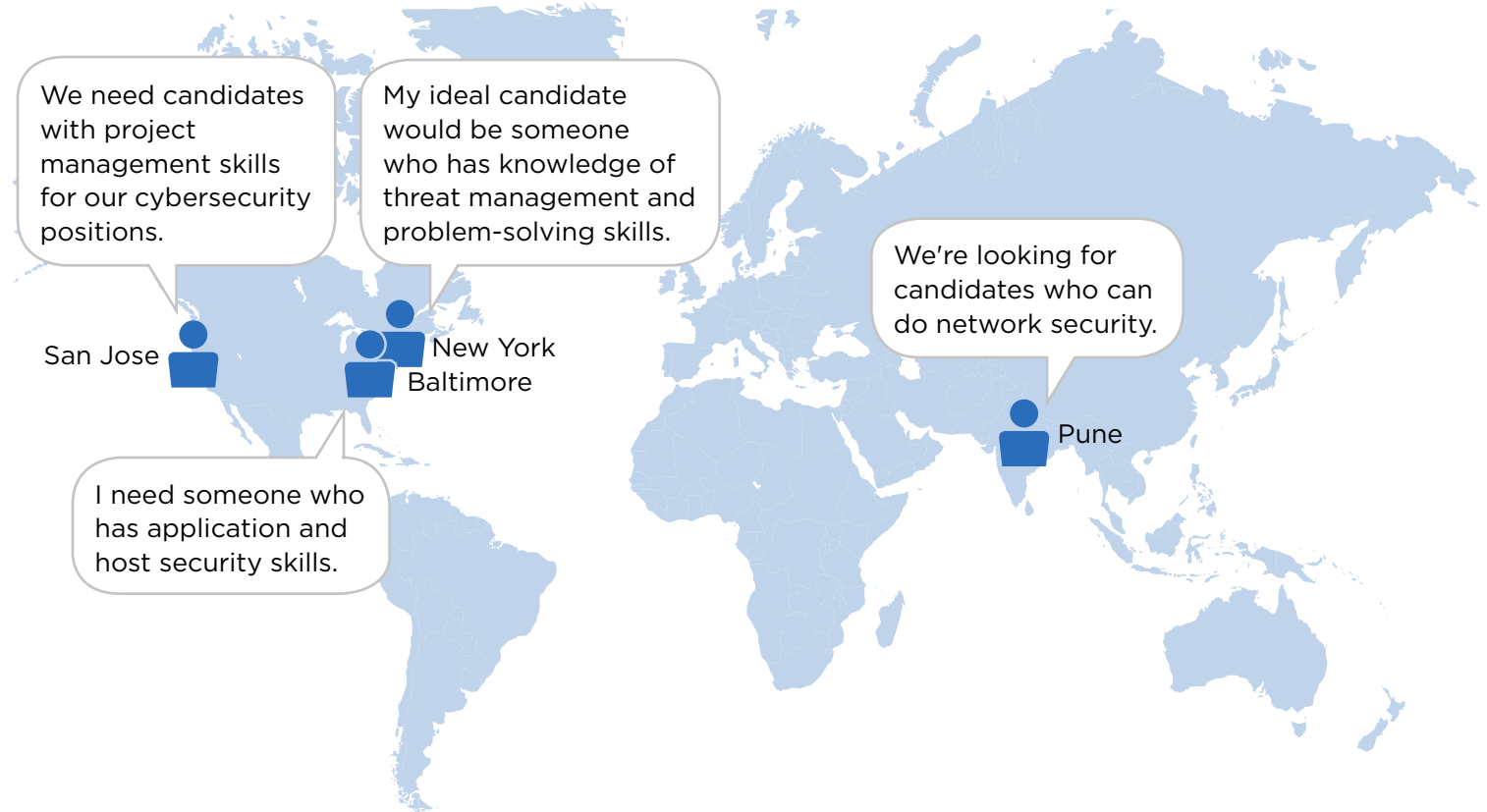


Symantec and its nonprofit partners assess employers in different regions to understand the types of cybersecurity skills that are needed.

- The assessment helps ensure that Symantec C3 students are prepared to fill jobs in their region.
- The company launched the Symantec C3 in 2014, partnering with leading workforce development nonprofits^a to prepare women and minorities for cybersecurity careers.
- The program was expanded to prepare other underrepresented groups who face barriers to employment, such as veterans and under-resourced young adults.

ASSESS SKILLS BASED ON REGIONAL REQUIREMENTS

Employer Requirements for Cybersecurity Roles



Source: Symantec Corporation; CEB analysis.

^a Nonprofits include Year Up, NPower, Per Scholas, The Stride Center and the NASSCOM Foundation.

Challenge

Component 1

Component 2

Component 3

Results

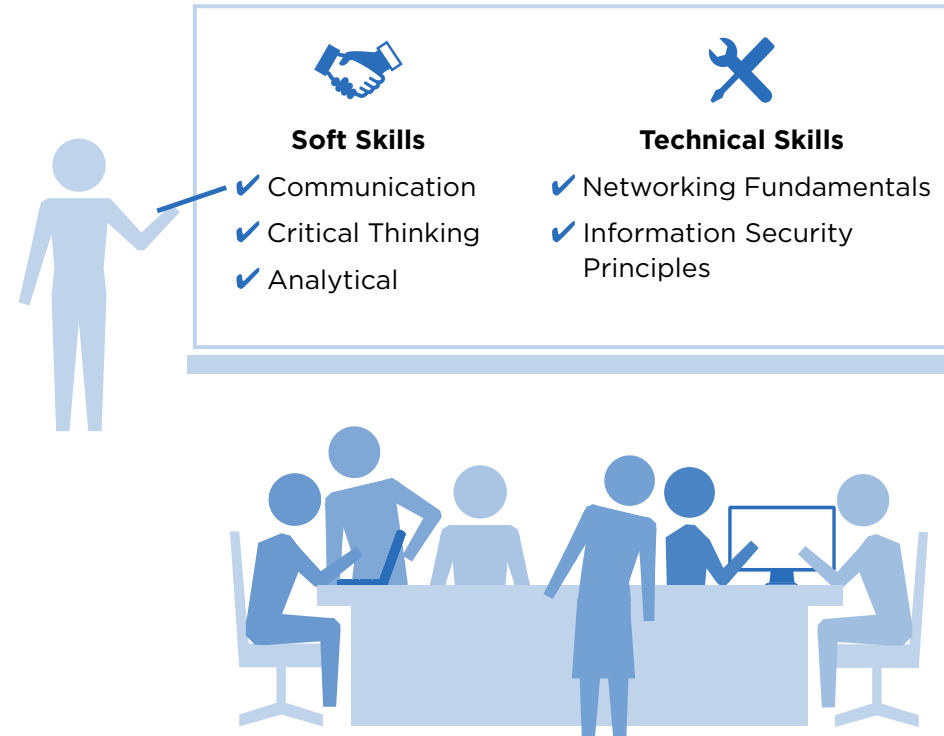


Symantec C3 provides underrepresented and under-resourced young adults with classroom and hands-on education that focuses on both technical and soft skills.

- Through tailored training, Symantec C3 students learn technical skills required to pass industry certifications, as well as soft skills necessary for success in the workplace.
- Soft-skills training is especially important since candidates with alternative credentials may not have had the opportunity to develop these skills in previous careers.

TAILOR TRAINING TO HIRING NEEDS

Relevant Skills Necessary to Gain Entry-Level Cybersecurity Roles



Source: Symantec Corporation; CEB analysis.

Nontraditional candidates have an alternative set of credentials; they usually don't have a four-year degree or significant "on the job" technical expertise.

Underrepresented candidates make up a smaller percentage of cybersecurity professions such as women, people with disabilities, and racial and ethnic groups.

Under-resourced candidates have limited access to external resources such as support systems, mentors and money. Their lack of supports makes daily demands — like child care, transportation, one or more jobs — develop into crises that repeatedly derail their education.

Challenge

Component 1

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Component 3

Results

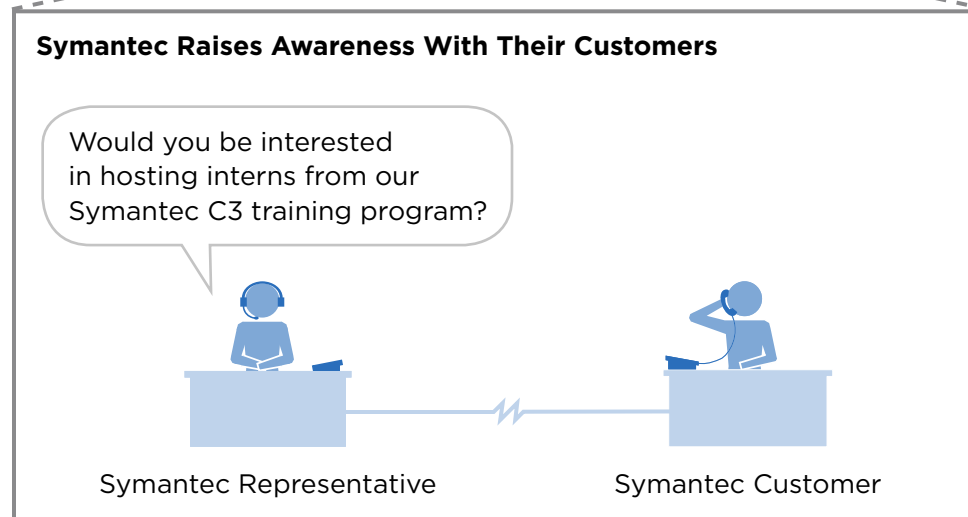
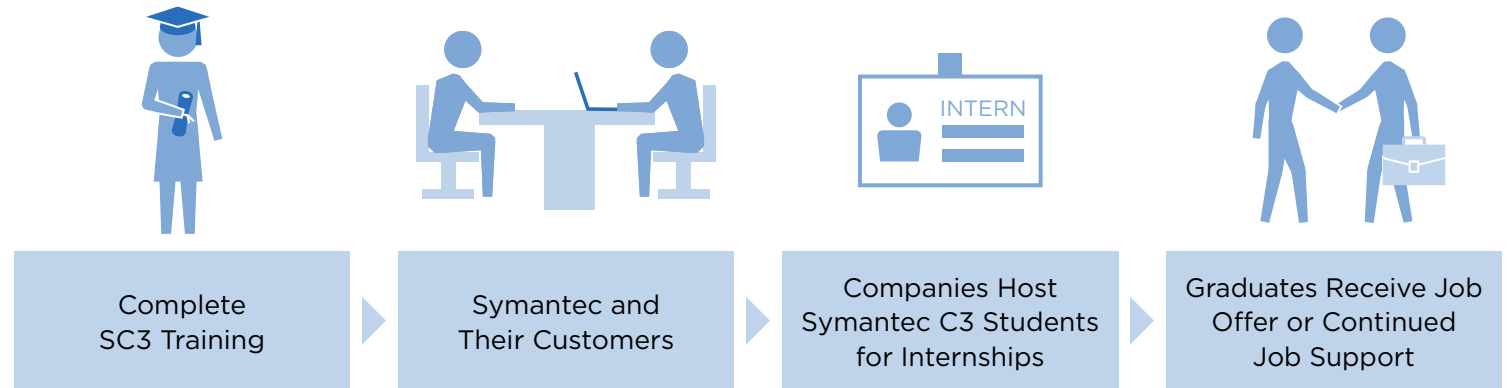


Symantec reaches out to clients who need cybersecurity talent during sales calls and asks them to provide Symantec C3 students with internships.

- Partnering with reputable employers that hire non-traditional talent influences other companies to do the same.
- By considering non-traditional talent pools, organizations can increase the supply of candidates for their open roles, thereby improving recruiting outcomes.
- If students do not receive a full-time offer once their internship ends, Symantec C3 will continue to provide job-support services for up to a year.

INCREASE AWARENESS OF NONTRADITIONAL HIRES

Symantec C3 Process



Source: Symantec Corporation; CEB analysis.

Challenge

Component 1

Component 2

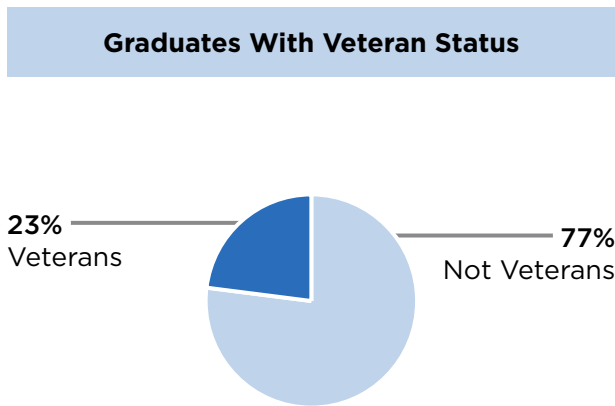
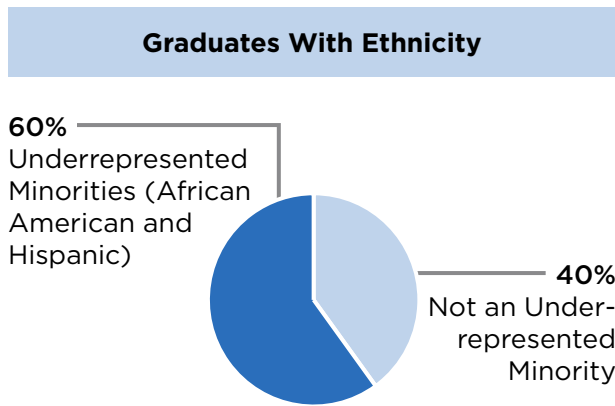
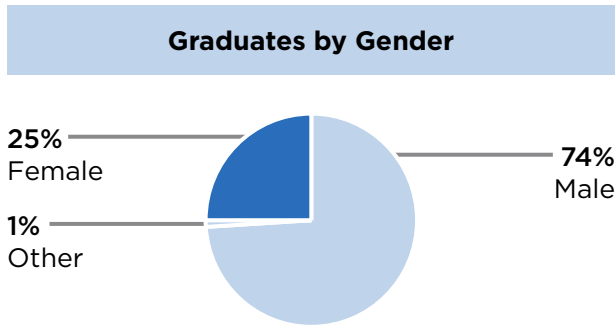
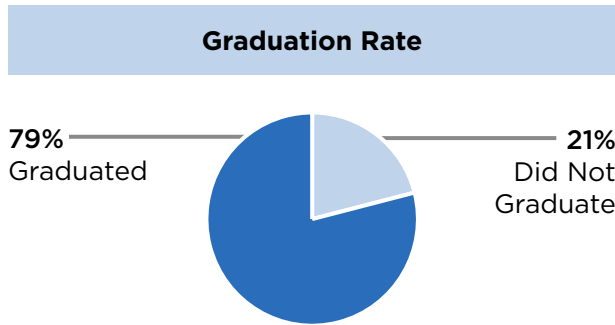
Component 3

Results



RESULTS

Key Statistics From Symantec C3 Program, 2018



Source: Symantec Corporation; CEB analysis.

Testimonials From Symantec C3 Stakeholders

“We all know the diversity numbers in tech aren’t good. Do they mean people of color don’t have the right technical skills? Are potential candidates uncomfortable when they don’t see anyone that looks like them at an interview? I don’t have the answers, but the Symantec C3 program and Stride Center^a are addressing these questions head on. Both are working hard to bring black men and women into technical jobs, while building a culture and community where everyone is welcome.”

Christopher Reynolds
Symantec C3 Graduate

^a Stride Center is a one of the workforce development nonprofits that partners with Symantec.

“To date, we’ve exposed approximately 7,000 students to cybersecurity careers as we work to address the shortage of qualified candidates to join the fight against cyber criminals. Now in its third year, the Symantec C3 provides a pathway for young people, adults, and veterans to learn about, and get trained to enter, cybersecurity careers.”

Greg Clark
CEO
Symantec

