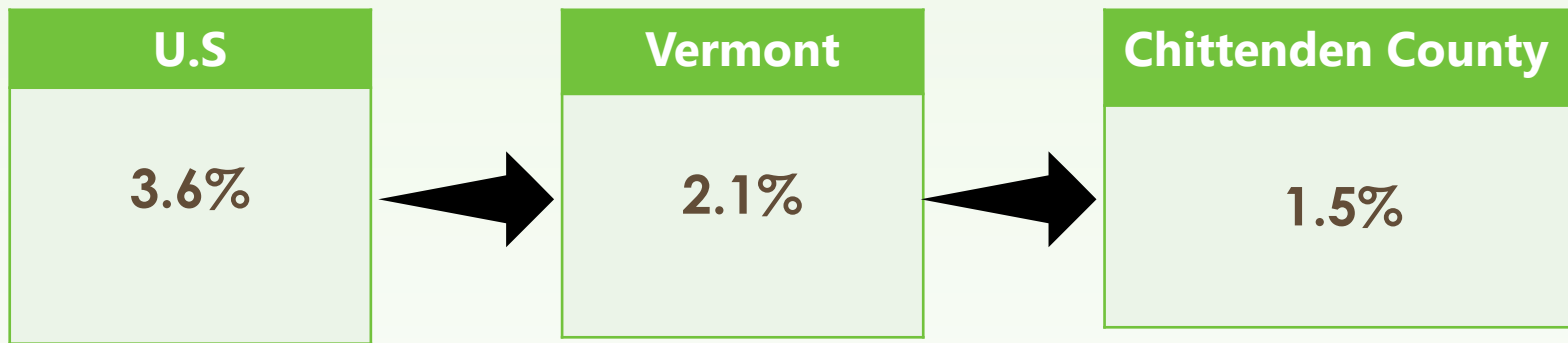


# Information Security Recruitment

# All Hiring is a Challenge!

*Unemployment at all-time lows*



The DHR Talent Acquisition Team, along with the assigned HR Business Partner, has met with ADS leadership to begin to craft a strategic plan to address staffing needs – both talent attraction and retention:

- ADS has implemented an employee referral program that rewards employees for successful referral of high potential candidates.
- A key direction is “growing their own.” This is in recognition of the very difficult labor market and in-demand skillsets.
  - Internal training programs
  - Internships (they have already hired one intern and have another in the pipeline)
  - Engaged with the cybersecurity program at Norwich University
- DHR’s Talent Acquisition Team has begun developing “talent pools” – a pipeline for candidates that have previously expressed interest in positions. This allows quick access to qualified candidates.

# Classified Pay Chart

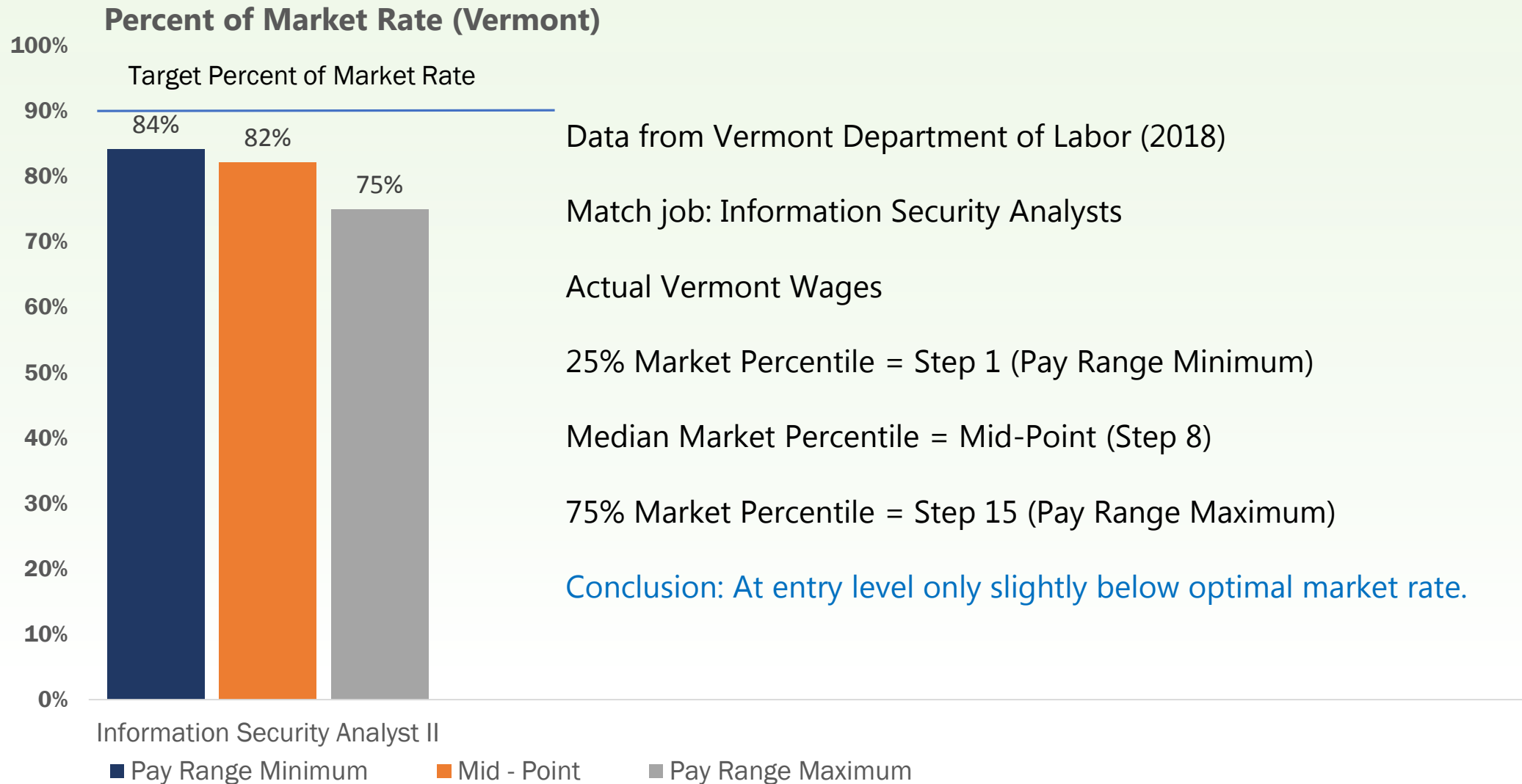
Pay Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15
5	10.15	10.41	10.76	11.09	11.43	11.80	12.12	12.49	12.88	13.21	13.53	13.93	14.26	14.66	15.05
6	10.40	10.81	11.18	11.53	11.86	12.25	12.58	13.00	13.36	13.74	14.10	14.48	14.88	15.23	15.67
7	10.79	11.26	11.63	11.97	12.35	12.68	13.15	13.50	13.94	14.28	14.68	15.09	15.49	15.90	16.37
8	11.21	11.76	12.12	12.49	12.88	13.25	13.66	14.10	14.55	14.93	15.28	15.73	16.10	16.56	17.02
9	11.76	12.25	12.62	13.03	13.44	13.85	14.26	14.72	15.15	15.58	15.99	16.45	16.86	17.36	17.82
10	12.23	12.68	13.18	13.55	13.97	14.41	14.89	15.33	15.82	16.28	16.63	17.12	17.57	18.06	18.57
11	12.72	13.29	13.78	14.21	14.65	15.10	15.58	16.03	16.54	17.01	17.44	17.92	18.46	18.92	19.44
12	13.34	13.93	14.38	14.85	15.26	15.79	16.33	16.82	17.36	17.83	18.28	18.81	19.27	19.82	20.37
13	13.94	14.56	15.09	15.56	16.02	16.52	17.06	17.57	18.15	18.69	19.19	19.70	20.24	20.79	21.35
14	14.60	15.23	15.80	16.34	16.83	17.38	17.90	18.48	19.05	19.59	20.13	20.64	21.26	21.85	22.44
15	15.28	15.99	16.56	17.08	17.65	18.24	18.81	19.39	20.01	20.56	21.18	21.73	22.32	22.93	23.59
16	16.03	16.80	17.39	17.92	18.50	19.10	19.73	20.36	21.00	21.59	22.21	22.84	23.45	24.11	24.79
17	16.88	17.65	18.28	18.86	19.48	20.12	20.74	21.36	22.08	22.73	23.35	24.03	24.72	25.44	26.12
18	17.83	18.60	19.25	19.90	20.54	21.22	21.92	22.58	23.34	24.01	24.69	25.39	26.05	26.78	27.56
19	18.74	19.63	20.33	20.99	21.70	22.39	23.10	23.84	24.62	25.32	26.02	26.74	27.50	28.25	29.08
20	19.77	20.64	21.41	22.10	22.88	23.60	24.37	25.20	26.01	26.72	27.46	28.24	29.06	29.91	30.72
21	20.88	21.85	22.63	23.36	24.14	24.93	25.73	26.59	27.46	28.24	29.06	29.91	30.72	31.63	32.51
22	22.06	23.10	23.94	24.74	25.54	26.41	27.26	28.18	29.08	29.92	30.73	31.65	32.54	33.47	34.44
23	23.35	24.45	25.41	26.19	27.05	27.92	28.86	29.88	30.79	31.71	32.59	33.51	34.49	35.47	36.47
24	24.76	25.95	26.89	27.77	28.70	29.67	30.62	31.67	32.73	33.65	34.59	35.55	36.58	37.65	38.71
25	26.25	27.50	28.55	29.47	30.48	31.45	32.51	33.64	34.73	35.71	36.76	37.74	38.82	39.98	41.16
26	27.90	29.21	30.34	31.33	32.37	33.45	34.54	35.71	36.89	37.95	39.08	40.15	41.31	42.51	43.76
27	29.70	31.07	32.30	33.34	34.46	35.57	36.79	38.03	39.25	40.39	41.55	42.75	43.96	45.24	46.56
28	31.48	33.02	34.33	35.44	36.68	37.85	39.12	40.42	41.79	43.00	44.26	45.49	46.87	48.24	49.64
29	33.68	35.28	36.64	37.84	39.11	40.41	41.78	43.20	44.60	45.91	47.24	48.60	50.04	51.44	52.92
30	35.88	37.61	39.05	40.35	41.70	43.10	44.55	46.03	47.57	48.97	50.36	51.86	53.34	54.91	56.53
31	38.32	40.12	41.70	43.10	44.55	46.03	47.57	49.21	50.84	52.36	53.85	55.45	57.07	58.68	60.41
32	40.97	42.92	44.56	46.04	47.62	49.23	50.91	52.66	54.42	56.00	57.61	59.32	61.05	62.82	64.67

# Information Security Roles

- Information Security Analyst I (PG 24, range: \$51,5001 - \$80,517)
- Information Security Analyst II (PG 26, range: \$58,032 - \$91,021)
- Information Security Analyst III (PG 28, range: \$65,478 - \$103,251)

Note: Employer paid benefits add on average \$33,157 (FY '19) to an employee's base pay for total compensation.

# Is Compensation Competitive Enough?



# Approaches to Address Market Compensation Challenges

## Hire-into-Range (HIR)

HIR policy provides for exceptions to the compensation plan. At times there may be a compelling reason to hire above step 1 of the range, including outstanding candidates for whom our entry rate of compensation is not competitive.

- HIR allows a rapid response to hiring when compensation is a barrier.
- HIR goes with an individual not a job class allowing discretion based on individual qualifications.

## Market Factor Adjustment (MFA)

An MFA is a temporary supplement to the regular base hourly pay rates to support effective recruitment and retention of employees in job classes affected by unusual market conditions.

- Requires extensive development time/implementation.
- MFA goes with the job class not the employee. No discretion based on individual qualifications.

# Current State

- No vacancies.
- Of the 10 incumbents in the Information Security roles:
  - 3 were hired at step 1 (including one intern hired permanent)
  - 4 were internal promotions
  - 3 were successfully hired-into-range



# Recent Recruitment (Success!) A multi-level recruitment (levels I, II, and III) in early 2019

- Information Security Analyst III was filled by internal promotion
  - Information Security Analyst II was filled by an external candidate hired-into-range at step 2
  - Information Security Analyst I was filled by an external (former intern) candidate hired-at step 1
- 
- Three-week recruitment
  - Small applicant pools: average 5-6 qualified
  - Time to Fill: average 78 days (compared to statewide average of 66.2 days (FY '18 data).