



HIRING A GLOBAL INFORMATION SECURITY RISK DIRECTOR

- THE CLIENT:** A Global Derivatives Trading Business
- THE ROLE:** Executive Director of Global Information Security Risk
- LOCATIONS:** Chicago, New York & Washington

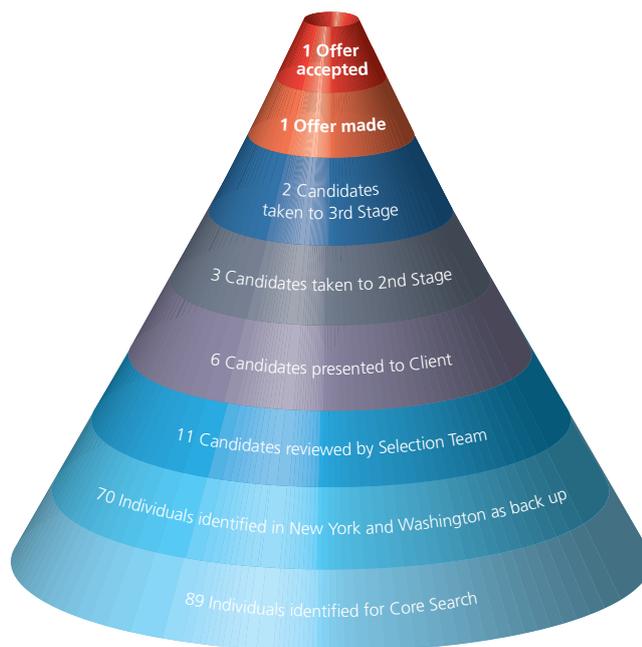


Illustration showing how many candidates were considered at stages of the recruitment process

SITUATION: Our client had embarked on a large global programme to develop a best in class and market leading global information security function. Following the appointment of a new CISO, a full review was conducted of the senior management structure, considering effective use of current talent and skills gaps. The programme identified that whilst there were pockets of knowledge around GIS Risk Management, there was no single person or body driving and more importantly owning this agenda and so a new role was created to fill the gap.

REQUIREMENT: The head of GIS Risk Management works across the technology organization and other business units to manage Information Security (InfoSec) Risk that is present based on the technology and business practices of Group. The GIS Risk Management

function exists as a consultative department within GIS to assist the Technology division, Enterprise Risk Management (ERM), and other business units with appropriately identifying, assessing, analyzing, and monitoring InfoSec Risk. The GIS Risk Management function through the CISO also reports to management, executives, and board members on the state of InfoSec Risk across the global organisation.

CHALLENGES:

Whilst the core brief was relatively straightforward, managing the varying expectations of the numerous stake holders made confirming the specification more of a challenge. As the responsibility for GIS Risk had previously been split between both support and production IT environments as well as compliance, the search team had to incorporate selection requirements from all parties and ensure the process respected all of their opinions.

THE SOLUTION:

The immediate priority of the search was to ensure all stake holders were consulted and their requirements of the role documented. From this 'Wish list' the recruitment team worked with HR to create a job profile that both represented these needs whilst considered the availability of such profiles within the local market. This was communicated back to the business in order to gain buy in from all stakeholders prior to going to market. Once candidates became engaged, the recruitment team used regular group update calls to remind each of the stake holders of the agreed specification and asked them to review candidates in line with this rather than their initial 'wish list'. By keeping the process tight and ensuring each stake holder was engaged at the same time, we managed to create a focused and united selection structure.

THE OUTCOME:

We were able to identify 2 people early on that all stake holders agreed were good benchmarks, though as neither candidate was available, they were not directly considered. Using these profiles, we developed a core research list of 89 individuals based in the Chicago area and began the approaching phase. We simultaneously began a separate research project focused on the same brief but this time in New York and Washington, to use as a back-up. Ultimately this extra research was not required and so simply served as validation for the live search in Chicago. The search took 80 days to get from initial briefing to an offer being accepted, though this included 20 days of stake holder consultation, 30 days of client selection process and 10 days of contract negotiations.