Skillsbeam.io

High Impact Digital Professionals

Recruitment, Upskilling and Management

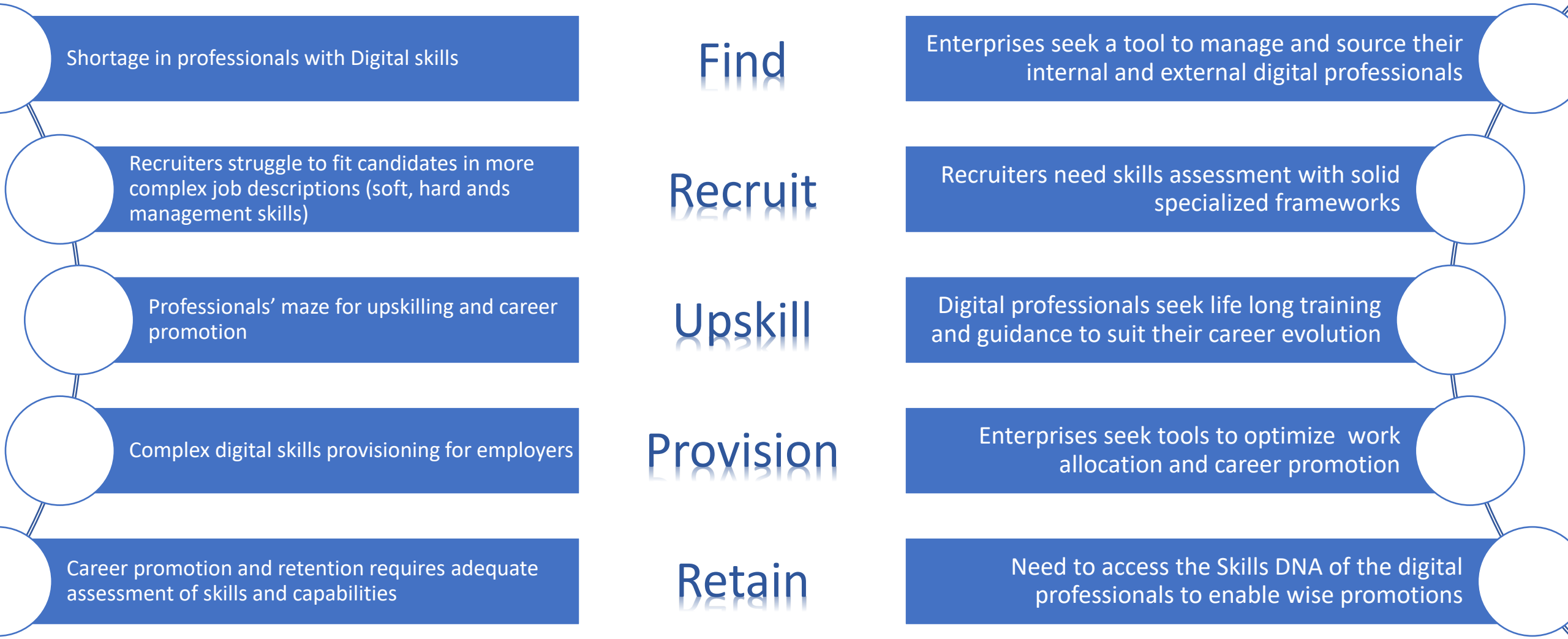
Concepts, tools and services

Solvay Brussels School
Economics & Management

SFIA
ACCREDITED
PARTNER

AP
ATAYA&PARTNERS

Challenges and opportunities



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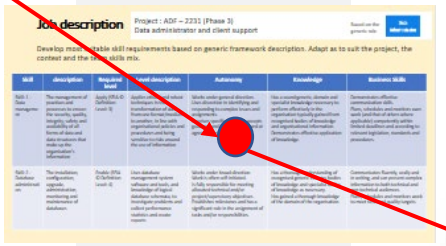
Enterprise Digital Workforce Management

- Competences Management Tools
- Role development Tool
- Data Analytics Tool
- Teams and projects Tool

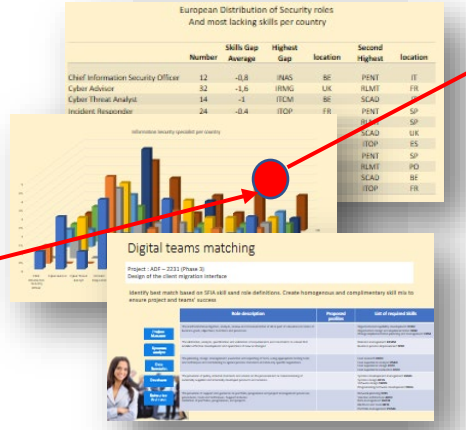
Find

Recruit

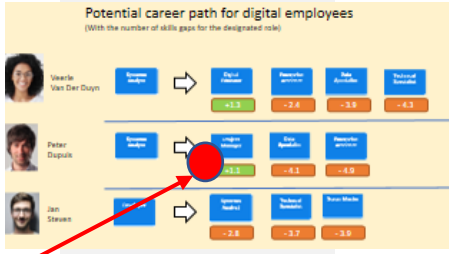


Upskill

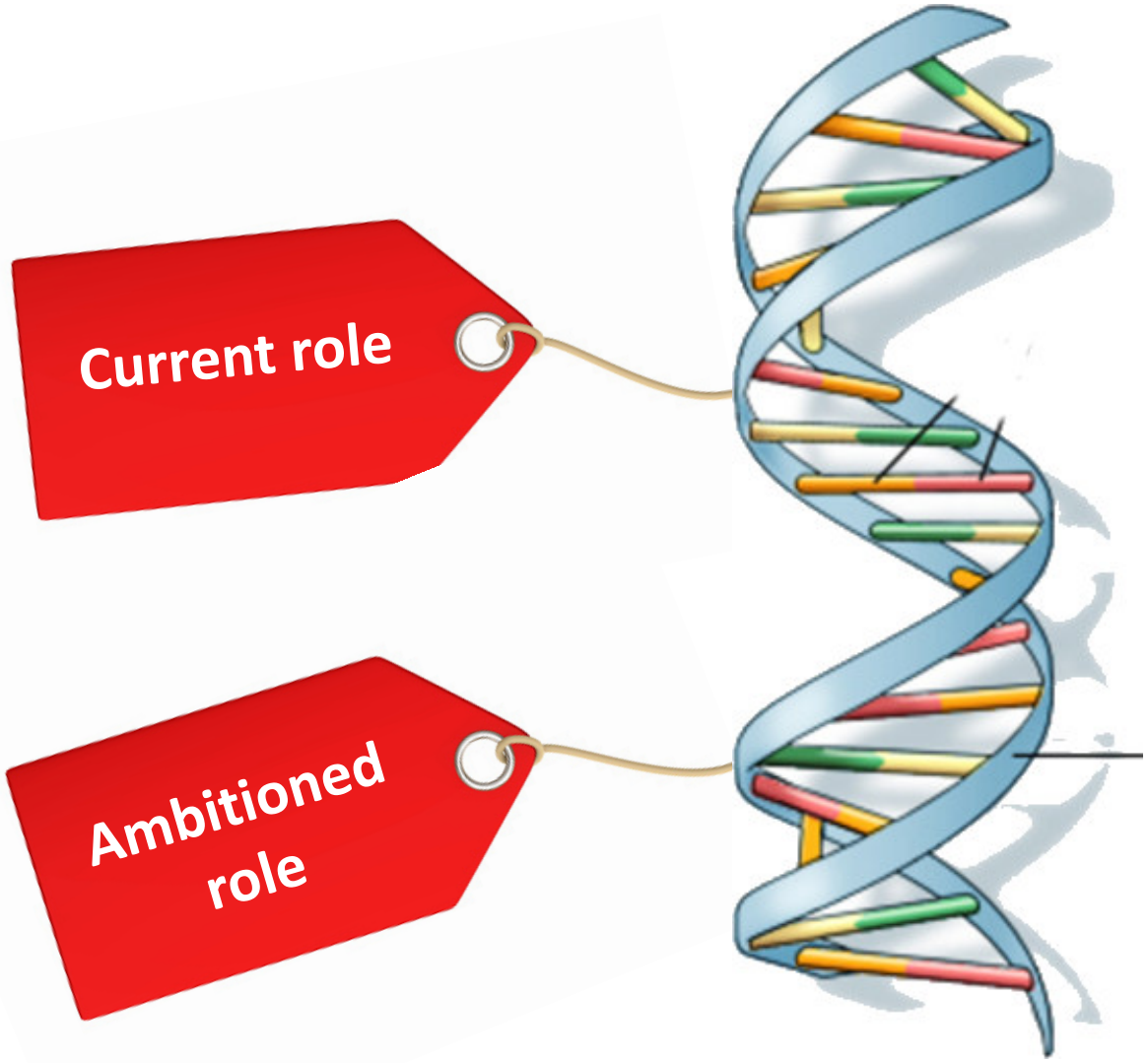
Provision



Retain Promote



FIND

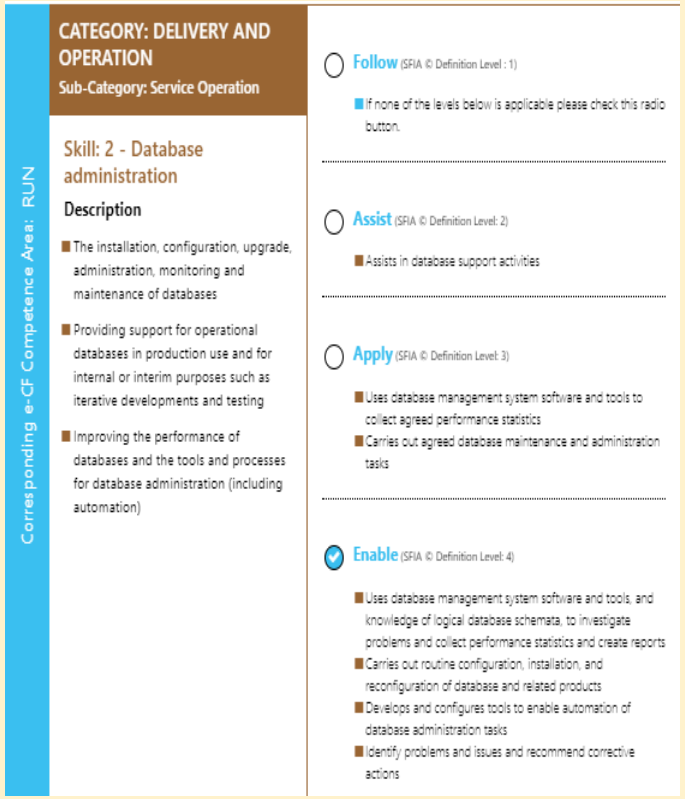


Required	Matched
Skill	Skill
Skill	Skill
Skill	Skill
Skill	Skill
Skill	Skill
Skill	Skill
Skill	Skill

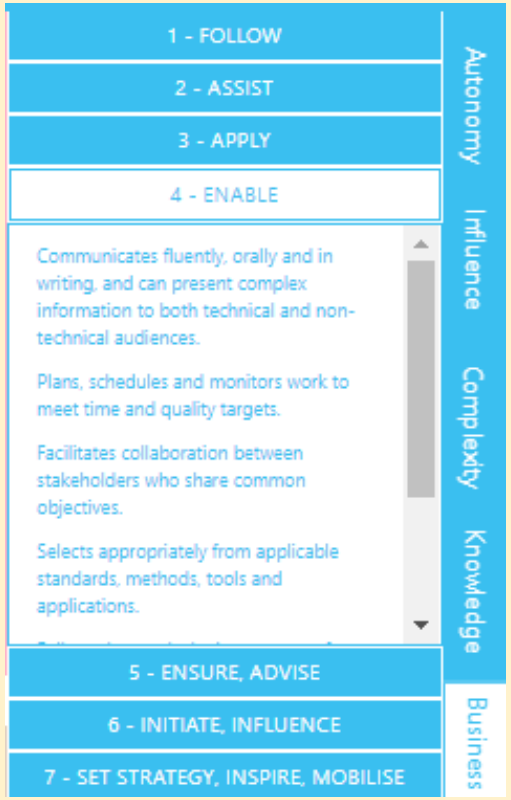
Developing a Job description

Skills inventory is used as a base for developing job descriptions and identifying skills needs for specific Jobs, teams' members and consultants' assignment.

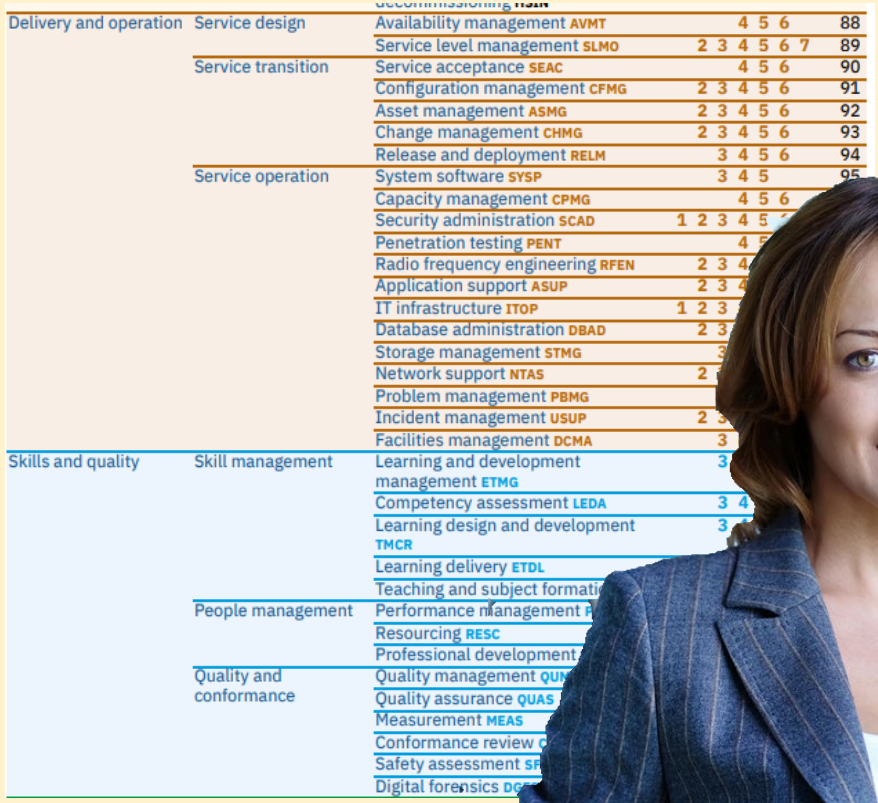
Specific level of Competencefor the skill



Generic level of Competencefor the skill



Sample of skills inventory from SFIA© framework



11	**Operations Coordinator**	210	2021-06-15 Induced	**10**	6 / 2	Incomplete results - Retake Assessment for this role

Summary statement
Operations Coordinators plan and coordinate incident responses for cyber intrusions affecting industry and networks.

Mission
An Operations Coordinator manages tasks associated with cyber security incidents across various teams for incident response and hunt operations, including setting priorities and engaging with customers. An Operations Coordinator provides detailed technical advice and contributes to policy development, strategic planning, and program and project management.

Main task/s

- Lead the coordination, governance and response to complex cyber security incidents and hunt investigations
- Manage tasks across various teams for incident response and hunt operations
- Advise leadership on current operational collaborations and contribute toward strategic planning
- Facilitate incident response engagements
- Assess technical information to develop key messaging

Information Security	IEA	Internal and Statutory Audit		4
Information Security	INCD	Management Incident Investigation & Response		6
Information Security	LREC	Legal & Regulatory Environment and Compliance		
Information Security	TPMG	Third Party Management		5
Information Security	BECH	Behavioural Change		2
Information Security	SEFT	Evaluation and Functionality Testing		2
Information Security	SOMG	Secure Operations Management		
Information Security	IRM	Information Risk Management		
Information Security	TH	Threat Intelligence		2

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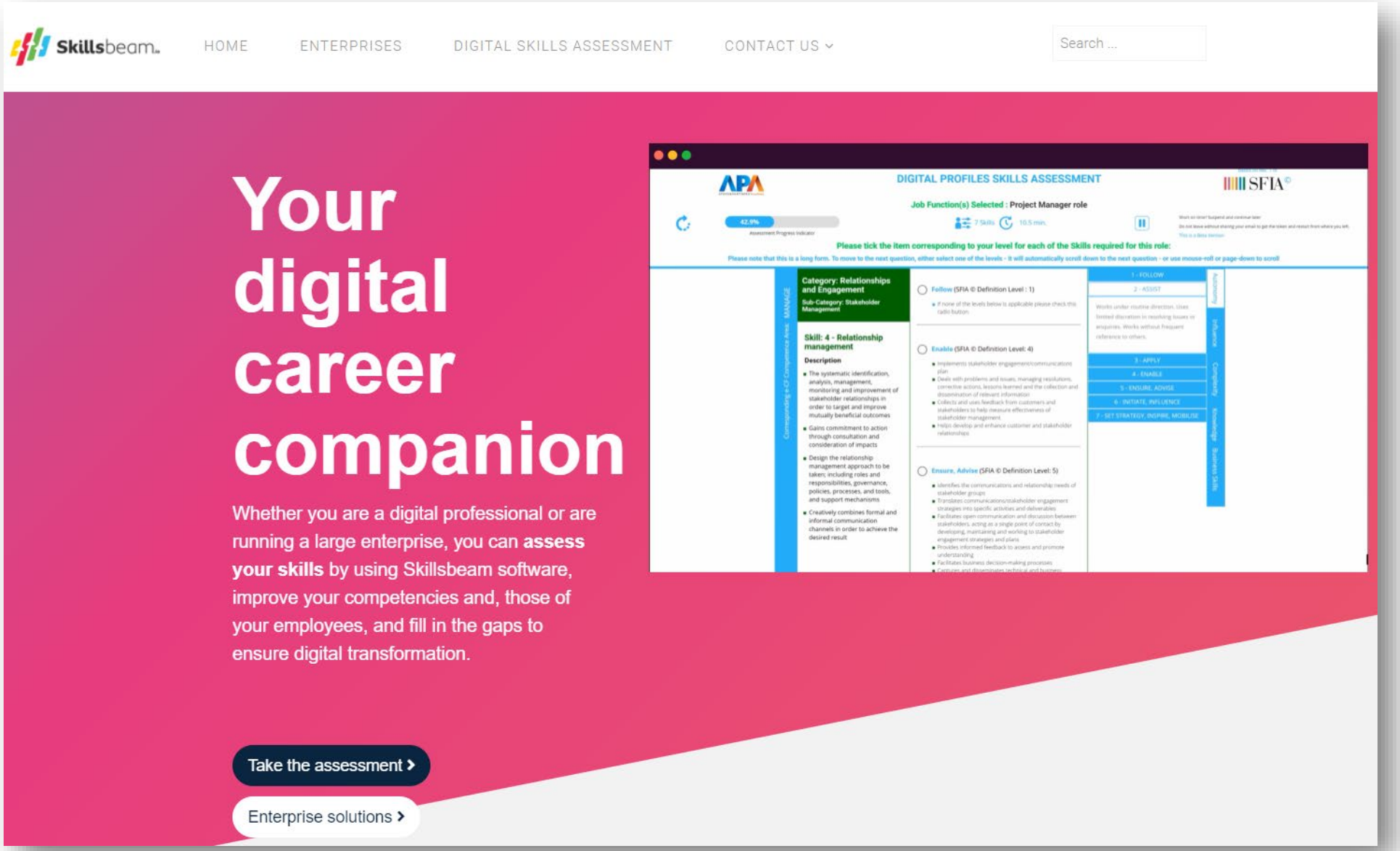

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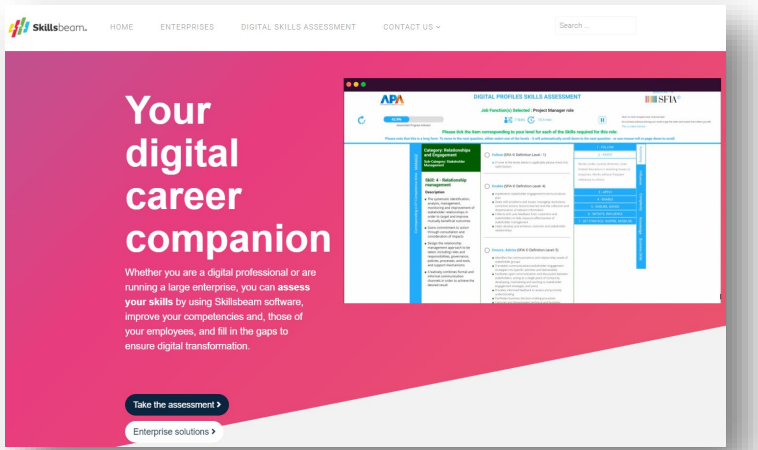


DIGITAL PROFILES SKILLS ASSESSMENT

Please select the job role that you wish to assess.

Business
- Business Information Manager
- Chief Information Officer
- Data Scientist
- Operations Manager

Process Improvement
- DevOps Expert
- Digital Transformation Leader
- Product Owner
- Scrum Master

Design
- Business Analyst
- Data Specialist
- Enterprise Architect
- Solution Designer
- Systems Analyst
- Systems Architect

Development
- Developer
- Digital Media Specialist
- Test Specialist

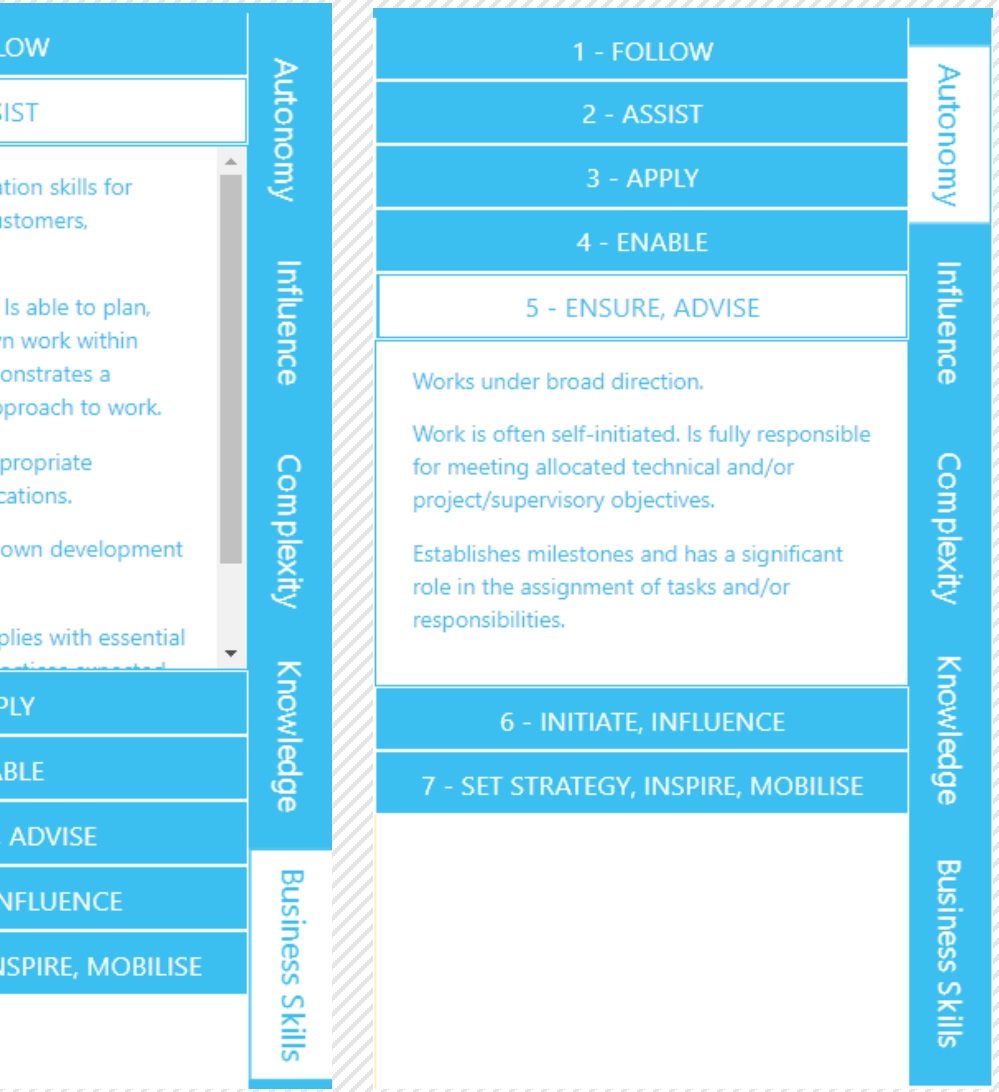
Service & Operation
- Data Administrator
- Network Specialist
- Service Support
- Systems Administrator
- Technical Specialist

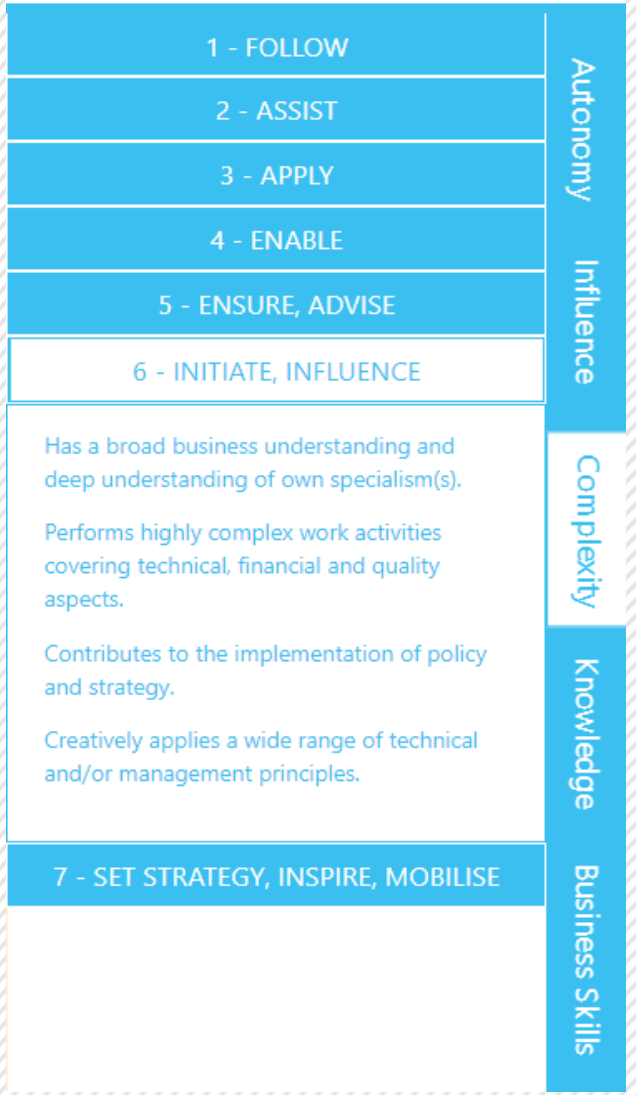
Support
- Account Manager
- Digital Consultant
- Digital Educator
- Information Security Specialist

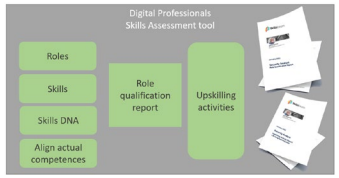
Technical
- Information Security Manager
- Project Manager
- Quality Assurance Manager
- Service Manager

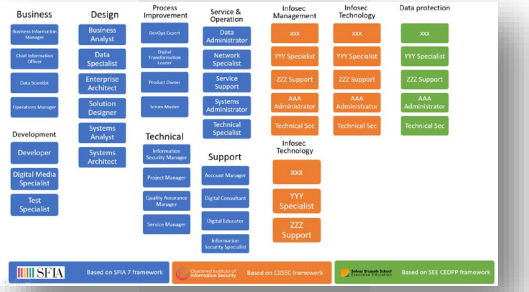
Security
- Chief Information Security Officer
- Operations Coordinator
- Cyber Advisor
- Penetration Tester
- Cyber Threat Analyst
- Security Architect
- Incident Responder
- Vulnerability Assessor
- Intrusion Analyst
- Vulnerability Researcher
- Malware Analyst

Overall seniority traits

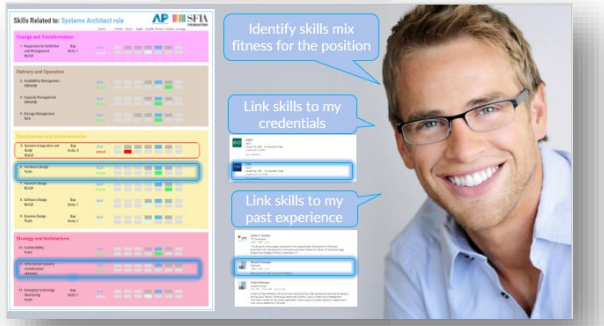






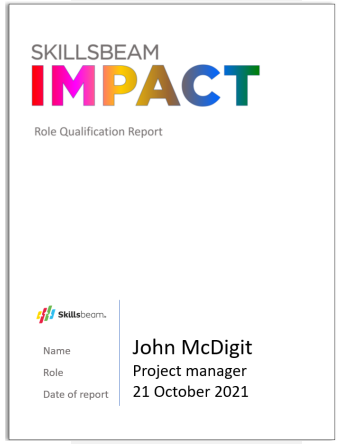


Select Role to assess

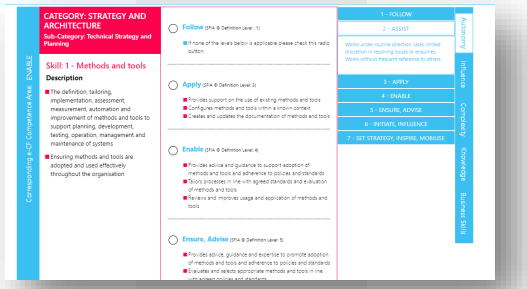


Reference Strong skills

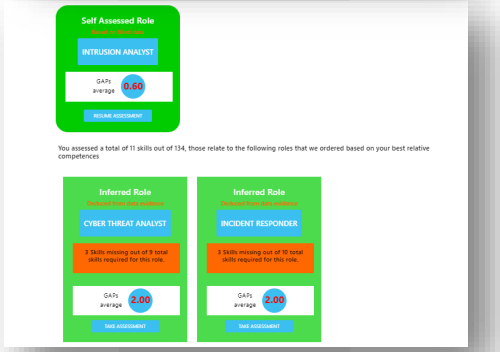
Build Upskilling plan



Obtain the
Role Qualification and upskilling reports



Assess all Skills for that role



Obtain results and identify other relevant roles

RECRUIT

SKILLSBEAM

IMPACT

Role Qualification Report

Skillsbeam

Name

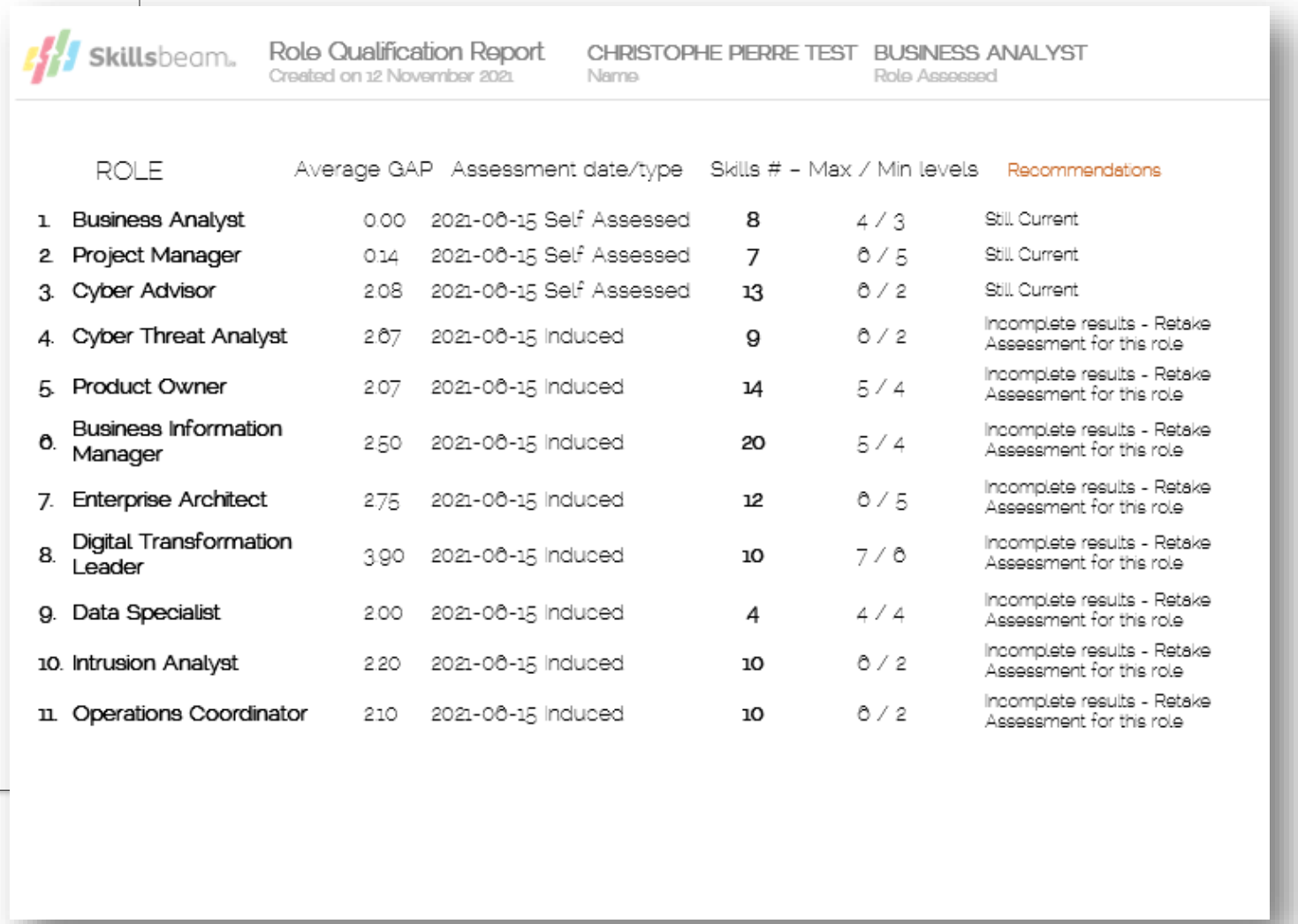
Role

Date of report

John McDigit

Project manager

21 October 2021



Skillsbeam

Role Qualification Report
Created on 12 November 2021

CHRISTOPHE PIERRE TEST
Name

BUSINESS ANALYST
Role Assessed

	ROLE	Average GAP	Assessment date/type	Skills # – Max / Min levels		Recommendations
1.	Business Analyst	0.00	2021-06-15 Self Assessed	8	4 / 3	Still Current
2.	Project Manager	0.14	2021-06-15 Self Assessed	7	6 / 5	Still Current
3.	Cyber Advisor	2.08	2021-06-15 Self Assessed	13	6 / 2	Still Current
4.	Cyber Threat Analyst	2.67	2021-06-15 Induced	9	6 / 2	Incomplete results - Retake Assessment for this role
5.	Product Owner	2.07	2021-06-15 Induced	14	5 / 4	Incomplete results - Retake Assessment for this role
6.	Business Information Manager	2.50	2021-06-15 Induced	20	5 / 4	Incomplete results - Retake Assessment for this role
7.	Enterprise Architect	2.75	2021-06-15 Induced	12	6 / 5	Incomplete results - Retake Assessment for this role
8.	Digital Transformation Leader	3.90	2021-06-15 Induced	10	7 / 6	Incomplete results - Retake Assessment for this role
9.	Data Specialist	2.00	2021-06-15 Induced	4	4 / 4	Incomplete results - Retake Assessment for this role
10.	Intrusion Analyst	2.20	2021-06-15 Induced	10	6 / 2	Incomplete results - Retake Assessment for this role
11.	Operations Coordinator	2.10	2021-06-15 Induced	10	6 / 2	Incomplete results - Retake Assessment for this role

Skillsbeam. Role Qualification Report
Created on 12 November 2021

CHRISTOPHE PIERRE TEST
Name

BUSINESS ANALYST
Role Assessed

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Role sheet

Information Security	INSA	Internal and Statutory Audit							4
Information Security	IRMG	Management, Incident Investigation & Response							6
Information Security	LREC	Legal & Regulatory Environment and Compliance							
Information Security	TPMG	Third Party Management							5
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Information Security	SFT	Evaluation and Functionality Testing							2
Information Security	SOMG	Secure Operations Management							
Information Security	IRM	Information Risk Management							
Information Security	TIM	Threat Intelligence Assessment and Threat Mo							2
Strategy and Architecture	TECH	Specialist Advice							

Skillsbeam. Role Qualification Report
Created on 12 November 2021

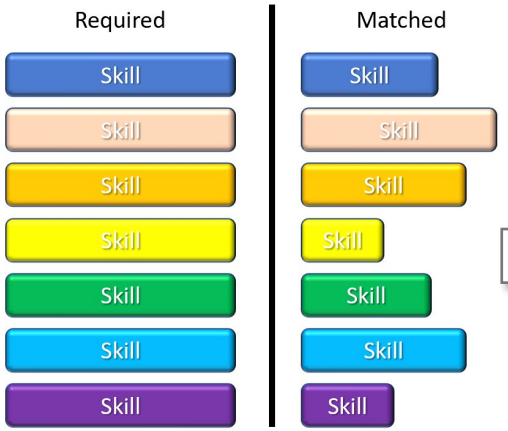
SKILLS DNA CHART

CHRISTOPHE PIERRE TEST
Name

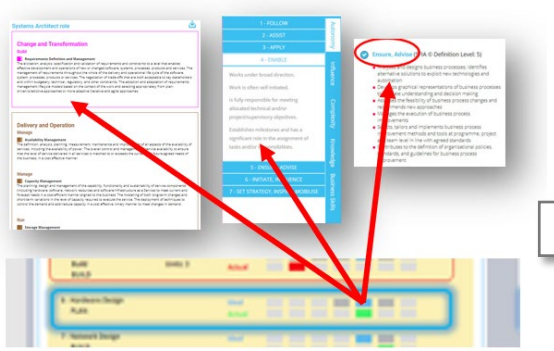
Change and Transformation	BENM	Benefits Management
Change and Transformation	CIPM	Change Implementation Planning and Management
Change and Transformation	PRMG	Project Management
Relationships and Engagement	RLMT	Relationship Management
Strategy and Architecture	ISCO	Information Systems Coordination
Change and Transformation	PGMG	Programme Management
Change and Transformation	PROF	Portfolio, Programme and Project Support
Strategy and Architecture	RSCH	Research
Strategy and Architecture	TECH	Specialist Advice
Development and Implementation	DESN	Systems Design
Development and Implementation	DLMG	Systems Development Management
Information Security	APRS	Applied Research
Information Security	INRM	Information Risk Management
Information Security	INSS	Information Risk Strategy
Information Security	LREC	Legal & Regulatory Environment and Compliance
Information Security	RESH	Research
Information Security	SOMG	Secure Operations Management
Information Security	INSA	Internal and Statutory Audit
Information Security	POST	Policy and Standards
Change and Transformation	BUAN	Business Analysis
Change and Transformation	BSMO	Business Modelling
Development and Implementation	DTAN	Data Modelling and Design
Change and Transformation	REQM	Requirements Definition and Management
Delivery and Operation	AVMT	Availability Management

Skills DNA

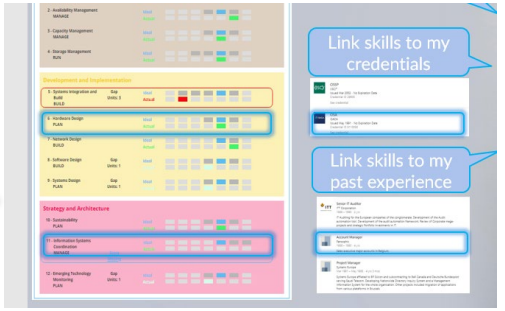
Skills Matching



Upskilling Validation

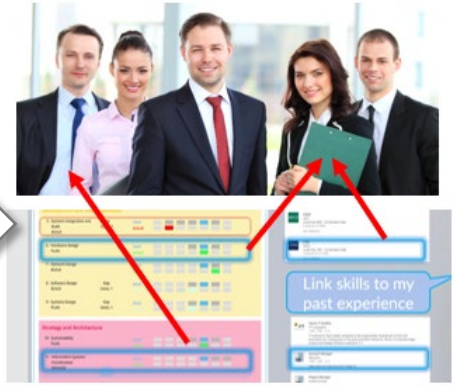


Experience Validation



SME Validation

(when needed)



UPSKILLS

Digital Professionals Skills Assessment tool

B2C

- Roles
- Skills
- Skills DNA
- Align actual competences

Role qualification report

Upskilling activities

Enterprise Digital Workforce Management

B2B

- Competences Management Tools
- Role development Tool
- Data Analytics Tool
- Teams and projects Tool

Upskilling Marketplace

Personal and company specific

Solvay Brussels School Economics & Management

CISA CRISC CISM CGEIT CSX-P CDPSE ITCA CET

ATAYA & PARTNERS Academy

PECB

Digital Recruitment Process

High Impact Digital Role Checklist

- Digital Role map
- Planning
- Identify
- Assess
- Short List
- Recruit
- Mentor
- Support
- Upskill team

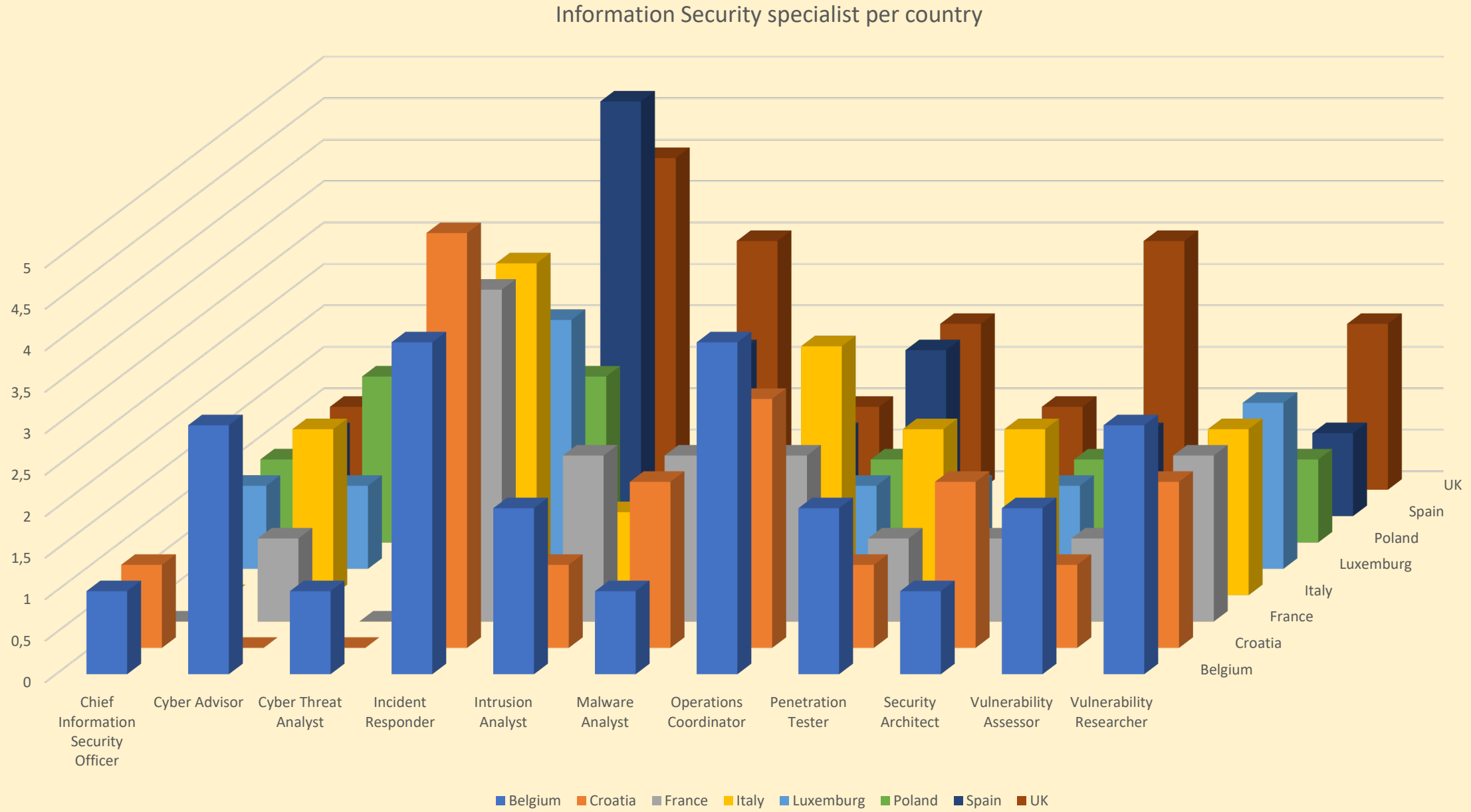
Digital Recruitment Planning

Selection process

Digital Recruitment Support

HightechPartners

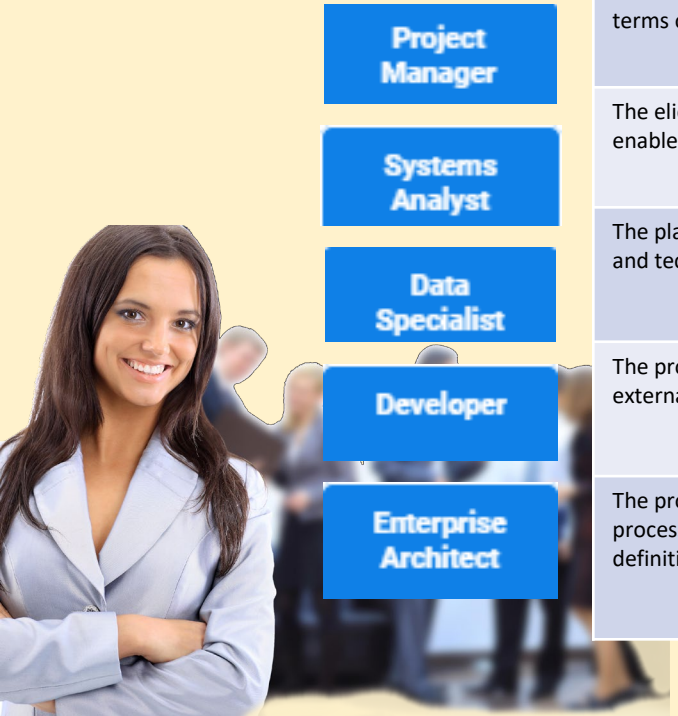
Provision


Information Security specialist per country
5
4,5
4
3,5
3
2,5
2
1,5
1
0,5
0
Chief Information Security Officer
Cyber Advisor
Cyber Threat Analyst
Incident Responder
Intrusion Analyst
Malware Analyst
Operations Coordinator
Penetration Tester
Security Architect
Vulnerability Assessor
Vulnerability Researcher
Belgium
Croatia
France
Italy
Luxemburg
Poland
Spain
UK
Belgium
Croatia
France
Italy
Luxemburg
Poland
Spain
UK

Digital teams matching

Project : ADF – 2231 (Phase 3)
Design of the client migration interface

Identify best match based on SFIA skill sand role definitions. Create homogenous and complimentary skill mix to ensure project and teams' success



Role description	Proposed profiles	List of required Skills
The methodical investigation, analysis, review and documentation of all or part of a business in terms of business goals, objectives, functions and processes		Organisational capability development **OCDV** Organisation design and implementation **ORDI** Change implementation planning and management **CIPM**
The elicitation, analysis, specification and validation of requirements and constraints to a level that enables effective development and operations of new or changed		Demand management **DEMM** Business process improvement **BPRE**
The planning, design, management, execution and reporting of tests, using appropriate testing tools and techniques and conforming to agreed process standards and industry specific regulations.		User research **URCH** User experience analysis **UNAN** User experience design **HCEV** User experience evaluation **USEV**
The provision of policy, internal standards and advice on the procurement or commissioning of externally supplied and internally developed products and services.		Systems development management **DLMG** Systems design **DESN** Software design **SWDN** Programming/software development **PROG**
The provision of support and guidance on portfolio, programme and project management processes, procedures, tools and techniques. Support includes definition of portfolios, programmes, and projects		Network planning **NTPL** Solution architecture **ARCH** Data management **DATM** Methods and tools **METL** Portfolio management **POMG**

Job description

Project : ADF – 2231 (Phase 3)
Data administrator and client support

Based on the generic role **Data Administrator**

Develop most suitable skill requirements based on generic framework description. Adapt as to suit the project, the context and the team skills mix.

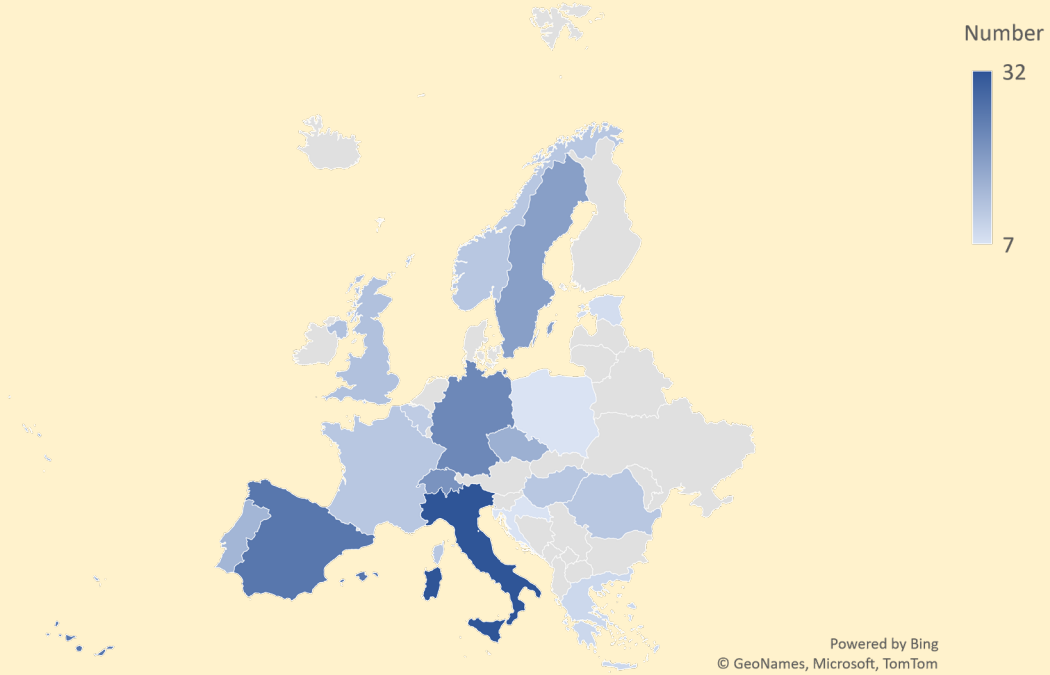
Skill	description	Required level	Level description	Autonomy	Knowledge	Business Skills
Skill: 1 - Data management	The management of practices and processes to ensure the security, quality, integrity, safety and availability of all forms of data and data structures that make up the organisation's information	Apply (SFIA © Definition Level: 3)	Applies ethical and robust techniques in the transformation of data from one format/medium to another, in line with organisational policies and procedures and being sensitive to risks around the use of information	Works under general direction. Uses discretion in identifying and responding to complex issues and assignments. Receives specific direction, accepts guidance and has work reviewed at agreed milestones.	Has a sound generic, domain and specialist knowledge necessary to perform effectively in the organisation typically gained from recognised bodies of knowledge and organisational information. Demonstrates effective application of knowledge.	Demonstrates effective communication skills. Plans, schedules and monitors own work (and that of others where applicable) competently within limited deadlines and according to relevant legislation, standards and procedures.
Skill: 2 - Database administration	The installation, configuration, upgrade, administration, monitoring and maintenance of databases	Enable (SFIA © Definition Level: 4)	Uses database management system software and tools, and knowledge of logical database schemata, to investigate problems and collect performance statistics and create reports	Works under broad direction. Work is often self-initiated. Is fully responsible for meeting allocated technical and/or project/supervisory objectives. Establishes milestones and has a significant role in the assignment of tasks and/or responsibilities.	Has a thorough understanding of recognised generic industry bodies of knowledge and specialist bodies of knowledge as necessary. Has gained a thorough knowledge of the domain of the organisation.	Communicates fluently, orally and in writing, and can present complex information to both technical and non-technical audiences. Plans, schedules and monitors work to meet time and quality targets.

Identified need for “Systems Analysts” role at clients’ projects

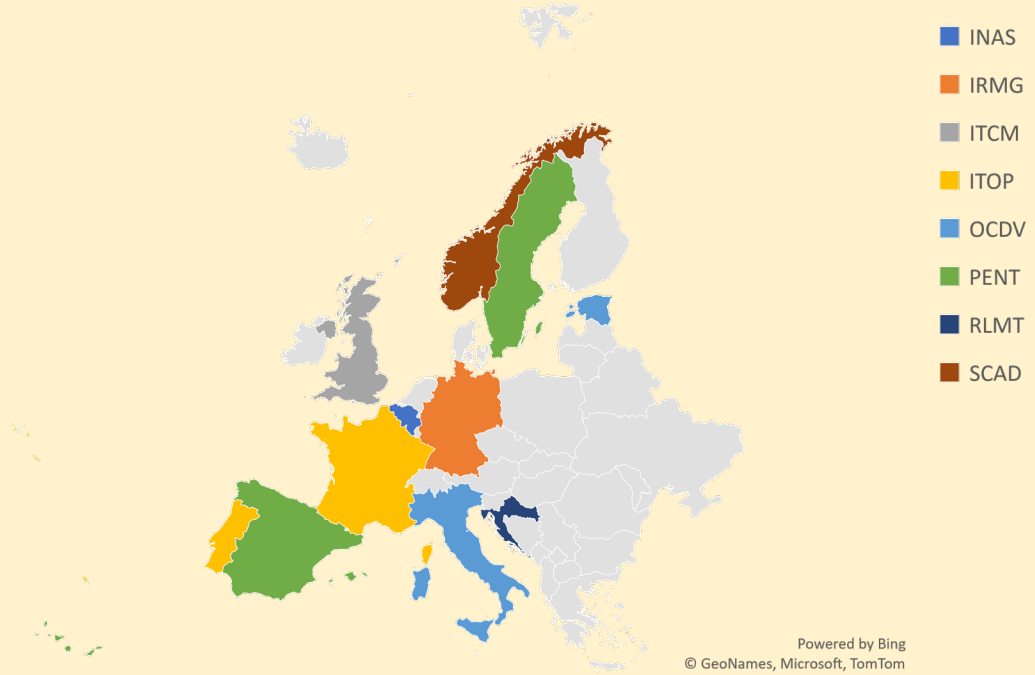
ENGIE 3	BNP PARIBAS 2	BARCLAYS 2	AXA 0
AB InBev 1	3	Allianz 7	ZURICH 4
T-Mobile 6	orange 5	Nestlé 2	Coca-Cola 3

Identified Skills gap average on Clients’ projects

Current availability for PENT skill
PENETRATION TESTING



Skills mostly required by country (Training sessions needed)



European Distribution of Security roles
And most lacking skills per country

	Number	Skills Gap Average	Highest Gap	location	Second Highest	location
Chief Information Security Officer	12	-0,8	INAS	BE	PENT	IT
Cyber Advisor	32	-1,6	IRMG	UK	RLMT	FR
Cyber Threat Analyst	14	-1	ITCM	BE	SCAD	IT
Incident Responder	24	-0,4	ITOP	FR	PENT	SP
Intrusion Analyst	16	0,6	OCDV	IT	RLMT	SP
Malware Analyst	12	0,8	PENT	FR	SCAD	UK
Operations Coordinator	23	0,8	RLMT	IT	ITOP	ES
Penetration Tester	7	1,2	SCAD	SP	PENT	SP
Security Architect	9	1,5	ITOP	PO	RLMT	PO
Vulnerability Assessor	6	1	OCDV	ES	SCAD	BE
Vulnerability Researcher	3	0,9	PENT	SE	ITOP	FR

Retain
Promote

Retain - Promote

Upskilling activity (2019 – 2021)

Veerle
Van Der Duyn

Systems Analyst

- 1.4

Junior Systems Analyst - Since Oct 2017
Prior: Junior developer
Employed Mar 2016

Master's degree, Computer Science
Université libre de Bruxelles, 2019 – 2021

Software Programmer – Microsoft
Nov 2014 – Feb 2016

	Skill level			Related Upskilling activities	
	2019	2020	2021	Training	Experience
Skill: 1 - Hardware design	2	2	3	Hardware Design Development Course Overview (tekslate.com)	Junior designer project SMART-TEL (5 months)
Skill: 2 - Network design	1	1	1	Understanding Networking Fundamentals	None
Skill: 3 - Requirements definition and management	2	3	3	None	Systems Analysis on NET-OP-BE (2 months)
Skill: 4 - Software design	4	4	5	Understanding Software Design (youtu.be/rCtOxUBtW9s)	Main activity – Various projects

Potential career path for digital employees

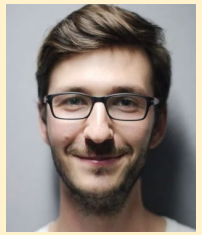
(With the number of skills gaps for the designated role)

Veerle
Van Der Duyn

Systems Analyst → Digital Educator (+1.3) | Enterprise Architect (- 2.4) | Data Specialist (- 3.9) | Technical Specialist (- 4.3)

Peter
Dupuis

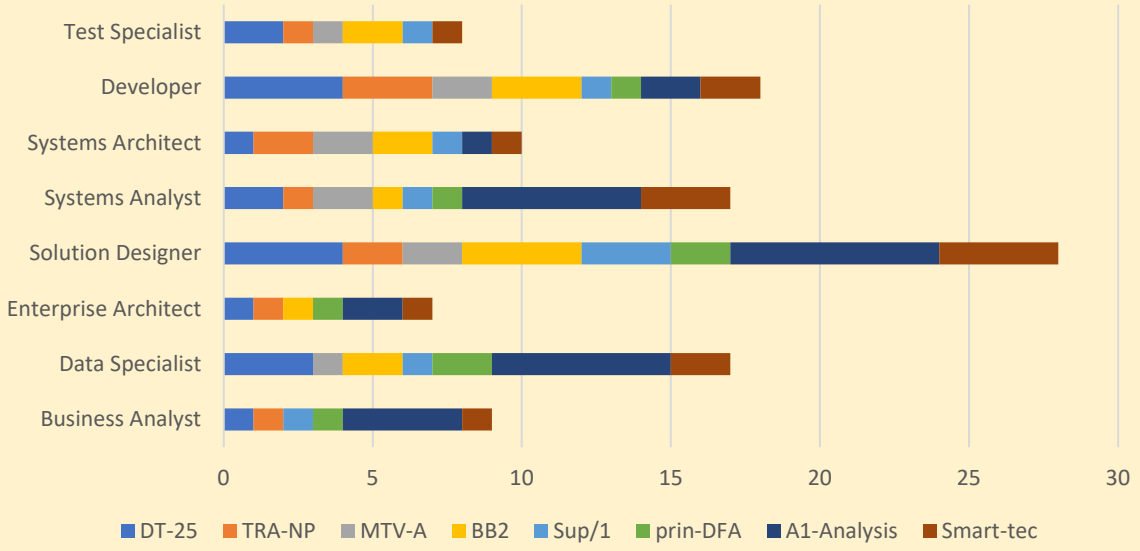
Systems Analyst → Project Manager (+1.1) | Data Specialist (- 4.1) | Enterprise Architect (- 4.9)



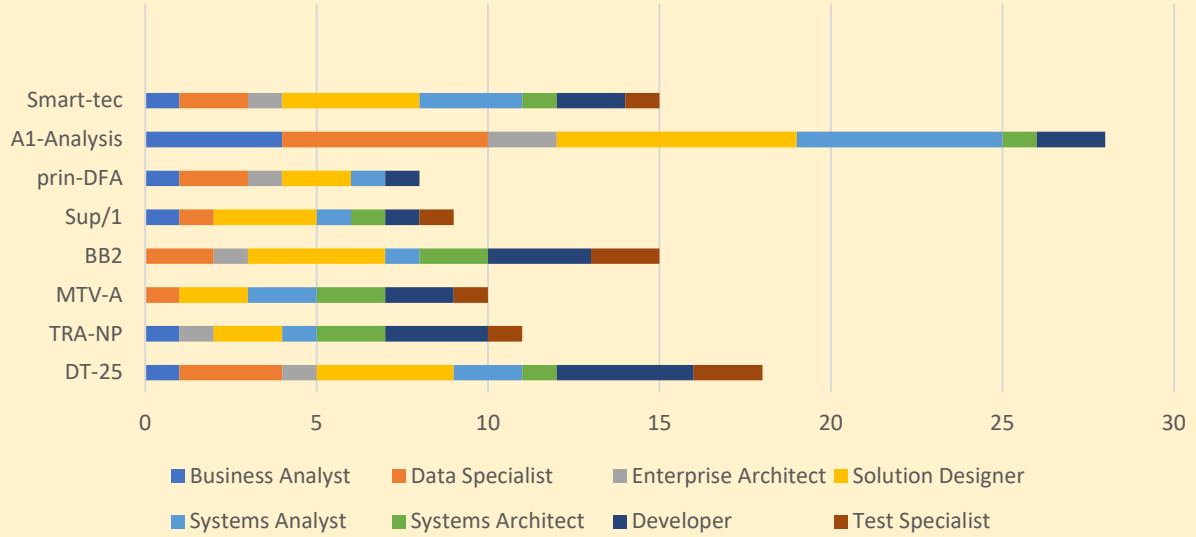
Jan
Steven

Developer → Systems Analyst (- 2.8) | Technical Specialist (- 3.7) | Scrum Master (- 3.9)

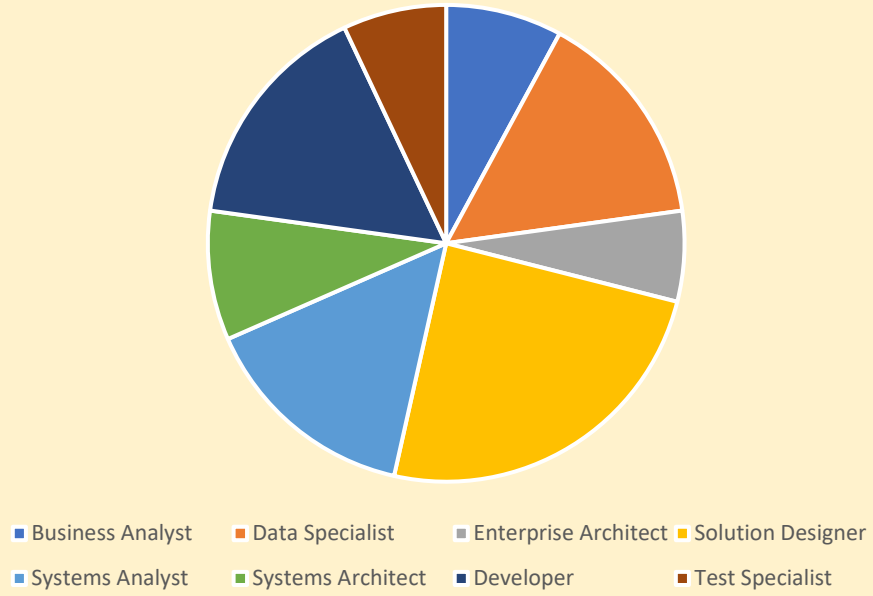
External Consultants per project



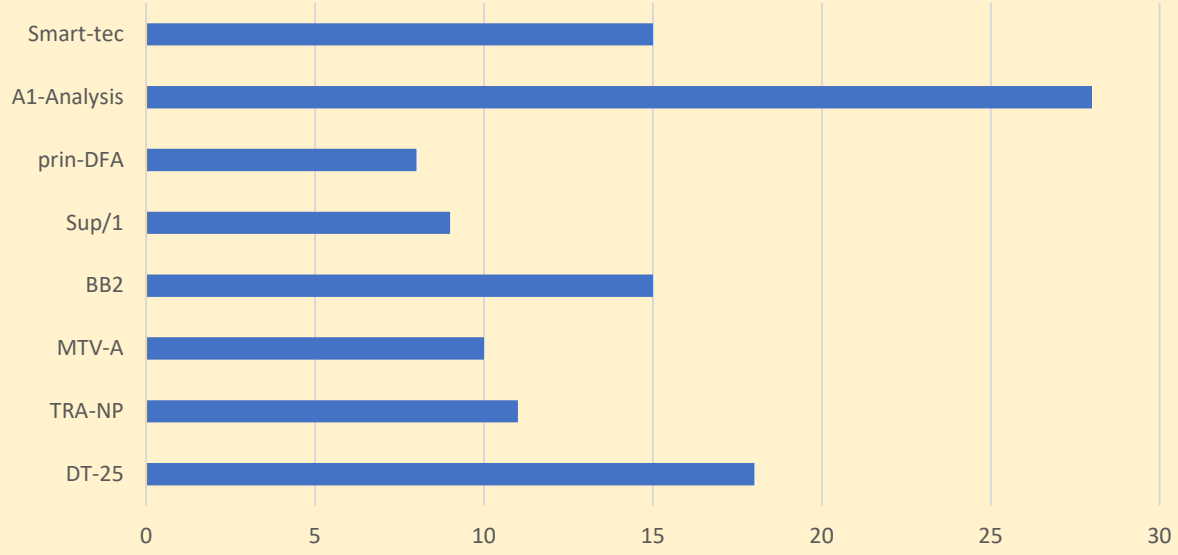
Consultant on project



Hired Expertise



Staffing by Project



“HIRED” method

High Impact REcruitment in Digital

"HIRED"

High Impact REcruitment in Digital

- Digital Role map
- Planning

Digital Recruitment Planning

- Identify
- Assess
- Short List
- Recruit
- Mentor
- Support
- Upskill team

Digital Recruitment Support

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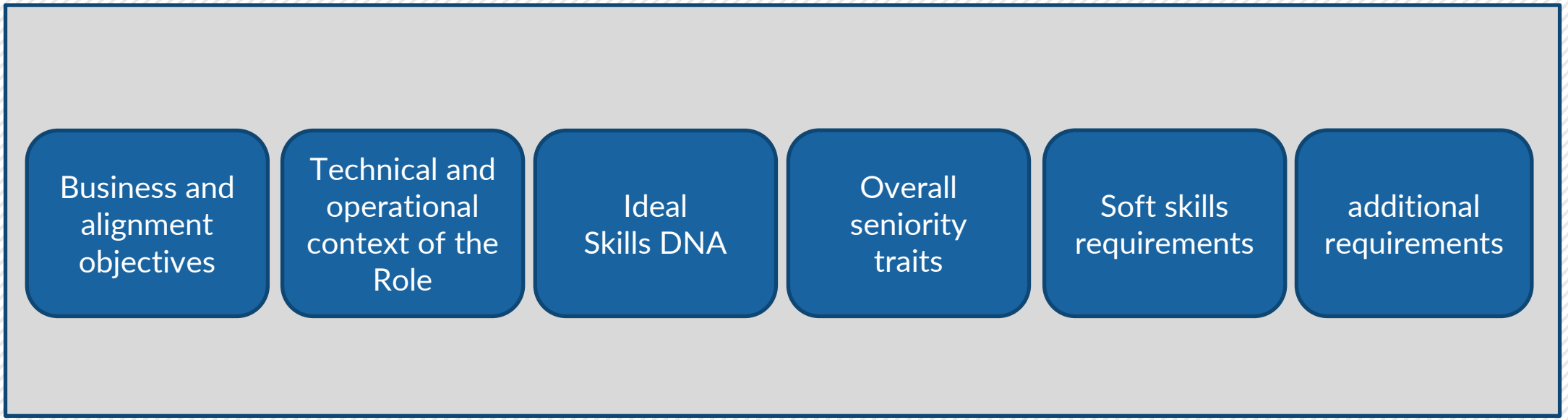
Digital Role map

The Digital Role Map replaces the standard job description



Business and alignment objectives	Technical and operational context of the Role	Define Target Skills DNA	Overall seniority traits	Soft skills requirements	additional requirements
-List major relevant Business Goals -Identify aligned objectives for the new role - Identify Digital Management objectives	Describe the existing environment : Processes, technology, Organisation, principles, information, behaviour, competences.	**Use the Skillsbeam tool to develop the requirements for the job.**	**Define the levels of: Autonomy, Influence, Complexity, Knowledge, Business skills**	Use Birkman or related assessments to define requirements	- Identify any specific requirements - Use the non exclusion list to eliminate any bias imposed in the past that should not exist.

Call to action

Let us talk about how to
Find, Recruit, Upskill, Provision,
Retain and Promote

Assess your Digital teams today

Georges Ataya

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Managing Director Ataya & Partners advisory firm
Founded Digital Governance and Trust
Past International Vice President at ISACA
Past Partner Ernst & Young
Past Deputy International CIO ITT World Directories
Co-Founder of the Belgian Cybersecurity Coalition
Co-founder DPO Circle

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