



Project 19-05-01

Manufacturing Cyber Security Workforce and Career Development Framework

Final Report

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Acknowledgments

In addition to thanking our many colleagues at MxD, ManpowerGroup, other institutes, other employers and intermediaries, and workforce organizations in our network with who we had conversations on the Cyber^{ME} project, we would like to formally acknowledge the sponsors, project team and formal contributor/reviewers.

Specific content of the presented Now and Next outputs (work domains, roles taxonomy, role profiles and certain sub-lists for prioritized work) have been peer reviewed by various combinations of the listed contributors. The views expressed for the broader narrative and other extended derivative outputs of the broader taxonomy work are those of the authors and their respective organizations.

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The Hiring Guide: Cybersecurity in Manufacturing. Antonucci, L., Garamoni, M., Kowalski, R. (2020). We welcome a conversation!

The Challenge

Manufacturing enterprises face increasing challenges and threats to secure their information and physical assets throughout the product life cycle. From design and manufacturing through consumer/field use and operations there are privacy and security concerns for the physical and virtual assets that make up the process and the product. Manufacturers - from large consumer and military industrialists to specialty medical device and consumer products makers - also face industry specific needs including sector practices, regulatory demands, and standards adoptions; lagging supply chain cybersecurity practice adoption, investment and maturity variances and other business factors drive increasing demands for improved cybersecurity practices.

Sharing current and future cybersecurity skill needs with other industries, manufacturers compete with other market segments for a cyber-capable workforce across several business and technical work areas. Previous and ongoing cyber workforce development initiatives in the public and private sector provide foundational resources to guide workforce planning and development but more manufacturing-specific guidance is needed. Here at the start of a new decade, the gap has only widened, and the needs to secure the talent has increased.

- **What is driving this urgent need?**
- **What is the future cyber workforce and its capabilities?** What specific roles need be developed, hired and employed for success and cyber resiliency for manufacturing? What career paths are representative of the opportunities for solid and varied careers as the workforce for Manufacturing cyber excellence is hardened just as the other assets in Manufacturing need be steeled against the challenges and threats?
- **Where is the workforce of tomorrow today?**
- **Who and what enables the cyber workforce?**

Our framework establishes the “now and next” view of the critical work required of cybersecurity workers in business and technical areas of manufacturing; it also profiles what value those roles bring to the manufacturing enterprise and ecosystem. The taxonomy work leverages and learns from the National Institute for Standards and Technology (NIST) and National Initiative for Cyber Education (NICE) frameworks and other cyber workforce research most from the government arena, since many of those are essential and relevant. Yet there is a need to represent the legacy of production, and the future practices and potentials of modern manufacturing.

Our framework and the related tools produced in this project bring fundamental definition across the digital manufacturing enterprise. This means our view is wide in scope and has unique roles as well as conventional areas. Some bring certain business functions into the cybersecurity fold: who knew about smart contracts in purchasing 20 years ago? When did IoT Device Engineers become part of the Product Security team?

Risk intelligence, alignment and governance in 2020 and beyond requires engaging and expecting the participation of many functions not previously thought to be part of something “technical” like cybersecurity. Securing the full life cycle of designs, materials, processes, plants, products and more brings on board Supply Chain and Procurement staff and Product Managers. And many more roles even in conventional information technology now have a specific and identifiable set of tasks and tools as they contribute to Secure by Design, secure from the start.

The connected, digital operating environment and place where life takes place asks many to play a significant role in securing the assets of manufacturers, their employees and customers, and other stakeholders.

A changing environment as major as the one that we are seeing broadly in digital technology, society, and business is one that affects the entire manufacturing enterprise. It requires many roles in the workforce to be part of the **cyber in manufacturing enterprise (Cyber^{ME})** workforce.

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The Effort

This effort between MxD, the Manufacturing USA digital manufacturing institute, and ManpowerGroup (NYSE: MAN) has produced a manufacturing centric view of the cybersecurity workforce needed to enable cybersecurity capability and resiliency at small, medium and large manufacturers. Views of today's challenges and tomorrow's horizons have been considered as several key workforce tools have been created. These tools and ongoing work on evolving the cyber workforce can serve as a manufacturing specific primer for industry, individuals, academia, government and workforce development as they meet the related workforce challenges.

MxD brings together the public and private sector—including academia, students, startups, nonprofits, and government stakeholders – on technical and workforce development projects. The institute engages in research and policy efforts, as well as in promoting the new digital enterprise, connected factory of the future and new data-centric manufacturing enterprise connected by the digital thread as shown below.

A leader in innovative workforce solutions space, ManpowerGroup Joined MxD in this effort following up on its 2017 Digital Manufacturing Workforce Taxonomy project with MxD's predecessor, the Digital Manufacturing Design Innovation Institute.

The Hiring Guide project engaged experts from over 25 industry, academic, workforce development, and government organizations to identify the Cyber^{ME} workspace and the work roles needed now and into the future. The project efforts defined work domains, created representative career paths and success profiles, and updated key supply/demand views. The picture of the cyber in manufacturing workforce presented herein can be used to facilitate many future conversations needed to address the actual recruitment, development and progression of the cyber warriors needed in manufacturing.

The pivotal success factors in building a taxonomy are to describe and classify; then group by meaningful and differentiating characteristics; and then classify consistently resulting in a reliable structure for organizing and understanding the scope of interest. The Cyber^{ME} job roles taxonomy structure is at the center of a set of meaningful tools and thought leadership contained in the Hiring Guide to organize the work, workers, and work environment of the cybersecurity in manufacturing ecosystem.



Common Considerations for Small, Mid-Size and Large Manufacturers

What range of identified cyber needs and project assets will support all manufacturers, whether small, mid-size or large?. While the Hiring Guide assets can't be a universal prescription for all manufacturers as a specific intact set; they can be a "dictionary" of accessible roles and selected targets to write each organization's cyber workforce story.

The goal was to provide a common toolset that enables all manufacturers and workforce partners to see examples of major cyber needs and opportunities. For smaller to mid-size manufacturers, while there may not yet be an immediate or full time need for certain roles, an understanding that some roles may be part of their prime manufacturers' workforce is important. We aimed to produce resources that smaller organizations can use to understand what roles they may need from vendors and partners as well as to attract developmental roles to their organization as part of the larger, sustainable cyber workforce system.

Awareness of the broad set of tools provided in the Hiring Guide, for manufacturers of all sizes, accommodates these understandings:

- Smaller companies may consolidate several roles into one or two positions; while they may not need the same volume or number of people in any role, they will still need most of the role outputs.
- Companies of all sizes may choose - for many reasons – to supplement in-house positions with additional contractor, consultant, or temporary staff. Whether or not the position is internal, many of the roles addressed are part of their overall needed capability.



This section answers **What is the future cyber workforce and its capabilities?**

Several key project outputs in this section are the core of the taxonomy work: domains, roles, and views of the roles via impacts, stages, highlighted roles, critical roles, and transitioning roles. All of these outputs and tools are 'paths' to the workforce and have been developed to answer that overarching question: what is the future cyber workforce in manufacturing and its capabilities?

This section also contains derivative efforts from the domains and roles. Once domains and roles were determined and characterized, the project team and reviewers determined some prioritization of interest and generalized need – a 'first look' type of designation. With those initial views came 40 roles to highlight, 3 success profiles developed from the first 30 critical roles list; 8 themes of career paths developed, each with a representative sample; and four personas representing potential candidates provided to kickstart recruiting conversations.

Taxonomy Structure: Content Previews

Drivers

The important business, social, technical and geo – political factors causing the increased focus on cybersecurity for manufacturing at this time. Specific drivers influence needs and as a result, the solutions for the time and state.

Work Domains

Work domains – also high level areas of knowledge and skill - describing the performances and capabilities that need to be demonstrated for success and resiliency of the Cybersecurity^{ME}.

Role vs. Jobs

This is the primary orientation of the taxonomy work. Structuring and focusing on roles versus positions in the taxonomy accommodates the diverse business and workforce environments. Identifying and developing roles allows for single or multiple roles together as the job when building out positions specific to each employer.

Role Impacts

Role impacts are segmented by timing and life cycle of when they emerge or are often best positioned . The timing and cadence of roles and related work team and organizational designs, can help advance or change overall capability. In turn, this helps achieve the employer's evolving business and workforce progression needs.

Role Stages

Role stages are defined in terms of the maturity of the role and its uniqueness to the field of cybersecurity. Stages include previous roles that have been updated and changed by cybersecurity, those that are native to cybersecurity and those that may emerge in the future.

Transition Roles

A designation of approximately 50 identified roles that are destinations for transitioning workers. With upskilling, additional experience, or formal education or certifications, these destination roles may be achievable with 2 years or less of additional development.

Highlighted Roles

A designation of approximately 40 identified roles that showcase the overall scope and type of needs addressed by the taxonomy. These roles also illustrate work that will contribute greatly to cybersecurity success and/or represent major shifts in the workforce or manufacturer.

Critical Roles

A designation of approximately 30 identified roles that are positioned as early focus for employers, educators, government and the workforce. Seen as important to the ecosystem for a number of reasons, these roles are not the only critical roles, but a solid set of the "first critical" roles to consider.

Note: For some of the outputs such as role lists, the lists are presented in line in this section. For most of the other outputs (profiles, paths, personas), there is an introduction in this section and a reference to the appendix for the complete output.

The Seven Domains: Establishing the Work and Role Areas

Overview of Work Domains

Domains are commonly known as a body of knowledge or, more practically, an area of expertise. For our purposes with the workforce and roles taxonomy efforts, we create work domains. Defining the work domains is one of the most foundational steps. Having the domains aligned to business, technical and capability needs is necessary to organize and specify the workforce performances and outputs and align them to key functions and roles.

Identifying the work domains serves to answer:

- What are the work areas for a manufacturer that deliver cybersecurity outputs and performances, and are needed for successful cybersecurity capability?
- What subareas can be defined?
- Which domains are common to any enterprise gaining cybersecurity capacity and capability but are also present in manufacturing?
- Which are unique to manufacturing or oriented towards manufacturing, even if also shared with another sector's cybersecurity capability?

The NIST Cybersecurity Framework and the NICE Workforce Framework are two indispensable resources in the cybersecurity industry and workforce development world. They have been leveraged in this taxonomy work.

In the NIST framework, there are five major stages and over 20 next level activities. The NIST Framework provides a common organizing structure for cybersecurity practices by assembling standards, guidelines, and other control system elements, but the framework does not provide work roles. The NICE Framework is where the initial mapping and connection to specific work roles begins by defining common cybersecurity functions and areas of cybersecurity work, including 52 roles with alignment to Standard Occupational Classification jobs. These roles to date from NICE have been industry agnostic but have skewed towards generic risk, solid overall cybersecurity management, and conventional network and software-oriented cybersecurity activities.

The MxD Cyber^{ME} Taxonomy leverages the 52 NICE roles and builds from there considering the key themes and priorities that formed the project charter. Those key themes include a taxonomy that:

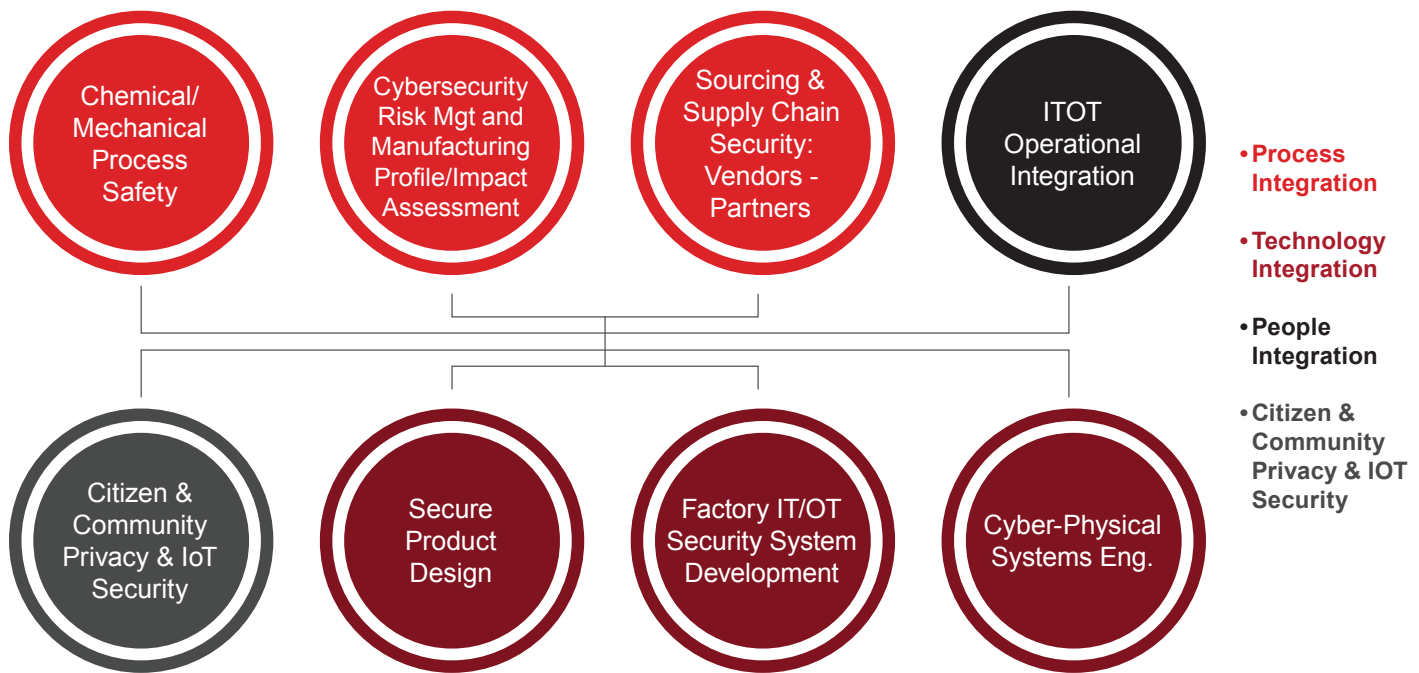
1. Is manufacturing centric and manufacturing applicable; this didn't mean creating a taxonomy 100% unique to manufacturing but one that was clearly defined in the context of manufacturing cybersecurity needs and practices.
2. Focuses on roles and not jobs, to allow for maximum flexibility and realities of how jobs are designed and deployed.
3. Reaches across the enterprise, beyond conventional technology and beyond only a network focus or, in the case of manufacturing, beyond a production focus into other organizational functions wherever critical work is performed that enables or delivers cybersecurity capabilities.
4. Specifies roles and work enough to allow for flexibility in small, medium and large manufacturers; provides the ability to build collections of roles into jobs that meet the maturity and scale of the company.
5. Provides enough specificity to build derivative project tools for career planning, curriculum design, hiring, etc.

Seven primary Cyber^{ME} domains have been identified. In turn, these 7 domains were further detailed into 35 subdomains. Extending from and having some clear relationships to the NIST and NICE frameworks to date, all of these Cyber^{ME} domains and subdomains are defined and oriented towards the practice of cybersecurity in manufacturing.

The following section of Paths (Pathways) of this consolidated deliverable presents the primary outputs as shown above as well as several extended outputs from the taxonomy work. There one will find the drivers, domains, views of the roles in the taxonomy, sample career paths, recruiting personas, and success profiles. In the People section, the supply/demand insights and data are provided. In the Partners section is the map of the ecosystem, a discussion on some key connections and general calls to action.

Overview of Work Domains

Positioning Manufacturing Specific Focus Hubs for Cyber^{ME}



Along with the NIST/NICE frameworks, the drivers, and the core themes, the Hubs influenced the domain and subdomain framework development to the greatest degree.

Process Integration	Manufacturers have unique operations. Applying practices from other industries will only work so much. Specific industry practices and related security concerns for human, facility, material, process and product safety is essential. These will vary by manufacturing sectors and individual organizations specific to their footprint and focus, but each will have a profile and related security risks. Manufacturing has probably the most complex and distributed supply chains including national defense and critical infrastructure. The just-in-time and segmenting core capability production strategies of recent decades have driven the importance and criticality of supply chain cybersecurity.
Technology Integration	Growing interconnectedness of IT and OT is a hallmark issue for manufacturing security. This includes legacy factory and production environments, the development of security software and systems and retrofitting where necessary. As manufacturers modernize, embrace IoT, and connect to larger mega-structures (see later Smart Cities/Smart grid references), there will continue to be a rise in the engineering of more complex and larger scale cyber-physical systems. Across the entire product life cycle, approaching security as being “designed-in” vs. “bolted-on” post-production represents a key manufacturing transformation.
People Integration	The convergence requirement between IT and OT cybersecurity in manufacturing is focused on the everyday functional operations between the two disciplines and the need to converge their ongoing cybersecurity governance, compliance, resourcing, practices and operations.
Citizen & Community Privacy/ IoT Security	As more personal information is accessed, collected and shared via IoT devices and advanced or assisted automation merges with everyday life, it's essential for manufacturers to address the role of individuals' privacy and safety concerns. From ethics to liability, this is a necessary hub for the makers of modern life.

Cyber^{ME} Domain Maps

The first map outlines the seven Cyber^{ME} domains.

Cyber^{ME} Domain Maps

Themes: Enterprise, not just factory. Ecosystem, not just enterprise. It's not only the cybersecurity analysts role. Process and product. Before, during and after. Future horizons with maybe fewer not more options...



The seven domains defined cover both the NIST framework and a manufacturing-centric view beyond the NIST framework to achieve a goal of the project – a fuller view of cybersecurity for manufacturers inclusive of these more specific themes:

1. **Cybersecurity in manufacturing is the responsibility of the entire enterprise** and is inclusive of work domains across the company and, while essential, not just focused on securing the factory or only involving primarily the conventional corporate information technology area.
2. Cybersecurity in manufacturing is even beyond the enterprise and actually a **responsibility of the manufacturing ecosystem, not just the enterprise**. The domains, subdomains, associated roles, and later ecosystem map (Section 4: Partners) recognize first that inclusion of the supply chain is mandatory and that vendors and third parties are a key part of the workforce delivery of cybersecurity capabilities. No examples of self-contained manufacturing companies were identified in our research.
3. There are **many areas and subareas in all manufacturing organizations that have a role, literally, in manufacturing cybersecurity**. While white hats and ethical hackers, or vulnerability specialists and cybersecurity analysts are commonly known cybersecurity roles, the span of involved roles goes well beyond those well-established jobs. Cyber is not only the cybersecurity analyst's role. From cybersecurity accountants to cybersecurity recruiting specialists and IoT Device Engineers and Incident Response Managers, there is a large contingent of Cyber^{ME} roles. Having diverse subdomain home bases for those varied roles was mandatory for the domain view.
4. A domain view in manufacturing has to **accommodate both the process view – the process of manufacturing, and the product view, the further life cycle of the use of the manufactured goods** that have connectivity and therefore have cybersecurity needs and roles to service those product tasks
5. A domain view also has to **consider enabling domains before, during and after cyber is practiced**. Domains such as Readiness & Development and R&D and Innovation, and roles from Workforce Planning Manager to Researchers and Standards Developers are included to establish that there is a pipeline for innovation outputs and talent outputs, and a life cycle for the recruiting, development and upskilling of that talent.

Cyber^{ME} Domain and Sub-domains

The next level of the graphic provides more detail, outlining some of the sub work functions that align within the domains.

 Readiness & Development	• Education / Development / Training • Exercise & Testing • Recruitment & Staffing
 Business & Technical Alignment	• Cybersecurity Emergency Response Management • Culture Change & Transformation • Enterprise Risk Management & Manufacturing Target Profile • Financial Assurance • Leadership, Governance & Policy Management • Secure Design & Secure Product Management • Security Operations • Smart Factory – Smart Cities Strategy • User & Consumer Support
 Information Technologies and Integration	• Application Management & Security • Cloud/Edge Computing & Security • Data & Information Management & Security • Integration & Convergence • Intrusion Detection • Network Management & Security • Systems Management & Security (Secure Systems Development)
 Operating Technologies and Integration	• Application Management & Security • Cloud/Edge Computing & Security • Data & Information Management & Security • Integration & Convergence • Intrusion Detection • Network Management & Security • Systems Management & Security (Secure Systems Development)
 Supply Network and Partnering	• Application Management & Security • Cloud/Edge Computing & Security • Data & Information Management & Security • Integration & Convergence • Intrusion Detection • Network Management & Security • Systems Management & Security (Secure Systems Development)
 Compliance, Legal & Forensics	• Forensics & Investigations • Legal • Regulatory & Compliance • Risk Mitigation Program Management (Business Continuity, Disaster Recovery, Information Security, etc.)
 Cyber R&D and Innovation	• R&D • Innovation

Domain Descriptions



- Education / Development / Training
- Exercise & Testing
- Recruitment & Staffing

Work Domain: Readiness & Development

The **Readiness & Development** domain can be thought of as an initial or foundational domain if one considers the life cycle of cybersecurity talent. In this domain is where the essential roles that address cybersecurity talent management, human capital, and readiness of the cybersecurity workforce are most directly considered. It covers recruitment and staffing support – including an often mentioned need to have specialized cyber-familiar recruiters and workforce planners – to those involved in development and training of the large incoming cyber workforce. It is also home to the somewhat specific and modernized versions of the practice teams that are well-known to various military, civic and industry incident response teams who use team/role play structures to practice scenario based ‘challenge’ exercises.



- Cybersecurity Emergency Response Management
- Culture Change & Transformation
- Enterprise Risk Management & Manufacturing Target Profile
- Financial Assurance
- Leadership, Governance & Policy Management
- Secure Design & Secure Product Management
- Security Operations
- Smart Factory - Smart Cities Strategy
- User & Consumer Support

Work Domain: Business & Technical Alignment, Governance and Response

The **Business & Technical Alignment, Governance and Response** domain is the domain that recognizes the organizational-level business connections and overarching shared commitment to cybersecurity that is needed across the enterprise to prepare and respond to cyber risks. Leadership, governance, enterprise risk management and other administrative functions are combined here to reinforce the alignment necessary for resourcing, accountability, culture change and overall cybersecurity success. This includes security operations management, and emergency response leadership and roles for a unified front before breaches during active monitoring, during breaches and for any resulting response management. A key distinction of this phase is the inclusion of product design leadership that anchors the Secure by Design approach to build in security from the start and then throughout the product life cycle. Also part of this “secure from the start” mentality is the “smart factory-smart cities” design work area, an essential foundation for safe, secure industrial systems that are part of our increasingly connected life.

Domain Descriptions



- Application Management & Security
- Cloud/Edge Computing & Security
- Data & Information Management & Security
- Integration & Convergence
- Intrusion Detection
- Network Management & Security
- Systems Management & Security (Secure Systems Development)

Work Domain: Information Technologies & Integrations

Information Technologies & Integrations is the domain that covers the “soft information” side of data and communications technologies: IT infrastructure, technologies, systems and network capabilities including development, operations and ongoing security management. Many of the functions and related roles in this domain will be modernized versions of conventional IT roles, now updated both for new technologies – think cloud, edge, IoT – and it is also home to some of the well-known cyber native roles and functionality with the Intrusion Detection function and roles here. (Remember other related Security Operations Management is in the Business Alignment, Leadership and Governance domain). A cornerstone of this domain is the Secure Systems Development focus, carrying forward the Secure from the Start mindset applied into app and systems development. This domain also has a shared subdomain with the OT domain: they each have Integration and Convergence and have parallel roles of the IT/OT Integration Engineer in recognition of the important efforts to operationally align and connect these two domains for cybersecurity success.



- Automation & Controls
- Cyber-Physical Asset Management
- Industrial Controls Security
- Infrastructure Management
- Integration & Convergence
- Mechatronics
- Physical Systems & Facility Security

Work Domain: Operating Technologies & Integration

Operating Technologies & Integrations is the domain that covers the cybersecurity associated work areas managing production hardware, plant and physical facilities, and physical systems and technologies that aid in the physical execution of manufacturing, processing, assembly or operation of a product. Operating Technologies in mind for cybersecurity include digitally controlled/sensed equipment and cell/platform assemblies, shop floor tools/systems/software, automation and controls, infrastructure systems, and robotics and other automation assistance used to optimize production and product quality. An added dimension is the inclusion of the physical functionality of all IoT products which have their own operating technologies in the sense of hardware/device security. Operating Technologies and its oft-cited rival, Informational Technologies, are actually positioned as kindred domains. Together they are the apex of cybersecurity in manufacturing, bringing together the physical and digital realms for secure, safe and optimal performance. To both was added the sub-domain of Integration and Convergence and the shared role of the IT/OT Integration Engineer.

Domain Descriptions



- Contracts & Procurement
- Supply Network Management
- Vendor Integration

Work Domain: Supply Networking and Partnering

Supply Networking and Partnering is the domain where security considerations of the direct supply network, contracts and procurement roles and the integration of vendors/vendor systems is considered. A manufacturer is only as secure as the weakest link in their supply chain, and supply chains are an increasing target of cybersecurity threats and vulnerabilities. For many manufacturers who are part of the Defense contracting system, their status and the related cyber requirements of DFARS are a primary security consideration and often drive their cybersecurity practices and workforce needs. Also creating demand for some roles in this domain is the substantial dependence of manufacturers (and other industries) on vendor partners in the delivery of cybersecurity capabilities and expertise. A greater level of data connectivity within the Supply Network enables real time supply chain optimization, but with that increased risk management when it comes to secure data and communications. Also in the contracts and procurement sub-domain is the inclusion of Smart Contracts, an increasing use of electronic contract management and fulfillment contract management systems secured by block chain and other distributive computing practices. Secure transactions increase, fraudulent performance decreases and automation of many of the administrative aspects of vendor and contract management are supported by the cybersecure practice of smart contracting.



- Forensics & Investigations
- Legal
- Regulatory & Compliance
- Risk Mitigation Program Management (Business Continuity, Disaster Recovery Information Security, etc.)

Work Domain: Compliance, Legal & Forensics

Compliance, Legal & Forensics is the work domain most aligned to formal internal and external legal and regulatory interactions and outputs. As the impacts and types of cybercrimes and disruptions increase exponentially, there is even more movement to investigate, assign causality, prosecute where possible and learn more about the actors, vectors and targets to mitigate future risks. Standards and compliance expectations come from both internal and external sources – from the board of trustees to the DoD. Internal compliance and supply chain compliance intersect here as well along with other Risk Program management roles. A frequent career path in cybersecurity is known to be between law enforcement and commercial/private sector cybersecurity. Not only is there good skill adjacency, there is direct agency and legal experience that can be leveraged here between manufacturers and public/government sector employment/roles.

247 Roles: Populating the Community of Cyber^{ME} Roles

Introduction to the Roles

The main purpose of the taxonomy is to provide a structure that defines and classifies the work that is being done in Cyber^{ME} and to enable the workforce development goals of the manufacturing ecosystem: industry, individuals, academia, workforce and community development, and government. Drawing on the NICE roles, role research from several other federal agencies, O*NET and proprietary and public jobs data bases, as well as original design and applied research, the project team and reviewers ultimately identified 247 roles across the domains that have at least a quarter of their role responsible for dedicated cybersecurity tasks, outputs, decisions or the application of cybersecurity related knowledge

Our priority focus is on roles - a cluster of related duties, skills, or knowledge that contributes to key outcomes of a work effort. Roles represent the “assemblies” of skills, knowledge and outputs that optimally enable cybersecurity in the manufacturing ecosystem overall and within a manufacturer most directly. This focus on identifying roles rather than jobs is an important distinction. The US manufacturing industry is diverse, encompassing a variety of work environments. These roles are seen as critical to the success of manufacturing enterprises. Each manufacturing organization will need different sets or combinations of these roles on different timelines depending on their life cycle and their business focus.

Jobs are one or more roles tied together to meet a need or focus of an organization and managed as a position for one or more people to do. Organizations can assemble roles into jobs as needed. A role can be an entire job and often is an entire job, especially in larger organizations; other organizations will combine roles, especially in early stages or where the volume of work does not require dedicated positions. Roles can and often still are mapped to many of our public and private workforce resources that are labeled as “jobs”.

In the end, the purpose of the taxonomy is to provide essentially a dictionary of possible roles; each organization writes its own cyber workforce and jobs story using this dictionary.

247 Cyber^{ME} Roles Identified & Mapped to the Technical Domains

The roles are grouped by the domain and then by the subdomain. They are also described in terms of role impacts, role stage, and whether the role is a Highlighted, First 20 Critical or Transition role. Each of those distinctions are meant to be helpful in understand the value and cadence of developing and investing in a workforce with those skills and scopes of work.

Before the view of the roles by domains, a key question: Why so many roles?

Admittedly, the taxonomy is expansive.

Several factors contributed to the detail and scope.



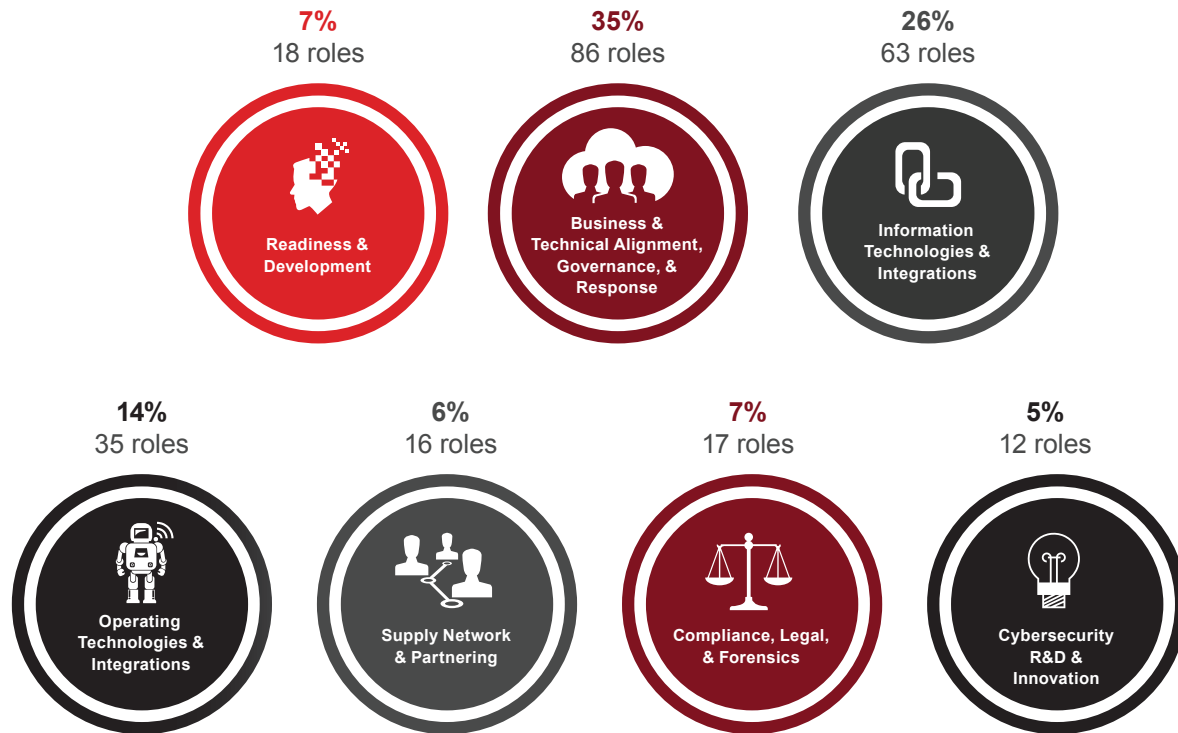
1. **Cyber is everyone's job.** There are more people involved in cyber resiliency and effectiveness, and more people have some responsibility to produce cyber outputs and/or apply cyber knowledge. This automatically opens up the range of roles.
2. **Span of functions is wider.** The scope of the taxonomy was by necessity and design meant to achieve fuller coverage of business, business-technical and technical roles. We didn't leave out HR or finance completely. We included external partner key roles.
3. **Used a lower threshold.** We used a generalized threshold of 25% of a workload/work design to qualify for inclusion. That is a lower threshold than DM&D which was a 50% threshold of digital work/tools/knowledge for inclusion. The lower threshold is an acceptance of the fact that a small behavior can produce a large cyber risk/impact.
4. **Comparatively, NICE identifies macro jobs.** In comparison, the NIST/NICE positions are not roles but jobs, macro jobs and more generalists. Considering the newness of cyber roles generally, and the wider needs, the use of more micro roles enables flexibility and applicability.
5. **Cyber jobs/roles/work is newer.** There is less industry standardization or normative role design to date in cybersecurity. On the way to figuring it out, companies often have to combine or create custom positions.
6. **Modularity allows flexible design.** Jobs classifications available to workforce developers and employers is very helpful in certain ways, but not as helpful as roles that can be assembled and combined, building up to jobs and positions when needed. This allows for accommodating size and maturity flexibility. (See below as well).
7. **More actually allows for less in job design.** Small to mid-size manufacturers will benefit from the detail and availability of the broader array when it comes to their assembly of roles. They can be more specific about workforce planning, job design, and recruiting that meet their needs, which sometimes will be more narrow and sometimes could be broader or more generalized.

The roles are grouped in fairly understandable and manageable numbers. With a bit of review and familiarity, the breadth should well serve manufacturers of various sizes and types in their workforce efforts.

Cyber^{ME} Work Domains

Role Distribution (% of 247 total roles)

Below is the distribution of the roles across the domains. Business Alignment and Governance draws the largest number of roles, with Information Technology second, and Operational Technologies roles the third most frequent home domain.



Roles by Domains

The following sub-sections present the community of 247 roles through lists of roles by domain. Later views will present sub-lists of the community of Cyber^{ME} roles using the other filters of role impact and other descriptors (highlighted, transition, critical, etc.).

Welcome to the Cyber^{ME} Community of Roles!

Business Alignment and Governance Domain

This domain holds 86 Cyber^{ME} roles, approximately 35% of the total.

Domain	Subdomain	Cyber Role
 Business & Technical Alignment	Culture Change and Transformation	Cybersecurity Awareness Communications Specialist Cybersecurity Knowledge Bank Manager DevSecOps Transformation Leader Digital Transformation Advisor Enterprise Cybersecurity Culture Change Management Specialist Security Evangelist Security Program Management Office (SPMO) Leader
	Cybersecurity Emergency Response Management	Agency Response Coordinator Breach Response Analyst Breach Response Manager Corporate Crisis Management Leader Disaster Recovery Coordinator Incident Analyst Incident Communication Facilitator Incident Containment Responder Incident Historian/Archivist Incident Responder Incident Response Manager Incident Specialist (Specific Actor, Vector, Target) Incident Task Force Leader Site/Plant/Regional Emergency Response Leader
	Enterprise Risk Management and Mfg Target Profile	Business Continuity Consultant Business Impact Analyst Chief Risk Officer Cybersecurity Assessor/Planner-Manufacturing Profile Cybersecurity Insurance Specialist Cybersecurity Risk Manager Governance Compliance & Risk Manager Lead Internal Auditor Risk Advisor
	Financial Assurance	Cryptocurrency Accountant Cybersecurity Accountant Cybersecurity Economist
	Leadership, Governance and Policy Management	AI Ethics Advisor Anti-Counterfeiting Advisor Chief Executive Officer (CEO) Chief Information Officer (CIO) Chief Information Security Convergence Officer (CISO/CISCO) Chief Security Officer (CSO) Company Owner (SMM) Cyber Policy Analyst Cybersecurity Ethicist Cybersecurity Governance Business Analyst Data Privacy Officer Information Systems Security Officer (ISSO) Internal Manufacturing Cybersecurity Standards Developer Manufacturing Operations Senior Leader Plant Manager/Site Manager Privacy Policy Analyst Program Manager Project Manager Security Director

Domain	Subdomain	Cyber Role
	Secure Design and Secure Product Management	Autonomous Device Security Engineer Chip Hardware Internals Security Engineer Embedded Code Developer – Security Focused IoT (Internet of Things) Security Specialist Mobile Security Engineer Mobile Security Technician Personally Identifiable Information (PII) Advisor Product Designer Product Security Engineer Product Specialist Quality Assurance Specialist Secure Design Product Life Cycle Manager
	Security Operations	Cybersecurity Analyst Security Auditor Security Operations Center (SOC) Analyst Security Operations Center (SOC) Engineer Security Operations Center (SOC) Manager SOC Operations Analyst (Cybersecurity Analyst) SOC Operations Lead SOC Operations Specialist
	Smart Factories, Smart Cities	Smart Factory Architect Smart Factory Designer Smart Grid Security Engineer
	Smart Factory, Smart Cities Strategies	Autonomous Factory Engineer Secure Smart Factory-Smart Grid (Meta Systems) Engineer
	User and Consumer Support	Application Security Support Representative Citizen Security Smart Grid Sentinel End Consumer/Customer (Products) End User/Customer (Systems) Personal Privacy and Data Guardian Personally Identifiable Information (PII) Advocate Personally Identifiable Information (PII) Customer Support Representative
		All Employees All Managers

Information Technologies & Integration

This domain holds 63 Cyber^{ME} roles, approximately 26% of the total.

Domain	Subdomain	Cyber Role
 Information Technologies and Integration	Application Management and Security	Application Security Administrator Application Security Architect Application Security Developer Application Security Engineer Application Security Specialist
	Cloud/Edge Computing and Security	Cloud Security Architect Cloud Security Engineer Cloud Security Specialist Edge Device Engineer
	Data and Information Management and Security	Client/Server Analyst Data Architect Data Loss Prevention (DLP) Analyst Data Loss Prevention (DLP) Auditor Data Loss Prevention (DLP) Engineer Data Owner Data Security Analyst Data Warehousing Archiving Specialist (Data Custodian) Database Administrator IoT (Internet of Things) Data Manager
	Integration and Convergence	Cybersecurity IT/OT Integration Engineer IoT (Internet of Things) Communications Architect
	Intrusion Detection	Cryptanalyst Cybersecurity Intelligence Specialist Firewall (Network Access Control) Analyst Intrusion Detection Analyst Malware Analyst Virus and Malicious Code Technician Vulnerability Assessor Vulnerability Manager Vulnerability Specialist
	Network Management and Security	Enterprise Encryption Engineer Linux Administrator MS Exchange Administrator Network Administrator Network Redundancy Engineer Network Security Administrator Network Security Advisor Network Security Architect Network Security Engineer Network Security Operator Network Specialist Windows Administrator
	Systems Management & Security (Secure Systems Development)	Biometrics Engineer Blockchain Developer Blockchain Engineer Cryptography Analyst Cybersecurity Artificial Intelligence Engineer Cybersecurity Artificial Intelligence Specialist Cybersecurity Artificial Intelligence Trainer Cybersecurity Scrum Master Cybersecurity Systems Testing and Evaluation Specialist Machine Learning Specialist Penetration Tester/Ethical Hacker (Operational) Public Key Infrastructure (PKI) Analyst Public Key Infrastructure (PKI) Engineer Secure Software Developer Secure Systems Developer Security Systems Architect Source Code Auditor System Administrator Systems Architect Systems Engineer Technical Support Specialist

Operating Technologies & Integration

This domain holds 35 Cyber^{ME} roles, approximately 14% of the total.

Domain	Subdomain	Cyber Role
 Operating Technologies and Integration	Automation and Controls	Autonomous Plant Remote Manager Autonomous Remote Plant Operator Cybersecurity Systems Operator Factory Automation Engineer Factory Automation Manager Hardware Engineer Industrial (Process) Automation Engineer Industrial Control Engineer Industrial Controls System Specialist Industrial Process Automation Support Specialist Industrial Process Management Manager Instrumentation/Sensor Engineer Manufacturing Execution System (MES) Engineer Manufacturing Execution System (MES) Support Specialist
	Cyber-Physical Asset Management Industrial Controls Security	Cyber-Physical Asset Controller Cybersecurity Operations Specialist Chip Hardware Internals Security Architect Distributed Control Systems Analyst Distributed Controls Systems Engineer Hardware Engineer Industrial Control Network Security Architect Industrial Control Systems Analyst Industrial Controls Network Security Analyst Industrial Controls Network Security Engineer Supervisory Controls and Data Acquisition (SCADA) Engineer Supervisory Controls and Data Acquisition (SCADA) Security Analyst
	Infrastructure Management	Infrastructure Administrator Infrastructure Engineer Infrastructure Lead Infrastructure Security Architect Infrastructure Specialist Technician
	Integration and Convergence	Cybersecurity IT/OT Integration Engineer
	Mechatronics	Mechatronics Engineer
	Physical Systems and Facilities Security	Physical Security Administrator Site Emergency Services and Security Leader

Compliance, Legal, & Forensics

This domain holds a total of 17 Cyber^{ME} roles, approximately 7% of the community

Domain	Subdomain	Cyber Role
 Compliance, Legal & Forensics	Forensics and Investigations	Cybercrimes Investigations Coordinator Cybersecurity Forensics Engineer Digital Forensics Analyst Endpoint Forensics Specialist Network Forensics Specialist Psychologist
	Legal	Chief Legal Officer/Legal Advisor Intellectual Property Manager
	Regulatory and Compliance	Compliance Administrator Compliance Analyst
	Risk Mitigation Program Management	Compliance Manager IT/OT Cybersecurity Compliance Auditor Public Policy Advisor BC/DR/IS Manager BC/DR/IS Planner Data Recovery Specialist Disaster Recovery Coordinator

Cyber R&D

This domain holds a total of 12 Cyber^{ME} roles, approximately 5% of the community

Domain	Subdomain	Cyber Role
 Cyber R&D and Innovation	Innovation	Industrial Systems/Operational Technology Security Advisor Internal Cybersecurity Futurist Manufacturing Industry Cybersecurity Standards Developer National Secure Platform Architect National Secure Platform Auditor National Secure Technology Advisor Sentient Agent Monitor
	R&D	Cybersecurity Research Analyst/Technical Writer Manufacturing Cyber Security Researcher and Advisor Manufacturing Cybersecurity R&D Specialist Socio-Cyber Resilience Researcher and Advisor Technology Researcher

Readiness & Development

This domain holds a total of 18 roles, approximately 7% of the roles.

Domain	Subdomain	Cyber Role
 Readiness & Development	Education/Development/Training	Curriculum Developer/Planner Cybersecurity Instructor/Cybersecurity Faculty Cybersecurity K-12 Teacher Cybersecurity User Trainer/Coach Cybersecurity Workforce Developer
	Exercise and Testing	Blue Team Member (Defender) Cyber Exercise Developer Cyber Exercise Evaluator Cyber Exercise Facilitator IT/OT White Hat /Ethical Hacker (Exercise Role) Purple Team Member (Collaboration Coach) Red Team Member (Attacker) Tiger Team Member (Team of Testing Experts) Wireless Tester
	Recruitment and Staffing	Cybersecurity Recruiting Specialist Cybersecurity Workforce Manager Cybersecurity Workforce Planner Incident Task Force Resourcer

Supply Networking & Partnering

This domain holds a total of 16 Cyber^{ME} roles, approximately 6% of the roles.

Domain	Subdomain	Cyber Role
 Supply Network and Partnering	Contracts and Procurement	Procurement Manager Smart Contract Advisor Smart Contract Reviewer
	Supply Network Management	International Compliance Manager International Supply Chain Manager Logistics Compliance Analyst Procurement Cybersecurity Advisor Supply Network Cybersecurity Compliance Auditor Supply Network Cybersecurity Compliance Manager Supply Network Global Compliance Manager
	Vendor Integration	Cybersecurity Partner Integration Planner Cybersecurity Solutions Sales Engineer Cybersecurity Strategic Solutions Advisor Electronic Data Interchange (EDI) Analyst Security Sales Account Manager Vendor/Alliance Collaboration Coordinator

Role Stages

Background

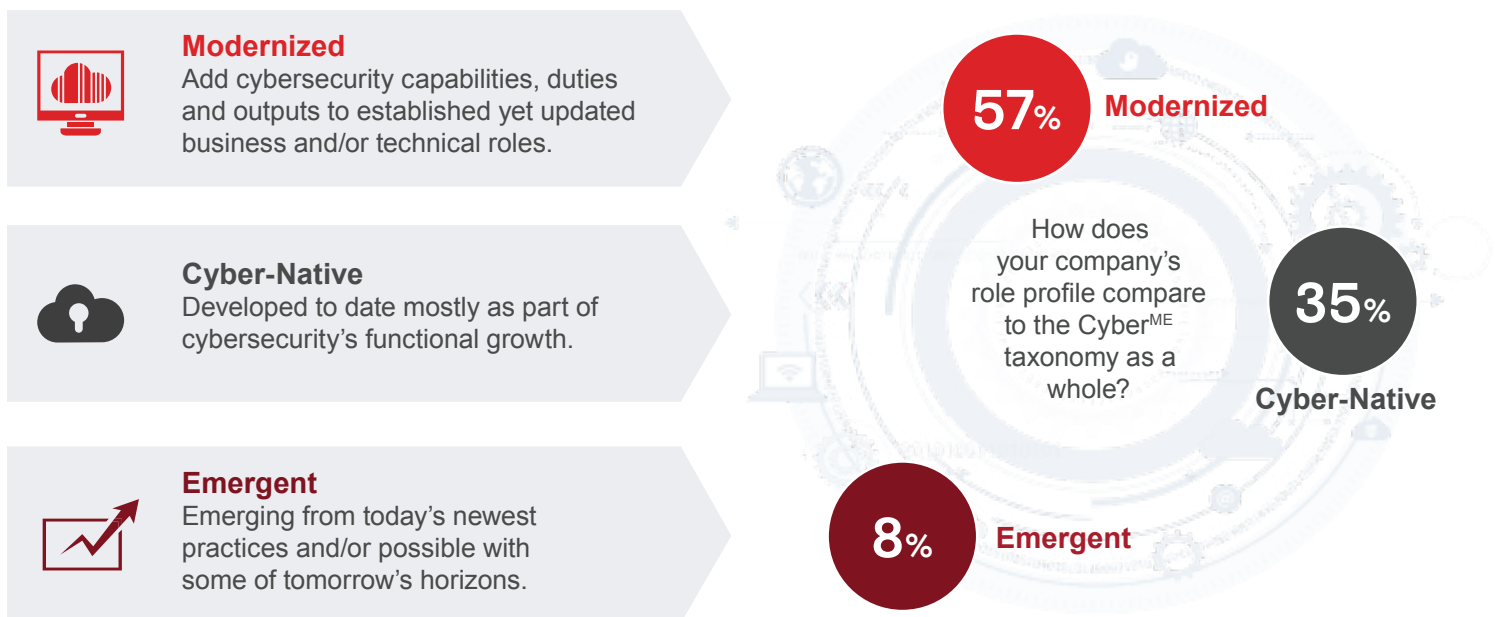
With the broader community established, we can look at other characteristics of the Taxonomy that provide richness to how the workforce is changing and evolving.

We have considered how the roles in the Cyber^{ME} Community Map are reflective of evolving technologies. While it was not in scope to define the generations of technologies used by each role, it was possible to apply a more generalized view of the maturity of the various roles.

Three stages were established:

- Modernized
- Cyber-Native
- Emergent

The following graphic briefly defines the stages.



Over half of the roles are actually existing roles that have been modernized, updated, or retooled to address cyber skills needs; only 8% are listed as emergent, potentially on the horizon as tomorrow's newest jobs. Fully a third of the taxonomy (35%) can be seen as cyber native: they are primarily roles that are native to cybersecurity and they exist today. Their scale and population, and their supply and demand are dependent on whether they are pioneer, keystone or producer roles, and on how mature are the manufacturers who employ them.

Role Impacts

Consideration of Role Impact

Another way that each role of the taxonomy is defined is through the impact that role has on the development and evolution of the cybersecurity workforce and the cyber capability. The impacts consider the relationships of the roles to each other in terms of when they often appear – earlier or later as an organization matures its cybersecurity focus - and the relationship to the organization in terms of general impact.

As part of the ManpowerGroup workforce transformation approach, three initial types of impact are identified: pioneer, keystone, and producer. Looking at the broad taxonomy with this lens should help companies as they examine the blend of capabilities they need based on where the company is its evolution and where it wants to move to in its cybersecurity organization and capability. Identifying each role in this way makes possible discussion of:

- Which roles serve which purpose in terms of order or cadence when examining or planning a workforce overall?
- Which roles help sooner in a transformation?
- Which roles are more able to jumpstart the overall cybersecurity capability within an organization?
- Which roles evolve to be 'workforce valves' to enable the flow of work and information?
- Which roles offer specialization and generalization at scale?

As shown in the graphic below, three types of roles emerged – each with important contributions from a workforce planning perspective.

Role Impacts: Cyber^{ME} Distribution

Pioneer 27%

- Emerge early; pave the way
- Establish primary cyber capabilities
- Play broad roles initially
- Strategic generalists
- Roles often advance into specialties

Example Roles

- Smart Factory Designer
- Compliance Manager
- Data Security Analyst
- SOC Operations Analyst
- System Administrator
- Cybersecurity Recruiting Specialist
- White Hat/Ethical Hacker

Keystone 23%

- High impact on growth & performance
- Central hub of workflow, process, & direction
- Provide/direct key resources & information
- Support other roles & facilitate output

Example Roles

- Chief Risk Officer
- Cloud Security Architect
- Incident Containment Responder
- Personally Identifiable Information Advisor
- Socio-cyber Resilience Researcher & Advisor:

Producer 50%

- Represent specialties
- Enable scale
- All levels
- Responsible for continuous work output
- Convert key resources into outcomes

Example Roles

- All Employees
- Cybersecurity Accountant
- Cybersecurity AI Engineer
- Distributed Controls Systems Engineer
- Endpoint Forensics Specialist
- Network Administrator
- Purple Team Member
- SCADA Security Analyst

Considering the Pioneer, Keystone and Producer role types – all important and required in a Cyber^{ME} organization, or any organization – should inform an owner’s or leader/planner’s view of what capabilities to hire, develop, or position as business and talent planning occur. As companies are executing on their business plans to advance Cyber^{ME}, this framework of role impact should become key language and method for considering what roles to grow, position, or leverage to achieve business goals.

Each impact type and their set of roles is listed below.

Cyber^{ME} Pioneers

As we worked across the broad view of Cyber^{ME} activity and outputs, some roles appeared as important initial sets of capabilities and outputs. Pioneer roles are just that – roles that emerge early as foundational when looking at a large work area. Pioneer roles in Cyber^{ME} establish primary cybersecurity capabilities and play broader roles initially that can lead to other related yet more specialized roles. These pioneer roles may be roles that organizations develop and hire for earlier in the workforce planning, or roles that evolve faster and appear to take on large amounts of early effort to build out company capability. People in these roles themselves tend to learn and evolve rapidly as their roles can consist of both generalized and specialized responsibilities. These roles expand or refine quickly as the organization matures and grows. Slightly more than one quarter of the Cyber^{ME} Role Community (27%) is comprised of these forerunner roles.

Role Impact	Domain	Cyber Role	Role Stages
	Business & Technical Alignment	Breach Response Manager Business Continuity Consultant Business Impact Analyst Corporate Crisis Management Leader Cyber Policy Analyst Cybersecurity Economist Digital Transformation Advisor Disaster Recovery Coordinator Enterprise Cybersecurity Culture Change Management Specialist Incident Response Manager Internal Manufacturing Cybersecurity Standards Developer IoT (Internet of Things) Security Specialist Lead Internal Auditor Mobile Security Engineer Risk Advisor Security Evangelist Security Operations Center (SOC) Analyst Security Program Management Office (SPMO) Leader Smart Factory Architect Smart Factory Designer Smart Grid Security Engineer SOC Operations Analyst (Cybersecurity Analyst) SOC Operations Lead	Cyber Native Modernized Modernized Modernized Cyber Native Cyber Native Modernized Modernized Modernized Modernized Cyber Native Modernized Cyber Native Modernized Cyber Native Cyber Native Modernized Emergent Emergent Emergent Cyber Native Cyber Native
	Compliance, Legal & Forensics Cyber R&D and Innovation	BC/DR/IS Planner Compliance Manager Psychologist Industrial Systems/Operational Technology Security Advisor Manufacturing Cybersecurity Researcher and Advisor National Secure Platform Auditor	Modernized Modernized Modernized Modernized Cyber Native Emergent

	Information Technologies and Integration	Cloud Security Engineer Cybersecurity Artificial Intelligence Specialist Cybersecurity Intelligence Specialist Data Loss Prevention (DLP) Analyst Data Security Analyst Firewall (Network Access Control) Analyst Intrusion Detection Analyst Malware Analyst Network Security Administrator Network Security Architect Network Security Operator Penetration Tester/Ethical Hacker (Operational) Secure Software Developer Secure Systems Developer Source Code Auditor System Administrator Systems Architect Systems Engineer	Cyber Native Cyber Native Cyber Native Cyber Native Modernized Cyber Native Cyber Native Cyber Native Cyber Native Cyber Native Cyber Native Cyber Native Modernized Modernized Modernized Modernized Modernized Modernized
	Operating Technologies and Integration	Cyber-Physical Asset Controller Cybersecurity IT/OT Integration Engineer Cybersecurity Operations Specialist Cybersecurity Systems Operator Factory Automation Engineer Hardware Engineer Industrial (Process) Automation Engineer Industrial Control Engineer Industrial Control Systems Analyst Infrastructure Engineer Infrastructure Lead Supervisory Controls and Data Acquisition (SCADA) Engineer	Modernized Modernized Cyber Native Modernized Modernized Modernized Modernized Modernized Modernized Modernized Modernized Modernized
	Readiness & Development	Cybersecurity Instructor/Cybersecurity Faculty Incident Task Force Resourcer IT/OT White Hat /Ethical Hacker (Exercise Role)	Modernized Modernized Cyber Native
	Supply Network and Partnering	Cybersecurity Partner Integration Planner Security Sales Account Manager Supply Network Cybersecurity Compliance Manager Supply Network Global Compliance Manager Vendor/Alliance Collaboration Coordinator	Modernized Modernized Cyber Native Modernized Modernized

Cyber^{ME} Keystones

Working across the broad view of Cyber^{ME} activity, some roles appear as important sets of capabilities and outputs that also have a pivotal place in the flow or influence on the work volumes and outputs of others and the broader processes.

While all roles have that to some extent, some roles play an even stronger position in the expansion of roles around them. These roles are called Keystone roles. Keystone roles are a smaller, less frequent group within a large body of work compared to their pioneer and producer counterparts. Approximately 23% of the defined roles in the Cyber^{ME} taxonomy are Keystone roles.

However, even when smaller in number (how many serve in that role or how many a manufacturer may need), these roles usually exert a high impact on the growth and performance of digital manufacturing and design overall. They support the other types of roles and facilitate their output often by creating outputs that increase the demand for other roles and guide their impact; they provide or direct key resources and information even more than other roles, all positioning the keystone category as the central hub of workflow and direction for an organization. These keystone roles are in central positions of key processes and workflows.

Role Impact	Domain	Cyber Role	Role Stages
	Business & Technical Alignment	AI Ethics Advisor Anti-Counterfeiting Advisor Autonomous Factory Engineer Chief Executive Officer (CEO) Chief Information Officer (CIO) Chief Information Security Convergence Officer (CISO/CISCO) Chief Risk Officer Chief Security Officer (CSO) Chip Hardware Internals Security Engineer Company Owner (SMM) Cybersecurity Assessor/Planner-Manufacturing Profile Cybersecurity Ethicist Cybersecurity Risk Manager Data Privacy Officer DevSecOps Transformation Leader Governance Compliance & Risk Manager Incident Containment Responder Incident Task Force Leader Information Systems Security Officer (ISSO) Manufacturing Operations Senior Leader Personally Identifiable Information (PII) Advisor Plant Manager/Site Manager Product Security Engineer Secure Design Product Life Cycle Manager Secure Smart Factory-Smart Grid (Meta Systems) Engineer Security Director Security Operations Center (SOC) Manager	Modernized Modernized Emergent Modernized Modernized Cyber Native Modernized Cyber Native Cyber Native Modernized Cyber Native Cyber Native Cyber Native Modernized Modernized Modernized Modernized Cyber Native Modernized Cyber Native Modernized Cyber Native Modernized Emergent Modernized Cyber Native
	Compliance, Legal & Forensics	Chief Legal Officer/Legal Advisor Intellectual Property Manager IT/OT Cybersecurity Compliance Auditor	Modernized Modernized Cyber Native
	Cyber R&D and Innovation	Internal Cybersecurity Futurist Manufacturing Cybersecurity R&D Specialist Manufacturing Industry Cybersecurity Standards Developer National Secure Platform Architect National Secure Technology Advisor Socio-Cyber Resilience Researcher and Advisor	Emergent Cyber Native Cyber Native Emergent Emergent Emergent
	Information Technologies and Integration	Application Security Architect Cloud Security Architect Cryptanalyst Cybersecurity IT/OT Integration Engineer Data Loss Prevention (DLP) Auditor Data Owner Edge Device Engineer Enterprise Encryption Engineer IoT (Internet of Things) Communications Architect Public Key Infrastructure (PKI) Engineer Security Systems Architect	Cyber Native Cyber Native Modernized Modernized Cyber Native Modernized Emergent Cyber Native Cyber Native Cyber Native Cyber Native
	Operating Technologies and Integration	Chip Hardware Internals Security Architect Factory Automation Manager Infrastructure Security Architect	Cyber Native Modernized Modernized
	Readiness & Development	Cybersecurity Workforce Planner	Modernized
	Supply Network and Partnering	Cybersecurity Solutions Sales Engineer Cybersecurity Strategic Solutions Advisor Procurement Cybersecurity Advisor Smart Contract Advisor Smart Contract Reviewer Supply Network Cybersecurity Compliance Auditor	Cyber Native Cyber Native Modernized Emergent Emergent

Cyber^{ME} Producers

Half of roles (50%) are known as Producer roles. In any broad community of related workers, some roles are responsible for producing the group/company's major accomplishments and output. These are the roles that are usually larger in number and through their work they elevate the volume of output that the overall organization accomplishes and often increase the specialization and maturity of roles.

The size of the workforce in these roles is a business factor for each manufacturer based on their size and their “niche” or area of business across the manufacturing life cycle. Producers can be at any level or any type (technician to engineer to manager, etc.). In their work, they magnify and amplify the resources given. These essential functions, across any domain where some are more specialized and others more generalized, are responsible for much of the continuous work output of a manufacturer – they convert key resources into outcomes for the business and produce the lion's share of the overall operational value. Producers enable the enterprise or the entire ecosystem to flourish by expanding and optimizing resources through both generalist and specialist role making.

Role Impact	Domain	Cyber Role	Role Stages
	Business & Technical Alignment	Agency Response Coordinator All Employees All Managers Application Security Support Representative Autonomous Device Security Engineer Breach Response Analyst Citizen Security Smart Grid Sentinel Cryptocurrency Accountant Cybersecurity Accountant Cybersecurity Analyst Cybersecurity Awareness Communications Specialist Cybersecurity Governance Business Analyst Cybersecurity Insurance Specialist Cybersecurity Knowledge Bank Manager Embedded Code Developer – Security Focused End Consumer/Customer (Products) End User/Customer (Systems) Incident Analyst Incident Communication Facilitator Incident Historian/Archivist Incident Responder Incident Specialist (Specific Actor, Vector, Target) Mobile Security Technician Personal Privacy and Data Guardian Personally Identifiable Information (PII) Advocate Personally Identifiable Information (PII) Customer Support Representative Privacy Policy Analyst Product Designer Product Specialist Program Manager Project Manager Quality Assurance Specialist Security Auditor Security Operations Center (SOC) Engineer Site/Plant/Regional Emergency Response Leader SOC Operations Specialist	Modernized Modernized Modernized Cyber Native Emergent Cyber Native Emergent Cyber Native Modernized Modernized Modernized Modernized Modernized Emergent Modernized Cyber Native Modernized Cyber Native Cyber Native Cyber Native Cyber Native Cyber Native Cyber Native Modernized Modernized Modernized Modernized Modernized Modernized Modernized Cyber Native Modernized Modernized

	Compliance, Legal & Forensics	BC/DR/IS Manager Compliance Administrator Compliance Analyst Cybercrimes Investigations Coordinator Cybersecurity Forensics Engineer Data Recovery Specialist Digital Forensics Analyst Disaster Recovery Coordinator Endpoint Forensics Specialist Network Forensics Specialist Public Policy Advisor Cybersecurity Research Analyst/Technical Writer	Modernized Modernized Modernized Cyber Native Cyber Native Modernized Cyber Native Modernized Cyber Native Cyber Native Modernized Modernized
	Cyber R&D and Innovation	Sentient Agent Monitor Technology Researcher	Emergent Modernized
	Information Technologies and Integration	Application Security Administrator Application Security Developer Application Security Engineer Application Security Specialist Biometrics Engineer Blockchain Developer Blockchain Engineer Client/Server Analyst Cloud Security Specialist Cryptography Analyst Cybersecurity Artificial Intelligence Engineer Cybersecurity Artificial Intelligence Trainer Cybersecurity Scrum Master Cybersecurity Systems Testing and Evaluation Specialist Data Architect Data Loss Prevention (DLP) Engineer Data Warehousing Archiving Specialist (Data Custodian) Database Administrator IoT (Internet of Things) Data Manager Linux Administrator Machine Learning Specialist MS Exchange Administrator Network Administrator Network Redundancy Engineer Network Security Advisor Network Security Engineer Network Specialist Public Key Infrastructure (PKI) Analyst Technical Support Specialist Virus and Malicious Code Technician Vulnerability Assessor Vulnerability Manager Vulnerability Specialist Windows Administrator	Cyber Native Modernized Modernized Cyber Native Cyber Native Emergent Emergent Modernized Cyber Native Modernized Cyber Native Cyber Native Modernized Cyber Native Modernized Cyber Native Modernized Modernized Modernized Cyber Native Cyber Native Modernized Cyber Native Modernized Cyber Native Cyber Native Cyber Native Modernized

R&D

- Cybersecurity Research Analyst/Technical Writer
- Manufacturing Cybersecurity R&D Specialist
- Manufacturing Cybersecurity Researcher & Advisor
- Socio-Cyber Resilience Researcher & Advisor
- Technology Researcher

Innovation

- Industrial Systems/Operational Technology Security Advisor
- Internal Cybersecurity Futurist
- Manufacturing Industry Cybersecurity Standards Developer
- National Secure Platform Architect
- National Secure Platform Auditor
- National Secure Technology Advisor
- Sentient Agent Monitor

Cybersecurity R&D & Innovation

Forensics & Investigations

- Cybercrimes Investigations Coordinator
- Cybersecurity Forensics Engineer
- Digital Forensics Analyst
- Endpoint Forensics Specialist
- Network Forensics Specialist
- Psychologist

Risk Mitigation Program Management

- (Business Continuity, Disaster Recovery, Information Security)
- BC/DR/IS Manager
- BC/DR/IS Planner
- Data Recovery Specialist
- Disaster Recovery Coordinator

Compliance, Legal, & Forensics

Supply Network & Partnering

Vendor Integration

- Electronic Data Interchange (EDI) Analyst
- Cybersecurity Partner Integration Planner
- Cybersecurity Solutions Sales Engineer
- Cybersecurity Strategic Solutions Advisor
- Vendor/Alliance Collaboration Coordinator
- Security Sales Account Manager

Supply Network Management

- International Compliance Manager
- International Supply Chain Manager
- Logistics Compliance

Regulatory & Compliance

Compliance

- Compliance Administrator
- Compliance Analyst
- Compliance Manager
- IT/OT Cybersecurity Compliance Auditor
- Public Policy Advisor

Legal

- Chief Legal Officer/ Legal Advisor
- Intellectual Property Manager

Analyst

- Procurement Cybersecurity Advisor
- Supply Network Cybersecurity Compliance Auditor
- Supply Network Cybersecurity Compliance Manager
- Supply Network Global Compliance Manager

Contracts & Procurement

- Procurement Manager
- Smart Contract Advisor
- Smart Contract Reviewer
- Manager
- Supply Network Global Compliance Manager

Readiness & Development

Recruitment & Staffing

- Cybersecurity Recruiting Specialist
- Cybersecurity Workforce Manager
- Cybersecurity Workforce Planner
- Incident Task Force Resourcer

Education / Development / Training

- Curriculum Developer/Planner
- Cybersecurity Instructor/Cybersecurity Faculty
- Cybersecurity K-12 Teacher
- Cybersecurity User Trainer/Coach
- Cybersecurity Workforce Developer

Exercise & Testing

- Blue Team Member (Defender)
- Cybersecurity Exercise Developer
- Cybersecurity Exercise Evaluator
- Cybersecurity Exercise Facilitator
- IT/OT White Hat / Ethical Hacker (Exercise Role)
- Purple Team Member (Collaboration Coach)
- Red Team Member (Attacker)
- Tiger Team Member (team of testing experts)
- Wireless Tester

Improve > Prepare > Align > Core IT > Converge

Cyber^{ME} Community of Roles Map

Assure > Partner > Core OT

Industrial Controls Security

- Chip Hardware Internals Security Architect
- Cybersecurity Hardware Engineer
- Distributed Controls Systems Analyst
- Distributed Controls Systems Engineer
- Industrial Controls Network Security Analyst
- Industrial Controls Network Security Architect
- Industrial Controls Network Security Engineer
- Industrial Controls Systems Analyst
- Supervisory Controls and Data Acquisition (SCADA) Engineer
- Supervisory Controls and Data Acquisition (SCADA) Security Analyst

Automation & Controls

- Autonomous Plant Remote Manager
- Autonomous Remote Plant Operator
- Cybersecurity Systems Operator
- Factory Automation Engineer
- Factory Automation Manager
- Hardware Engineer
- Industrial Control Engineer
- Industrial Controls System Specialist
- Industrial (Process)

Automation Engineer

- Industrial Process Automation Support Specialist
- Industrial Process Management Manager
- Instrumentation/Sensor Engineer
- Manufacturing Execution System (MES) Engineer
- Manufacturing Execution System (MES) Support Specialist

Infrastructure Management

- Infrastructure Administrator
- Infrastructure Engineer
- Infrastructure Lead
- Infrastructure Security Architect
- Infrastructure Specialist Technician

Physical Systems & Facility Security

- Physical Security Administrator
- Site Emergency Services and Security Leader

Cyber-Physical Asset Management

- Cyber-Physical Asset Controller
- Cybersecurity Operations Specialist

Integration & Convergence

- Cybersecurity IT/OT Integration Engineer

Mechatronics

- Mechatronics Engineer

Business & Technical Alignment, Governance & Response

Secure Design & Secure Product Management

- Autonomous Device Security Engineer
- Chip Hardware Internals Security Engineer
- Embedded Code Developer – Security Focused
- IoT (Internet of Things) Security Specialist
- Mobile Security Engineer
- Mobile Security Technician
- Personally Identifiable Information (PII) Advisor
- Product Designer
- Product Security Engineer
- Product Specialist
- Quality Assurance Specialist
- Secure Design Product Life Cycle Manager

Enterprise Risk

Management & Manufacturing Target Profile

- Business Continuity Consultant
- Business Impact Analyst
- Chief Risk Officer
- Cybersecurity Assessor/Planner – Manufacturing Profile
- Cybersecurity Insurance Specialist
- Cybersecurity Risk Manager
- Governance, Compliance & Risk Manager
- Lead Internal Auditor
- Risk Advisor

User & Consumer Support

- Application Security Support Representative
- Citizen Security Smart Grid Sentinel
- End Consumer/Customer (Products)
- End User/Customer (Systems)
- Personally Identifiable Information (PII) Advocate
- Personally Identifiable Information (PII) Customer Support Representative
- Personal Privacy and Data Guardian

Financial Assurance

- Cryptocurrency Accountant
- Cybersecurity Accountant
- Cybersecurity Economist

Leadership, Governance & Policy Management

- AI Ethics Advisor
- Anti-Counterfeiting Advisor
- Chief Executive Officer (CEO)
- Chief Information Officer (CIO)
- Chief Information Security Convergence Officer (CISCO)
- Chief Security Officer (CSO)
- Company Owner (SMM)
- Cyber Policy Analyst
- Cybersecurity Ethicist
- Cybersecurity Governance Business Analyst
- Data Privacy Officer

- Information Systems Security Officer (ISSO)
- Internal Manufacturing Cybersecurity Standards Developer
- Manufacturing Operations Senior Leader
- Plant Manager/Site Manager
- Privacy Policy Analyst
- Program Manager
- Project Manager
- Security Director

Culture Change & Transformation

- All Employees
- All Managers
- Cybersecurity Awareness Communications Specialist
- Cybersecurity Knowledge Bank Manager

Enterprise Risk Management

- DevSecOps Transformation Leader
- Digital Transformation Advisor
- Enterprise Cybersecurity Culture Change Management Specialist
- Security Evangelist
- Security Program Management Office (SPMO) Leader

Cybersecurity Emergency Response Management

- Agency Response Coordinator
- Breach Response Analyst
- Breach Response Manager
- Corporate Crisis Management Leader
- Disaster Recovery Coordinator
- Incident Analyst
- Incident Communication Facilitator
- Incident Containment Responder
- Incident Historian/Archivist
- Incident Responder
- Incident Response Manager
- Incident Specialist (Specific Actor/Vector/Target)
- Incident Task Force Leader

Security Operations

- Cybersecurity Analyst
- Cybersecurity Economist
- Security Auditor
- Security Operations Center (SOC) Analyst
- Security Operations Center (SOC) Engineer
- Security Operations Center (SOC) Manager
- SOC Operations Analyst
- SOC Operations Lead
- SOC Operations Specialist

Smart Factory

- Smart Cities Strategy
- Autonomous Factory Engineer
- Secure Smart Factory-Smart Grid (Meta Systems) Engineer
- Smart Factory Architect
- Smart Factory Designer
- Smart Grid Security Engineer

Information Technologies & Integration

Data & Information Management & Security

- Client/Server Analyst
- Data Architect
- Data Loss Prevention (DLP) Analyst
- Data Loss Prevention (DLP) Auditor
- Data Loss Prevention (DLP) Engineer
- Data Owner
- Data Security Analyst
- Data Warehousing Archiving Specialist (Data Custodian)
- Database Administrator
- IoT (Internet of Things) Data Manager

Intrusion Detection & Security

- Cryptanalyst

- Cybersecurity Intelligence Specialist
- Firewall (Network Access Control) Analyst
- Intrusion Detection Analyst
- Malware Analyst
- Virus and Malicious Code Technician
- Vulnerability Assessor
- Vulnerability Manager
- Vulnerability Specialist

Integration & Convergence

- Cybersecurity IT/OT Integration Engineer
- IoT (Internet of Things) Communications Architect

Cloud / Edge Computing & Security

- Cloud Security Architect

- Cloud Security Engineer
- Cloud Security Specialist
- Edge Device Engineer

Systems Management & Security (Secure Systems Development)

- Biometrics Engineer
- Blockchain Developer
- Blockchain Engineer
- Cryptography Analyst
- Cybersecurity AI Engineer
- Cybersecurity AI Specialist
- Cybersecurity AI Trainer
- Cybersecurity Scrum Master
- Cybersecurity Systems Testing and Evaluation Specialist
- Machine Learning Specialist
- Penetration Tester / Ethical Hacker

Operating Technologies & Integration

- (Operational)
- Public Key Infrastructure (PKI) Analyst
- Public Key Infrastructure (PKI) Engineer
- Secure Software Developer
- Secure Systems Developer
- Security Systems Architect
- Source Code Auditor
- System Administrator
- System Architect
- System Engineer
- Technical Support Specialist

Application Management & Security

- Application Security Administrator
- Application Security Architect

- Application Security Developer
- Application Security Engineer
- Application Security Specialist

Network Management & Security

- Enterprise Encryption Engineer
- Linux Administrator
- MS Exchange Administrator
- Network Administrator
- Network Redundancy Engineer
- Network Security Administrator
- Network Security Advisor
- Network Security Architect
- Network Security Engineer
- Network Security Operator
- Network Specialist
- Windows Administrator

Transition Roles

Connecting Cyber^{ME} Roles to Transitioning and Ready to Move Up Worker Roles

Other components of this project have emphasized the size of the cybersecurity skill gap. Citing the ISC2 data from 2019, the massive U.S. current cybersecurity workforce shortage is projected to be almost 500,000. An area of critical importance when planning for the Cyber^{ME} workforce is to understand how much the talent strategies of in-place transitions and modernizing-in-place - also known as in-house employee development or “shopping from your own closet” - are to the future of cyber in manufacturing.

These in-house strategies are key to closing the gap and allowing for newer workers to enter the workforce, possibly in other areas with different entry profiles and begin their early career contributions and gain ongoing development. There also are inter-company, local/regional, large scale strategies that identify transitioning groups of workers and use larger scale group reskilling solutions to create more candidates in the cyber workforce, enabling the mobility of workers in manufacturing as the industry demographics shift and move across role stages (modernized, cyber native and emergent) and connects domains.

Recruiting Generation Z who aren't even in college to consider manufacturing as a career that has tech roles as interesting and well-paying as other high-tech industries is essential. This is actually an opportunity for manufacturing as a whole to modernize its image. Sharing the many roles where cybersecurity skills and opportunities will be valued will help update and improve the public relations image of manufacturing as a destination workplace. Adding to high schools and middle school STEM programs is another high-value, early engagement strategy to build a pipeline for manufacturing cybersecurity future workers.

Changes to the number and range of roles on the shop floor – the manufacturing production space – are often seen as the only manufacturing roles that are changing. As the first Digital Manufacturing Taxonomy showed, and now this Cyber taxonomy as well, manufacturers need to understand the full range of roles necessary for a successful and cyber-resilient digital organization. From HR roles, to governance roles, to secure design roles, IT/OT convergence roles and supply network roles, there is a broad range of work, and therefore, workers to be developed and incorporated.

As manufacturing technologies and processes change, it is essential to mobilize and progress the well-matched team members from declining worker roles into needed cybersecurity manufacturing positions. This leverages the capabilities and manufacturing and company knowledge, and the investment made in those employees to date. We asked ourselves:

- What roles from the Cyber^{ME} community map could be opportunities for the reskilling and development of experienced skilled workers?
- Which roles in the production area are going through a transition to “more digital,” gaining more digital base knowledge and experience?
- What target roles might be of interest to and can leverage workers from other areas of changing need in addition to production?
- What target roles are good step-up roles for existing in-demand workers and make room through backfilling to bring in new workers who can gain beginning cybersecurity awareness skills in those roles?

Two-Years or Less Progression

From the Shop Floor, Warehouse or Back Office to 50+ Transition Roles

The following graphic presents 10 Cyber^{ME} Roles that offer an entry or bridge for new-to-work or transitioning workers to build on existing skills and progress into Cyber^{ME} pathways with two years or less of required education, training and skills development. Depending on prior learning and experience, the credentials often required as qualifications for these roles can be attained in less than two years and may include an apprenticeship, industry certification, or completion of a technical or academic degree. See the Career Progressions section at the end of this report for more information on pathways, qualifications, and anticipated 2020 salary and labor market/job growth data.

Business Impact Analyst	Cybersecurity Analyst	Compliance Analyst	Compliance Auditor	Cybersecurity Recruiting Specialist
Penetration Tester/ Ethical Hacker (Operational)	System Administrator	Technical Support Specialist	Cybersecurity Operations Specialist	Industrial Control Systems Analyst

Where May Transition Roles Build Cyber^{ME}?

We have identified almost 50 roles that are seen as opportunistic for transitioning workers. These roles:

1. Leverage and enhance existing expertise, skills, and knowledge, including general or domain knowledge in manufacturing.
2. Require additional education and training potentially equivalent to a 2-year effort (Note: As stated elsewhere, project observations include many existing efforts for cybersecurity apprenticeships, certifications, fast-track recruiting and hiring programs that are already available to be scaled and or modeled; and other continued design work with educational and workforce development partners continues in this “transition and get to work in cyber” space).
3. Provide a path to other Cyber^{ME} roles not listed here but likely in terms of continued progression and need (see our Career Paths component). After performing “Transition” roles and with time and experience in various Analyst or Specialist roles, additional development and education will open candidates to other more advanced or specialized cybersecurity in manufacturing roles such as Engineer or Developer.

Following is a list view of the roles seen as “Transition” opportunities into the cybersecurity in manufacturing space.

Domain	Cyber Role
 Business & Technical Alignment	Application Security Support Representative Business Impact Analyst Citizen Security Smart Grid Sentinel Cybersecurity Awareness Communications Specialist Cybersecurity Governance Business Analyst Cybersecurity Knowledge Bank Manager Incident Communication Facilitator Incident Historian/Archivist Incident Responder IoT (Internet of Things) Security Specialist Mobile Security Technician Personal Privacy and Data Guardian Personally Identifiable Information (PII) Advisor Personally Identifiable Information (PII) Advocate
 Compliance, Legal & Forensics	Personally Identifiable Information (PII) Customer Support Representative Product Specialist Project Manager Quality Assurance Specialist Security Operations Center (SOC) Analyst SOC Operations Analyst (Cybersecurity Analyst) Compliance Administrator Compliance Analyst Endpoint Forensics Specialist
 Information Technologies and Integration	Application Security Administrator Data Security Analyst Data Warehousing Archiving Specialist (Data Custodian) Database Administrator MS Exchange Administrator Network Security Operator Penetration Tester/Ethical Hacker (Operational) Public Key Infrastructure (PKI) Analyst System Administrator Technical Support Specialist Virus and Malicious Code Technician Windows Administrator
 Operating Technologies and Integration	Autonomous Remote Plant Operator Cybersecurity Operations Specialist Cybersecurity Systems Operator Industrial Control Systems Analyst Industrial Process Automation Support Specialist Infrastructure Specialist Technician Manufacturing Execution System (MES) Support Specialist Physical Security Administrator Supervisory Controls and Data Acquisition (SCADA) Security Analyst
 Readiness & Development	Cybersecurity Recruiting Specialist Cybersecurity User Trainer/Coach Wireless Tester
 Supply Network and Partnering	Electronic Data Interchange (EDI) Analyst Logistics Compliance Analyst

Highlighted Roles

All 247 Cyber^{ME} Roles are important. From an introductory perspective and a where-to-start perspective, it's hard to start a review of a company's talent pool with all of those roles. From an awareness and early adoption point of view, a shorter initial list can begin or accelerate workforce planning and conversations about the broader Cyber^{ME} workforce needs.

Creating a few versions of these shorter and targeted lists was helpful with the first taxonomy for digital manufacturing and should be again for the cybersecurity roles.

The first additional view is Highlighted Roles. A Highlighted Role is a Role from Cyber^{ME} Role Community which we expect to contribute significantly to the cyber evolution for manufacturing, and to possibly attract major early interest for more definition and development focus. In identifying Highlighted Roles, we asked ourselves:

- Which Roles are possibly some of the best examples of the wider Cyber^{ME} community?
- Which Roles as an initial set can be better understood in terms of being important, innovative or differentiating across all sizes of manufacturers?
- Is there a list that highlights a good mix of domains, impacts, and types that would be a good initial audit to begin the assessment of Cyber^{ME} talent plans?
- Which 35-40 roles do the industry and academia partners see as appropriate for early messaging and introducing the taxonomy as whole?

Highlighted Roles won't be the only ones to be seen as important – that is certain – but we believe it is critical that they receive initial further study and consideration.

There may be some overlap with some of the Roles we have identified as having major impacts such as Pioneer or Keystone Roles. Highlighted Roles that are also Pioneer and Keystone deserve even more attention or further consideration as an early Role for focus.

Some of these Roles may be newer or future roles and so they are not necessarily the same as our Pioneer Roles. They may also be solo players of sorts and so may not be a key link across bands of other Roles as some of our Keystone Roles.

Highlighted Roles can be some of the most novel Roles that showcase how the broader set of Roles establishes differentiators for digital manufacturing and design. The Highlighted list is notable as specific roles and capabilities that showcase the transition of conventional manufacturing; some can qualify as game-changing roles for broader Cyber^{ME} development and use.

Domain	Highlighted Role
 Business & Technical Alignment	Autonomous Factory Engineer Chief Information Security Convergence Officer (CISO/CISCO) Cybersecurity Accountant Cybersecurity Analyst Cybersecurity Assessor/Planner-Manufacturing Profile Cybersecurity Governance Business Analyst Enterprise Cybersecurity Culture Change Management Specialist Incident Response Manager Information Systems Security Officer (ISSO) Internal Manufacturing Cybersecurity Standards Developer Personally Identifiable Information (PII) Advisor Secure Design Product Life Cycle Manager Smart Factory Architect
 Compliance, Legal & Forensics	Chief Legal Officer/Legal Advisor Cybercrimes Investigations Coordinator IT/OT Cybersecurity Compliance Auditor
 Cyber R&D and Innovation	Manufacturing Cybersecurity R&D Specialist Manufacturing Industry Cybersecurity Standards Developer
 Information Technologies and Integration	Application Security Administrator Data Security Analyst Data Warehousing Archiving Specialist (Data Custodian) Database Administrator MS Exchange Administrator Network Security Operator Penetration Tester/Ethical Hacker (Operational) Public Key Infrastructure (PKI) Analyst System Administrator Technical Support Specialist Virus and Malicious Code Technician Windows Administrator
 Operating Technologies and Integration	Autonomous Remote Plant Operator Cybersecurity Operations Specialist Cybersecurity Systems Operator Industrial Control Systems Analyst Industrial Process Automation Support Specialist Infrastructure Specialist Technician Manufacturing Execution System (MES) Support Specialist Physical Security Administrator Supervisory Controls and Data Acquisition (SCADA) Security Analyst
 Readiness & Development	Cybersecurity Recruiting Specialist Cybersecurity User Trainer/Coach Wireless Tester
 Supply Network and Partnering	Electronic Data Interchange (EDI) Analyst Logistics Compliance Analyst

We also suggest the Highlighted Roles may or should get some early special attention of workforce development resources, digital manufacturing organizations, hiring managers, and potential or current candidates.

These groups should consider how Highlighted Roles would have significant importance for the associated organization or be attractors for workforce that want to make contributions, develop key skills, and have opportunities for progression.

Career Paths

Career Paths Overview



A tool for promoting industry's needs to fill essential positions while making potential candidates aware of opportunities is one of the most essential tools in talent management and workforce development: representative career paths.

Every good career counselor uses them with students; many recruiters add them to their “hiring tools” portfolio. Internal HR and Managers incorporate them into development conversations; workforce planners craft them as key pieces of solution plans for how to move and progress cohorts of candidates and individual employees.

One of the outputs of the project were 8 career paths that demonstrate sample Cyber^{ME} career path possibilities for the three targeted talent pools. Themes for types of careers were selected to demonstrate to new to work, transitioning, and experienced workers how they might consider careers in cybersecurity in manufacturing.

Three levels of career paths were established as part of the Cyber^{ME} taxonomy, each to appeal to potential candidates with different levels of work experience.

Newer to work: No substantial paid experience in cyber, technology or manufacturing; graduating students new to the workforce; returning to work after significant workplace absence.

Transitioning workers: Candidates with paid experience in manufacturing business or technical areas but not experienced in cyber who are needing to move to a new opportunity often because of downsizing and or skill shift or other changes to their prior positions; candidates with solid business experience outside manufacturing in shared business or business-technical areas.

Experienced Workers: Candidates with experience in cybersecurity, in manufacturing or other industries and/or public-sector roles.

Within those three levels we illustrate the needed diversity with 9 possible samples of the many possible and use those as examples when thinking of individuals that could make possible candidates for various roles in various career paths.

Each path is documented in summary chart form and can be used by candidate or recruiter/planner alike to have a specific or general career conversation.

The table below identifies the 8 themes, the three targeted roles in the possible path, and which employee group it is targeted towards.

	Path Theme and Targeted Audience	Role A	(Progressing to) Role B	(Progressing to) Role C
Path 1	Cyber ^{ME} Assessing & Advising (Starting Point – Entry for New(er) to Work Talent Pools) Business-Technical Path	Cybersecurity Technical Support Representative	Cybersecurity Analyst	Cybersecurity Advisor
Path 2	Cyber ^{ME} Risk Management & Governance (Experienced Talent Pools) Business Path	Cybersecurity Governance Business Analyst	Cybersecurity Risk Manager	Intellectual Property Manager (non-JD)
Path 3	Cyber ^{ME} Vulnerability Detection & Investigation (Starting Point – Entry for New(er) to Work Talent Pools) Business-Technical Path	Industrial Control Systems Analyst	Incident (Breach) Response Manager	White Hat/Ethical Hacker
Path 4	Cyber ^{ME} Secure Factory Automation (Starting Point – Transitional; moving from conventional manufacturing production areas) Technical Path	SCADA Security Analyst	IT/OT Integration Engineer	Cybersecurity AI Engineer
Path 5	Cyber ^{ME} Secure Design (Experienced Talent Pools) Business-Technical Path	Cybersecurity Testing & Evaluation Specialist	IoT Security Specialist	Secure Design Product Life Cycle Manager
Path 6	Cyber ^{ME} SecureDevOps (Starting Point – Entry for New(er) to Work Talent Pools) Technical Path	System Administrator	Secure Software Developer	Cybersecurity Systems Architect
Path 7	Resilient Cyber ^{ME} Transformation (Starting Point – Experienced Talent Pools) Business Path	Cybersecurity User Trainer/Coach	Cybersecurity Asset Manager	SecDevOps Transformation Leader
Path 8	Secure Cyber ^{ME} Supply Chain (Starting Point – Transitional; moving from conventional manufacturing warehousing and logistics areas) Business-Technical Path	Logistics Compliance Analyst	Vendor/Alliance Collaboration Coordinator	Supply Network Cybersecurity Compliance Manager

See page 56 for Career Paths references

Personas Overview

Personas are another key tool in the talent war for cybersecurity workers or in any other highly competitive talent pursuit. Personas are lightly fictionalized descriptions of targeted candidates. Persona development is a research driven, yet generalized, profile of workers or potential workers for needed roles and skill sets. From career interests to previous experiences; from types of work cultures to management styles used, personas can include a number of different elements. In most any format, they are useful for both the candidate who can ask: "Does that sound like me? Might I be a good match?" and for recruiters and hiring managers who ask: "Can I describe general candidates who might be a good fit or an adjacent candidate that I can invest in?".

Personas also can help:

- Understand and informally assess emerging talent targets.
- Design specific roles or pools of more general skilled workers.
- Align hiring and sourcing managers in their talent acquisition, development, and retention efforts.

See page 65 for the four Personas.

Success Profiles: Three Profiles Kickoff a Focus on Critical Cyber^{ME} Roles

Success Profile Overview

Initial Roles Selected for Success Profiles

Of the 247 roles, a subset were identified as imperative to the work of manufacturers and designated as Critical Roles. These Critical Roles are positioned as early focus for employers, educators, government and the workforce. Seen as important to the ecosystem for a number of reasons, these roles are not the only critical roles, but a solid set of the “first critical” roles to consider. Through collaboration with our most senior representatives from business, education and government the targeted list below of Cyber^{ME} roles is the First Critical List.

 Readiness & Development	• IT/OT White Hat/Ethical Hacker (Exercise Role) • Cybersecurity Recruiting Specialist
 Business & Technical Alignment, Governance & Response	• Autonomous Factory Engineer • Cybersecurity Analyst • Chief Information Security Convergence Office (CISCO) • Cybersecurity Assessor/Planner- Manufacturing Profile • Cybersecurity Governance Business Analyst • Incident Response Manager
 Information Technologies & Integrations	• Cybersecurity AI Engineer • Cybersecurity IT/OT Integration Engineer • Edge Device Engineer • Penetration Tester/Ethical Hacker (Operational) • Secure Software Developer • Security Systems Architect
 Operating Technologies & Integration	• Cyber-Physical Asset Controller • Cybersecurity IT/OT Integration Engineer • Cybersecurity Operations Specialist • Cybersecurity Systems Operator • Hardware Engineer • Industrial Control Network Security Architect
 Supply Network & Partnering	• Smart Contract Advisor • Supply Network Cybersecurity Compliance Manager
 Compliance, Legal, & Forensics	• IT/OT Cybersecurity Compliance Auditor
 Cybersecurity R&d & Innovation	• Manufacturing Cybersecurity R&D Specialist • Manufacturing Industry Cybersecurity Standards Developer

Success Profiles: Three Profiles Kickoff a Focus on Critical Cyber^{ME} Role

These roles are representative of the kinds of cybersecurity role structures needed in manufacturing. These roles pave the way for deeper understanding of the needs for manufacturers and the opportunities for the workforce. The Critical Roles also represent possible targets for educators and workforce development programs.

Further decisions on ranking or quantifying more Cyber^{ME} roles would be good topics for further institute efforts. Also, with the available full taxonomy, those decisions can be made by individual companies and within targeted ecosystem exchanges between academia, industry, government and workforce community resource representatives.

Success Profiles

Three of the first 30 important roles were selected for Success Profiling. Those nominated and then chosen for profiling were:

- Cybersecurity IT/OT Integration Engineer
- Secure Design Product Life Cycle Manager
- Supply Network Cybersecurity Compliance Manager

The purpose of Success Profiling is to do a deep detailing of the role; beyond a job description, there is information in the profile that not only describes the role but also builds the business case for the investment in the role.

**Cybersecurity IT/OT
Integration Engineer**

**Secure Design and
Product Life Cycle Manager**

**Supply Network Cybersecurity
Compliance Manager**

These three success profiles are presented in greater detail at the end of this report.

The profiles have the following elements for each identified role:

Success Profile Content Preview



Job Role Identification

- Role Title • Impact • Summary Scope
- Outcomes • Work Domain Profile
- Business Case Contribution



Competencies

- Essential Technical Competencies
- Essential Business & Professional Competencies



Experience & Education

- Education Profile
- Experience Profile



Key Responsibilities

- Activities

Below is the key to the Success Profile template used for the three profiles.

Section 1: Job Role Identification Section

This section identifies the role and provides an overview as well as its impact, generation and business case. Sidebar roles – digital roles closely associated with the role being profiled – may be introduced

Summary Scope	The summary scope is used to capture the overall scope and contributions of a successful employee in this role. The summary captures the role's focus in work efforts, the environment of work, its importance, and the current/future influence the role will have on digital manufacturing enterprise.
Role Title	Title of job role
Role Impact	Indicates the impact of the role within an organization within our classification of Pioneer, Keystone, and Producer. Role impacts may progress over time such as a Pioneer becoming a Keystone or Producer; or a Producer becoming Keystone as more staff begin to work in various areas and the business environments mature. Producer – The majority of roles are known as producer roles. These essential functions occur at all levels and where some are more specialized and others more generalized, are responsible for much of the continuous work output within an organization. They convert key resources into outcomes for the business and produce the lion's share of the overall work effort. Pioneer – The early emerging roles that establish new primary digital capabilities and play a broader initial role are referred to as pioneer roles. These roles often lead to more specialized roles as an organization's capabilities grow. Approximately one quarter of the roles in the community map are pioneers. Keystone roles are less common than their pioneer and producer counterparts, yet they exert a high impact on the growth and performance of Cyber^{ME} technologies within an organization. They support the other types of roles and facilitate output often positioning themselves as a central hub of workflow and direction within an organization.
Business Case Contribution	The business case contribution captures the "elevator pitch" for the job role, an efficient pitch for the value of the job role within an organization. The business case contribution offers the job role value to the business including contributions towards company objectives, and how the role differentiates an organization.
Domain	The assigned domain for the role.
Outcomes	The outcomes list focuses on foundation items or tangible outputs and outcomes of a successful employee in this role; these are inputs to Key Performance Indicators (KPIs) and performance measures that serve as an indicator of the value an organization receives from the job role.

Section 2: Key Responsibilities

Key Responsibilities is the section that provides the behavioral and mental task profile that the role is accountable for achieving.

Activities	A list of the key duties of successful workers in this role. A focus is placed on behaviors/tasks/actions, and outputs from the role. The listing works to capture a relatively full range of representative work including the activities that set this role apart from others.
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Section 3: Competencies

Lists of technical, business and professional competencies or skill areas seen as essential to strong performance in the role.

Section 4: Experience and Education

Education	Degrees, certifications and other formal education experiences preferred or required for the role.
Experience	Previous (entry) experiences preferred or required for the role.



People

People Overview

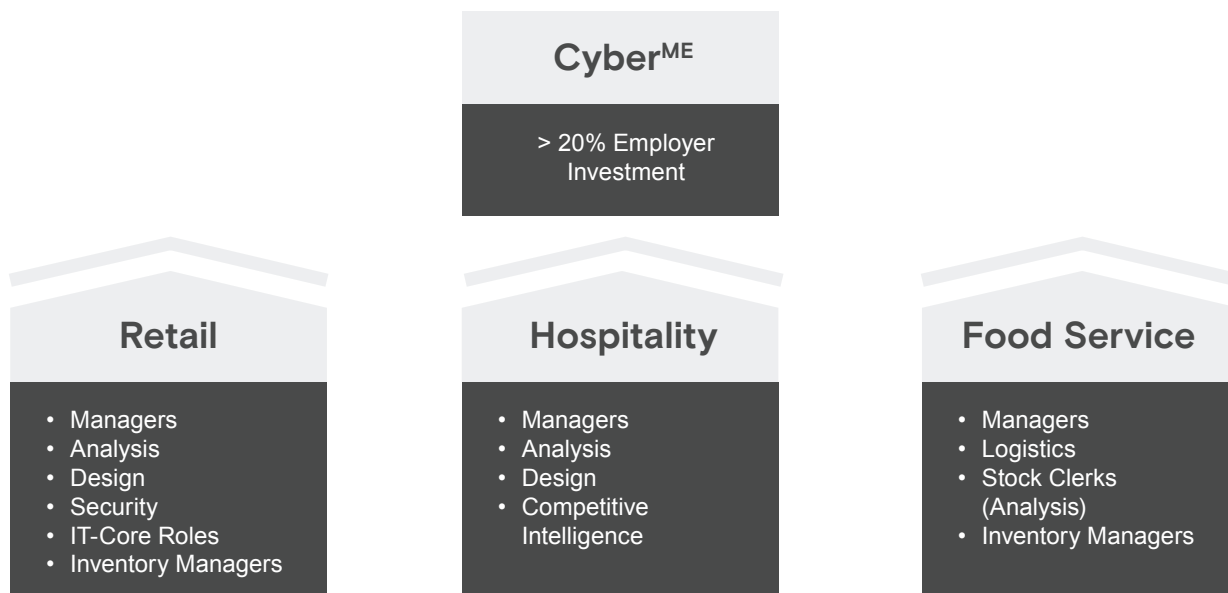
This section answers the question **Where is the workforce of tomorrow, today?**

As we consider a landscape in which available cyber talent continues to fall dramatically short of what is required, we will need to be incredibly resourceful in our approach to talent. In addition to looking at the typical supply channels of available workforce and those in education, we need to consider adjacent pools of talent that, with some skilling-up, can be a fit for the needs of industry. There are two primary ways of viewing adjacency: a) consider pipelining talent from non-traditional pools and b) targeting talent in more conventional and immediate pools, but where there is declining demand.

Non-Traditional Pools

The following graphic illustrates where there could be opportunity for manufacturing to tap into non-traditional pools.

Targeting Talent Adjacencies for Cyber in Manufacturing Non-Traditional Pools

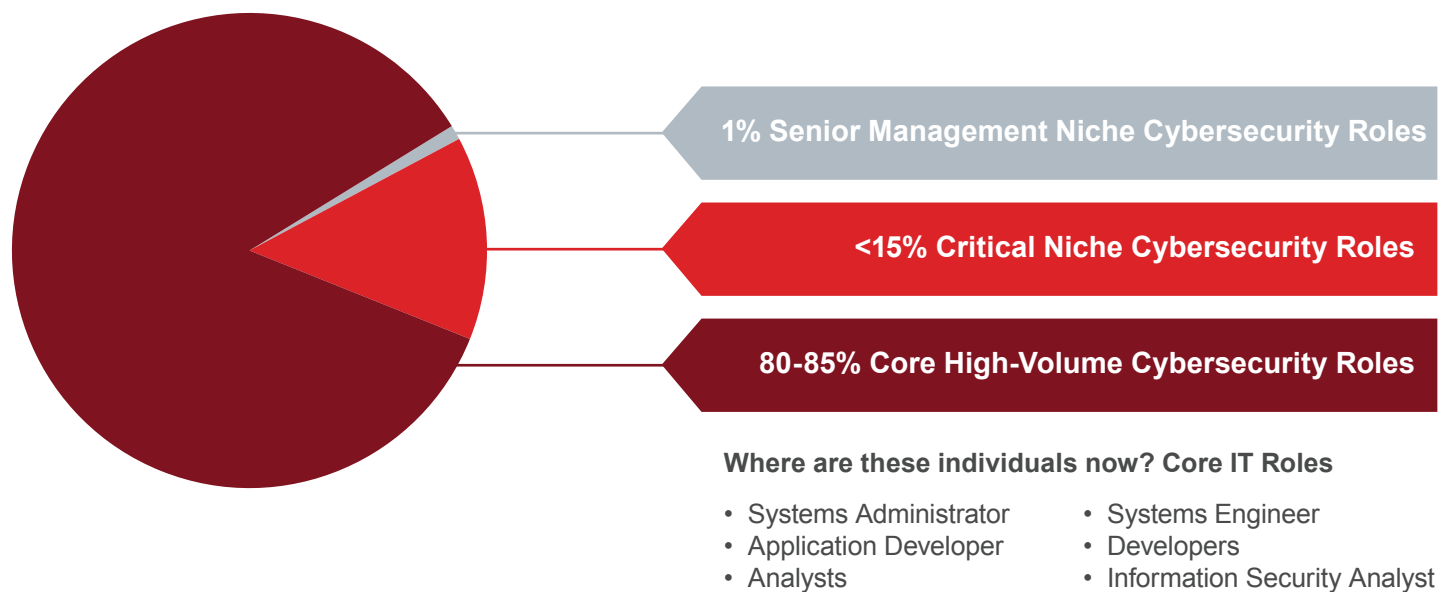


Some, like Retail, are in decline with an increasingly displaced workforce looking for new career opportunities. Others, like Hospitality and Food Service, offer limited career potential for employees. All generally require individuals to abide by a fixed and in-person schedule, making roles with more schedule and work mode flexibility more attractive. All have roles that leverage similar skills to certain cyber roles in Manufacturing. This is a longer-term play that requires greater investment than tapping into traditional pools with a skills match that is generally <80%; however, the pools are relatively deep. Appendix F provides an example of the alignment between an Inventory Manager (Retail and Food Service) and a Threat Analyst, as well as a General Manager (Hospitality) and the same role. We believe that creative interventions like this and a willingness to see talent based on full potential should be in the arsenal of strategies for the full Cyber^{ME} Workforce Development System.

Conventional and Immediate

We believe there is significant opportunity in conventional talent pools that may be available more immediately and require less significant skilling-up interventions due to their closer adjacency with Cyber^{ME} roles. Many of the core, high-volume cybersecurity roles are well suited for quick alignment with conventional, core IT roles.

Cyber Roles Mix



In many cases, these roles are currently in declining demand as IT faces its own cycles of evolution. Appendix F focuses on this more immediate and quicker return set of adjacencies.

As you can see from the summary table on the following page, many conventional IT roles can be 'feeder pools' for multiple target Cyber^{ME} roles, providing workforce planners and workforce developers ample opportunity for targeting and developing talent that can feed into multiple career pathways. illustrations to target for targeting of more conventional roles.

	Application Security Engineer	Cloud Security Engineer	Incident Response Manager	Manufacturing Industry Cyber-security Standards Developer	Cybersecurity IT/OT Integration Engineer	Threat Analyst	Cyber Policy Analyst	Distributed Controls Systems Engineer	Systems Administrator	Autonomous Factory Engineer
Dev Ops Engineer		X								
Software Engineer		X								
Information Technology Security Analyst		X								
Systems Engineer	X	X								
Network Engineer		X	X							
Information Security Engineer	X									
Information Security Analyst	X		X			X	X	X		
Fulfillment Analyst	X									
Cybersecurity Engineer	X			X						X
Information Security Manager			X							
Security Analyst			X			X	X	X		
Cyber Intelligence Analyst			X							
Cyber Defense Engineer				X						X
Security Analyst				X						
Integration Team Developer				X						X
Application Developer				X						
Information Assurance Security Engineer					X					
Project Associate Technical Engineer					X					
Cybersecurity Professional					X					
Senior Systems Engineer					X					
ICS Cybersecurity Engineer					X					
Cybersecurity Analyst						X	X	X		
Principle Security Engineer							X			
Senior Cybersecurity Analyst							X			
Senior Information Security Analyst						X		X		
Senior Security Analyst						X		X		
Systems Administrator									X	
Senior Systems Administrator									X	
Linux System Administrator									X	
Network Administrator									X	
Window Systems Administrator									X	
Embedded Systems IOT Developer										X
Senior Manager Cybersecurity Risk Analysis										X

Appendix F provides two (2) illustrations of non-traditional talent pools to target for adjacency and thirty-three (33) illustrations to target for targeting of more conventional roles.



Leveraging the Ecosystem towards Shared Resiliency

Many of the cybersecurity roles and skills demonstrate that convergence is a theme in cybersecurity for manufacturing. Cybersecurity in manufacturing has clearly been established as a team sport: from major alignment between business and technical roles and functions, shared governance, mutual accountability, a focus on IT and OT, cross-functional testing and response teams, and the connections to supply chains. Partnerships are the key to meeting the need for cyber resiliency across the internal and external workings of any one manufacturer and their platforms, supply chains or collaboratives and joint ventures. We also know that this connected world – whether local or global physically – is also where some of the risk emerged. It is also where the solution will continuously evolve.

Cybersecurity is as much a shared state of capability as a single company's status. It's the power of the group – whether manufacturers as a group, educators as a group, etc. - or the entire system of workforce partners, that together is needed to address the large gaps and serious risks in today's Cyber^{ME}. Cyber risks and impacts are a problem of the group in both individual and business behaviors and decisions, and it will require the personal and professional commitments of the group to meet the challenge.

As a result, when thinking of 'what's next', action planners and solution-minded organizations have a role to ensure the Manufacturing 4.0 workforce of our first taxonomy turns into the cyber-capable workforce of this second taxonomy. Heavy lifting from more than just one entity is required.

In this section, we provide a working tool for solution conversations: an ecosystem map of this team, the group, that can serve as a frame of reference for the needs, contributions and connections between stakeholders. We also position ten key connections and high-level calls to action that can serve as a starting point for further dialogue and tactical workforce solution design.

There are five primary entities in our view of the Cyber^{ME} as introduced below and as mapped on the following page. The ecosystem map defines the five core entities including the ring of outputs and contributions to the ecosystem that each entity produces. Each of those outputs is an input to one of more of the other entities in the system. In the end, it is the management, the flow and best consideration of each of the outputs that determines the health and performance of the entire system

Where to Begin

Employers, Government & Policy Advisors, Education, and Individuals must begin by asking some essential questions about their needs, contributions, and connections. These questions would serve as a useful start to any initial or ongoing dialogue about closing the gap and ensuring the sustainability of the cybersecurity workforce in manufacturing.

Employers

1. How do we build cybersecurity mindedness into the fabric of our culture and measure progress?
2. How are we approaching the convergence of IT/OT and related questions of accountability and governance?
3. How well have we mapped and timed our cybersecurity talent needs to our product life cycle? With shorter time to market and PLM cycles, how does this affect planning/re-skilling/re-deployment, etc. How well do we understand where the gaps are today and are likely to emerge over time?
4. Where do we stand on the digital transformation horizon and its related creation of increased cybersecurity needs? Are we delaying one or the other over the demands each places on us? What moves on the chessboard enable speed and continuity?
5. Have we linked our workforce plan with our business continuity plan?
 - a. How routine is it for teams to do cross training as a workaround strategy?
 - b. Have we identified and secured sources of contingent ST and LT alternative workforces?
 - c. Have we done sufficient readiness and response training?
6. Have we looked at internal adjacent talent pools for prioritized training?
7. How well have we done our own cyber workforce scan and plan? What is the right mix of Build, Buy, Borrow & Bridge?

Individuals

1. What are the new career opportunities that are possible?
2. How high is my learnability to navigate and adapt?
3. What skills do I need to learn and evolve rapidly?
4. How much am I willing to invest in my own development? How can I make a business case to partner with my employer for development funding?
5. How does my behavior and skillset need to adapt to a more cyber-secure reality in my personal, professional and community life?

Government & Policy

1. How do we optimize the work channels for a comprehensive framework of federal, state, and local leadership to drive alignment on cybersecurity policies & practices?
2. How do we ensure that this framework not only protects us, but also supports local, regional, and national economic development and innovation?
3. How can we establish a national and dynamic view of available supply channels so that our investments and systems are coordinated to build a healthy ecosystem of talent?
4. How do we ensure that our framework has the right balance of fixed and flexible elements that enables compliance of small and mid-size employers, including provisions for WF development?
5. As a national defense imperative, how do we fund at appropriate levels and reduce unnecessary restrictions on funding?

Education

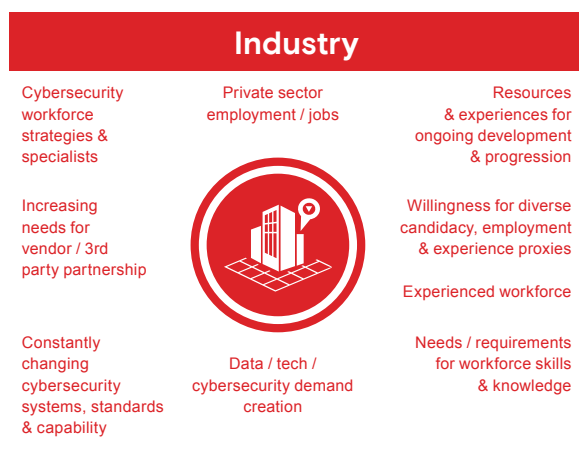
1. Given the wide range of skills and disciplines spanned by cyber, how do we introduce a basic framework that crosses all curricula at all levels?
2. How do we create the right mix of quick strike, middle effort and more traditional interventions (e.g. – 4-year degrees) to protect and defend what we have, but also have the ability to expand in the future?
3. Considering the expansive number of business-technical roles in Cyber^{ME}, how can we bridge more cross-disciplinary training into engineering (OT) and computer science (IT) curriculum to widen the pool of available and qualified cyber talent? How does converged business leadership (like IT/OT), cyber ethics, privacy and personal security ethics become a part of the development of both our technical and business leaders?

Workforce/Economic Community Development Support

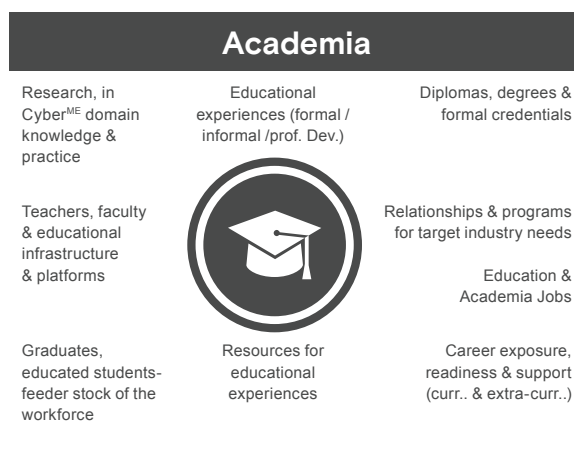
1. How do we align players across the system to collaborate on key actions that will drive talent development in a focused and disciplined way?
2. How do we help stakeholders understand the connection between focused action on talent development policies and economic growth?
3. Where can we accelerate current efforts of disjointed or even overlapping or competing stakeholders to better effect?
4. How can we enhance our value as an ‘honest broker’ in the system?

From Questions to Specific Connections to Improve

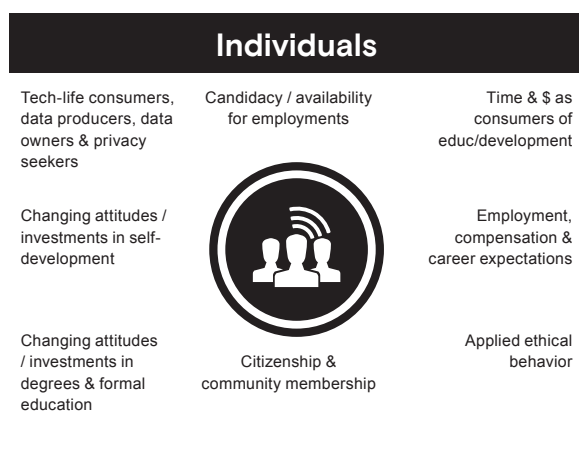
From our research, we have identified several potential starting points for action for connections and partner stakeholders in Cyber^{ME}. These come first in the identification of 10 more specific connections we see as being important for ongoing dialogue, and then initial suggestions for starter calls to action.



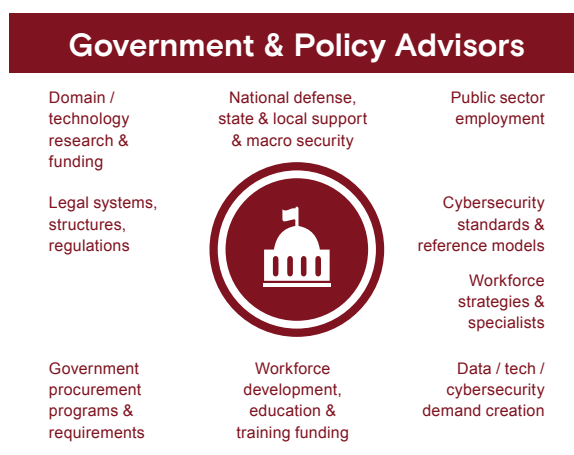
Connections: **1 2 4 8 10**



Connections: **2 3 9 10**



Connections: **1 3 5 7**



Connections: **4 5 6 10**



Connections: **6 7 8 9**

Cyber^{ME} Workforce Development Ecosystem Map: Highlighted Connections

- 1** Industry to Individual: The Employment Value Exchange
- 2** Industry to Academia: The Entrusted Development Exchange
- 3** Academia to Individual: The Employment Capability Exchange
- 4** Government to Industry: The Standards/Compliant Expertise Exchange
- 5** Government to Individual: The Security-Citizenship Exchange
- 6** Government to WECDs: The Community Connection/Federal Resource Exchange
- 7** WECDs to Individual: The Employment Access and Trusted Guidance Exchange
- 8** WECDs to Industry: The Shared Local Development Exchange
- 9** WECDs to Academia: The Destination Quality Education Exchange
- 10** WECDs to Industry, Academia and Gov't: The Meta-Conveners Exchange

The Highlighted roles displayed in the graphic above are explained and explored in depth in the table below.

	Partnerships	Connection Brief	Impact	Call to Action
1	Industry & Individuals	The Employment Value Exchange: Business plans/ needs and workforce employment choices	Employers' business plans determine what kind of talent is needed and when; these translate into employment needs that are marketed to individuals, who can choose to whom they supply their talent	• Employers should link their long-term workforce plan with your Buy, Build, Borrow, and Bridge strategies, approaching talent with a 'renewable resource' mindset • Employers should create attraction strategies that are based on Knowledge, Skills, and Abilities vs. degrees and years of experience • Employers should work with individuals in their organization to craft a modern employer value proposition that explicitly links willingness to learn and grow with career opportunities • Individuals who are employees should assume shared accountability for both cyber readiness and security within their organization
2	Employers & Academia	The Entrusted Development Exchange: Business plans/ needs for skilled employees and academia's relationships & targeted programs	Employers are faced with rapidly evolving role & skill requirements. Educators are critical intermediaries in the supply channel, providing skills development to the individuals that employers employ.	• Employers should provide educators with a view to their short, mid and long-term demand for cyber roles and offer support in calibrating curricula to industry needs • Employers should consider educators as a critical part of their Build and Borrow strategies – a legitimate extension of their L&D teams • Educators should provide transparency to how student learning outcomes are linked to data-informed labor market trends • Educators and employers should partner to enable expanding career entry points that recognize the increase in cyber workforce diversity • Educators should demonstrate how academia is creating research that helps employers stay up to date not only on technology, but also on the ethical dimensions of cyber
3	Academia & Individuals	The Employment Capability exchange: Academia's Educational experiences and student's time and \$	Educators market their ability to prepare individuals for employment – both now and in the future. Individuals must see educators as relevant to future-proof their skillset as the outcome of their tuition and time	• Educators need to demonstrate to individuals that their educational offerings provide a flexible way to develop their skills not only once, but on an ongoing basis and in a way that is aligned with employer needs • Educators need to demonstrate that they are a helpful 'broker' between what employers need (right skills/right time) and what the individual needs (flexibility, affordability, and future-proofed) • Educators should provide a balance of skills development sprints with longer term degree attainment • Individuals need to approach their educational experience holistically, understanding that their education is not a one-time experience, but rather an ongoing development process

	Partnerships	Connection Brief	Impact	Call to Action
4	Government & Industry	The Standards/ Compliant Expertise Exchange: Government Cybersecurity standards and Industry's (compliant) experienced workforce	Government relies on employers to safeguard our cybersecurity, and in large part that also assumes that employers are preparing talent for the future. In order to establish 'herd immunity' to cyber risk, government must help employers align on cyber standards and the talent that is required to support those standards.	• Government should recognize that frameworks and standards around cybersecurity have a clear impact on roles and skills; incentives need to be made available to develop talent across all categories of employers • Government should broaden its funding incentives to invite 'collectives' of employers to solve problems around skills development
5	Government & Individuals	The Security-Citizenship Exchange: Government's National defense, state & local support & macro security and Individual Citizenship and Community Membership	Government has the most holistic view of our cyber-preparedness and must engage the citizenry in a shared view of our biggest national security threat, engaging them to help keep us safe.	• Government should engage in a national campaign to market the shared national interest around collective cybersecurity – similar to Victory Gardens in World War II and Man on the Moon. This creates not only awareness, but also a sense of shared responsibility for the collective welfare and defense of the nation. • Government should consider the creation of a National Cyber^{ME} Corps that serves in the defense of the nation and from which employers can recruit talent. The National Cyber Corps would forgive student loans after three years of service, provide opportunities at every level of Cyber^{ME}, and ongoing development opportunity.
6	Government & Workforce/ Economic Community Development Support	The Community Connection/ Federal Resource Exchange: WECD access & sanctioning and Government workforce funding	Workforce/Economic & Community Development support organizations provide a critical link between our goals for GDP and investments for employment growth as a nation to where the action happens – on a state and local level.	• Government should recognize the unique role that Workforce/ Economic Community Development plays at the state and intra-state regional level in convening multiple stakeholders and providing a unifying direction as it relates to workforce and economic development. As the 'broker' across multiple stakeholders, this group of stakeholders provides a natural channel for communicating federal standards and making them relevant at the state and local level. Funding for these entities can help accelerate critical connections between economic and Cyber^{ME} workforce development • A framework for demonstrating progress to national standards should be provided to Workforce/Economic Community Development entities so that the federal government can appropriately monitor and fund progress • WIOA-funded workforce development entities should have particular incentives for workforce development that aligns with the national interest around Cyber^{ME} security.

	Partnerships	Connection Brief	Impact	Call to Action
7	Workforce/ Economic Community Development Support & Individual	The Exchange: Employment Access and Trusted Guidance Exchange WECDS 'Proxy & employment access ...' and Individual 'Employment... & career expectations"	Workforce Development entities provide skill-up opportunities for workers in transition and must help individuals make career choices that support long- term employment in high demand roles.	• Workforce Development entities should prioritize and communicate Cyber^{ME} career progressions and pathways to job seekers and provide appropriate training to develop them into in-demand roles.
8	Workforce/ Economic Community Development Support & Industry	The Shared Local Development Exchange: WECDS 'Recruitment channels to local employment' and Employers 'Business plans/needs for skilled employees'	Economic development organizations help attract and retain business to states and localities not only through tax incentives and shovel ready sites, but increasingly through available skilled workforce. More and more, economic and workforce development go hand in hand and are always enacted at the community level.	• Work with employers to create a neutral, fact-based view of how their growth plans will create Cyber^{ME} talent demand over specific time horizons. From this view, create a clear picture of where the shared gaps are in terms of talent supply and demand.
9	Workforce/ Economic Community Development Support & Academia	The Destination 'Quality Education' Exchange: WECDS 'access & sanctioning' and Academia's 'Graduates, educated ... workforce'	Educators are a vital link in the talent supply chain and are a key part of EDC's relocation and retention strategies for new and existing businesses.	• Convene educators in a neutral environment to align on how they can collectively help close the gap between Cyber^{ME} demand and supply in their geography. • Develop the 'asks' of employers into a business case that employers can understand and collectively co-fund with appropriate levels of government support.
10	Workforce/ Economic Community Development Support & Collective of Industry, Academia, and Government	The Meta-Conveners Exchange: WECDS 'Convener opportunities and resources' and many outputs from Industry, Academia and Government	Work across the Ecosystem is vital to success so that efforts are not diffused; WDC's and EDC's are credible brokers to ensure that business and workforce strategies are aligned.	• Economic Development organizations are well-positioned to act as the broker across workforce development, education, and employers to align on common interests, and to direct funding for shared risks and opportunities. There is tremendous opportunity to create a common blueprint for how stakeholders in the system can be aligned around common goals, language, and scorecards, and to create transparency to where incentives and financial awards are mis-aligned across the system. By helping stakeholders find common ground on Cyber^{ME} risk, these entities can be productive drivers on closing the Cyber^{ME} skills gap.

Conclusion

In 2017, we released the Digital Manufacturing & Design jobs taxonomy. This work was foundational and pointed toward both the risks and opportunities business, individuals, and government would face in a more digitally enabled future. The work in this study, just three years later, anticipates the rapid evolution of related roles as greater adoption opens a landscape of both opportunity and risk. This requires a broad-based and panoramic approach to ongoing, evolving, and escalating gap closure.

The starting point for manufacturing is in a shared and comprehensive view of where skills and roles are evolving so that stakeholders across the ecosystem can align and move together better and more quickly than before. If digital is defined by fast and transparent fluidity, so to must our response. The time is now for a shared charter and accountability.

In particular, we need to focus on conservation and renewability. In the US, our demographics and present supply/demand tightness leave no room for system leakage. A prioritization of training our current base of talent is critical and requires three things:

1. Understanding of not only future roles and skills, but where there are talent adjacencies.
2. Relaxation of 'exact fit' job requirements in favor of finding talent with high learnability that can be trained to evolve with us over time.
3. Alignment of both actions and incentives across the ecosystem so that prioritization of our current base of talent is rewarded.

Of course, we must balance this focus on conservation and renewability without neglecting our longer-term talent pipelines. The good news is that in having one foot in the world of longer-term talent pipelines and the other in conservation and renewability, we can bridge the two, ensuring that we will be better prepared to ensure that longer-term pipelines have a lifetime payoff as all talent will be treated as a renewable resource.

As a shared accountability across the ecosystem, the talent gap we face today, and in the future, can be closed. For our personal privacy, commercial viability, and national security, we need action across the ecosystem now because next is right around the corner.

The background of the slide features a complex network of interconnected nodes and lines. The top half of the image is dominated by a dense, vibrant red network pattern. The bottom half transitions into a dark grey or black background with a network of white nodes and lines. A solid red horizontal bar runs across the very bottom of the slide.

Career Paths

Cyber Assessing & Advising Pathway Overview



Introduction to Career Pathway:

The Cyber Assessing and Advising pathway begins with the entry-level roles of Cybersecurity Tech Support and Cyber Operations Specialist. According to CyberSeek, about 21% of job openings for Cybersecurity Specialists or Technicians require less than a Bachelor's degree. These job roles are good entry-level targets for apprentices and community college students. Progression into the Analyst and Solutions Planner roles most often requires a 4-year degree and professional certification plus enough on-the-job exposure to various IT and/or OT settings to craft a manufacturing profile for risk and vulnerabilities. Cybersecurity Advisors and Consultants often have at least 5 years of experience, including management experience and/or an advanced degree, and with that, they bring even broader perspectives and more scenarios where they have assessed gaps and planned cybersecurity solutions.

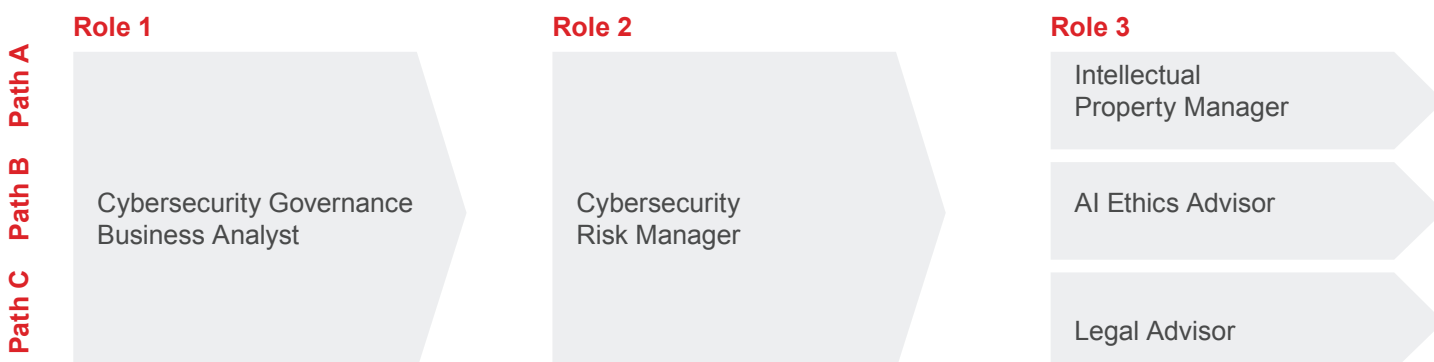
Cyber Assessing & Advising Pathway A



	Cybersecurity Tech Support	Cybersecurity Analyst	Cybersecurity Advisor
Education (Certification & Certificates)	• Micro-Credential (Post-High School Coursework) • Apprenticeship • Associate's Degree with Certification	• Bachelor's degree in Computer Science or Information Technology. • Professional certifications: Certified Information Systems Security Professionals (CISSP), GIAC Security Essentials, Certified Ethical Hacker (CEH)	• Master's Degree or higher in a relevant field (e.g. Cybersecurity, Computer Science, Manufacturing, Cyber-Physical Systems, Public Policy, JD)
Work Experience	1-4 years' Customer Support or Technical Support experience	Minimum 3 years information security experience or equivalent experience/ specialized	Minimum 6 years experience (4 years with Master's level or higher degree) in executive program analysis and direct support. Experience with policy development.
Considerations	• Knowledge in cybersecurity products and troubleshooting • Familiarity with monitoring and troubleshooting tools • Account provisioning and password, identity and access management domain knowledge	• Problem solving, multi-tasking & other soft skills • Broad knowledge and experience with the NIST security framework stages and controls • Increasing knowledge of Actors, Vectors, Targets and other threat and vulnerability profiles	• Ability to research, analyze, interpret, and resolve complex issues, policies, and operating procedures • Strong understanding of national cybersecurity guidelines and regulations

* Influenced by relatively high numbers of consultants/contractors filling these roles

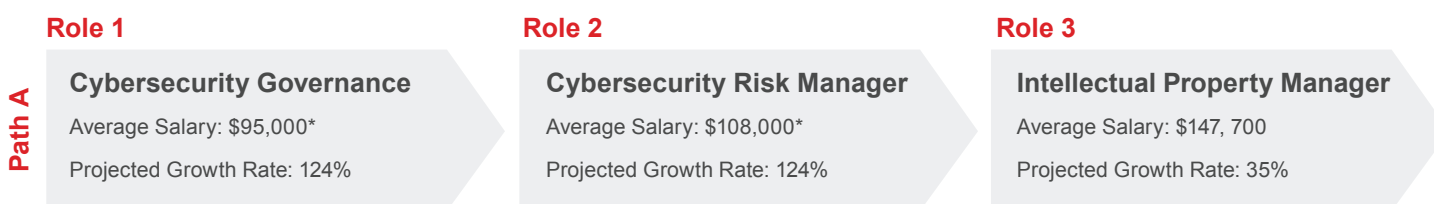
Cyber Risk Management & Governance Pathway Overview



Introduction to Career Pathway:

The Cyber Risk Management and Governance career progression outlines opportunities for a fairly diverse set of workers with 3 or more years of experience in general business, engineering, management, risk mitigation and crisis management, and/or governance/policy positions to support Cybersecurity and start a progression to Cybersecurity leadership roles. The Cybersecurity Governance Business Analyst is a generalist position not necessarily requiring a 4-year degree to help communicate and enable the business to understand and implement business-technical strategies and align the organization to a culture of cybersecurity. The more they have a skillset with business and technical acumen, an analytical mindset, and a strong understanding of the generalized cyber-threat landscape, the more likely they can take on Risk Management roles. Promotion to the role of Cybersecurity Risk Manager may be attained with a Bachelor's degree and exposure to broad business risk issues and ongoing risk management practices, in addition to relevant certifications. Intellectual Property Managers, as well as Legal or Ethical Advisors, will have experience (5-10 years) in compliance/licensing/contracts and an advanced degree; a law degree is required for advancement to a legal advisor.

Cyber Risk Management & Governance Pathway A



	Cybersecurity Governance Business Analyst	Cybersecurity Risk Manager	Intellectual Property Manager
Education (Certification & Certificates)	Relevant business experience; Bachelor's Degree in Business, Risk Management, Computer Science, IT preferred	Business, Risk Management, Computer Science, IT or related area preferred. Security+ or equivalent certification preferred.	- Bachelor's degree in Computer Science, Information Technology or a related discipline preferred. - Security+ or equivalent professional certification required
Work Experience	1-4 years Business Support or Technical Support experience, especially with major program launches and implementation support	Minimum 3 years equivalent risk mitigation/management experience supporting major risk programs or equivalent experience	Minimum 6 years of experience (4 years with Master's level or higher degree) in executive program analysis and direct support. Experience with policy development
Considerations	- Generalist business experience from many areas can be effective if it comes with a program and policy implementation mindset - Interest in understanding enterprise-wide functions and how to implement cybersecurity governance practices	- Experience supporting major risk-related programs (IS, DR, BC CM, etc.) is highly valuable with increasing responsibilities for integration to cybersecurity and broad risk factors beyond technology - Ability to use standards and industry models to guide policies	As a non-attorney expert in IP management, works with counsel, internal product owners, licensing partners, etc. so varied IP strategy development experience is often preferred.

* Influenced by relatively high numbers of consultants/contractors filling these roles

Vulnerability Detection & Investigation Pathway Overview



Introduction to Career Pathway:

The entry-level role on this sample Vulnerability Detection and Investigation progression is the Industrial Control Systems Analyst who meets entry-level, fundamental knowledge and skills requirements through completion of an apprenticeship or 2-year technical degree with relevant experience. Further experience and certifications, along with lead/coordination roles experience and/or completion of a Bachelor's degree will often meet minimum qualifications for the Vulnerability Analyst roles and opportunities to serve as Incident (Breach) Response Manager. Advancement through this progression, especially into the more experienced White Hat/SOC Analyst role, is supported through continuing education, especially the attainment of professional cybersecurity certifications. In government contract arenas or employment, it is essential to qualify for security clearances and passing background checks. Related experience in military, law enforcement, intelligence, government or complex IT and network management can also lead to additional opportunities in this pathway. A SOC Analyst, Pen Tester and White Hat/Ethical Hacker role are some of today's most cited cybersecurity roles.

Vulnerability Detection & Investigation Pathway A



	Industrial Control Systems Analyst	Incident (Breach) Response Manager	White Hat/ Ethical Hacker
Education (Certification & Certificates)	- Technical degree or equivalent experience - Industry certification preferred (ITPM, GIAC, CISSP)	- Bachelor's degree in Computer Science or Information Technology. - Professional certifications: Certified Information Systems Security Professionals (CISSP), GIAC Security Essentials, Certified Ethical Hacker (CEH)	Master's Degree or higher in a relevant field (e.g. Cybersecurity, Computer Science, Manufacturing, Cyber-Physical Systems, Public Policy, JD)
Work Experience	Experience in industrial manufacturing environment and background in electrical, instrumentation and process controls. 0-2 years working experience in process control technology/ manufacturing IT environment desired.	Minimum of 5 years of experience in digital forensics and incident response	Including 2+ years required experience in the design and conduct of penetration testing is required
Considerations	Also an excellent early career role for progression into various OT /infrastructure and facility security roles.	- Experience on response teams for major risk related programs (IS, DR, BC CM, etc.) is highly valuable with increasing responsibilities for integration to cybersecurity and broad risk factors beyond technology - Ability to use standards and industry models to guide policies	- Increasingly important for this role to have strong communication skills and the ability to tie vulnerabilities and breaches to business risks and be part of the broader business-technical cyber culture change - Important participant in exercising and other readiness activities

* Influenced by relatively high numbers of consultants/contractors filling these roles

Secure DevOps in Manufacturing Pathway Overview



Introduction to Career Pathway:

The Secure DevOps (SecDevOps) in Manufacturing progression outlines another opportunity in Cyber^{ME} for the creation of another newer-to-work path. The initial roles - Cybersecurity Tester/Evaluation Specialist and Cybersecurity Operations Specialist at entry levels - are possible entry-points for robust apprentice program graduates and community college graduates. It would be important for new-to-work individuals to have gained high degrees of hands-on experience before taking on those specialist roles, i.e. through a structured work share program with the college or apprentice sponsor. These roles involve both internal and customer-, product-, system-, or supply chain-facing cybersecurity support, awareness, and evaluation. Additional experience, especially with a range of evaluation and testing targets or operations areas, and/or certification in cybersecurity standards and compliance, change management, and technical solutions, will support progression after several years experience, possibly into roles like a Standards Developer or Solutions Planner roles. A relevant Bachelor's degree is also highly preferred for these roles, and is required for advancement into the senior professional ranks such as Cyber Systems Architect and SecDevOps Transformation Leader roles.

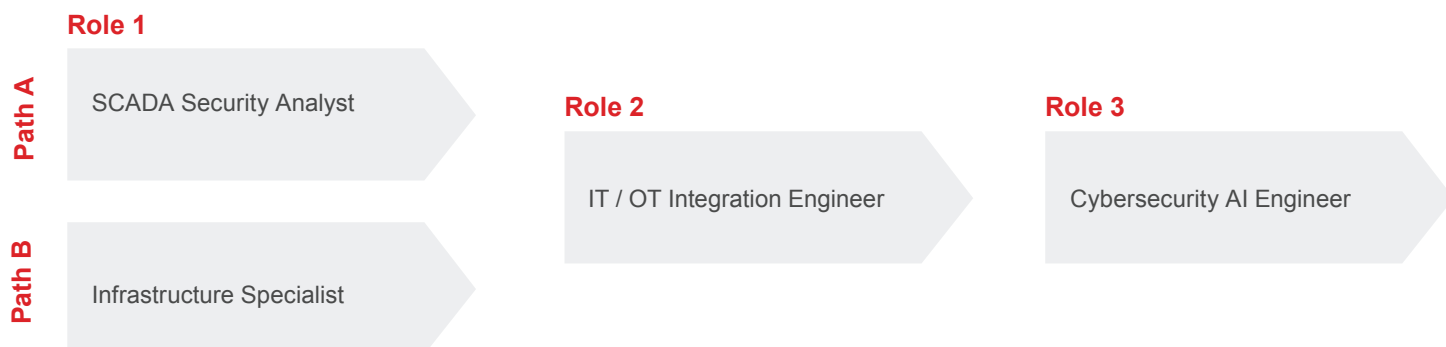
Secure DevOps in Manufacturing Pathway A



	System Administrator	Secure Software Developer	Cybersecurity Systems Architect
Education (Certification & Certificates)	Associate's degree in IT, Computer Engineering or a related technical field preferred; BA or BS degree a plus	Bachelor's degree in Computer Science or related discipline	- Bachelor's degree in related discipline and equivalent experience - CISSP Certification
Work Experience	0-2 years of experience with working in a network operation environment, traditionally, help desk to specialty of Veritas, Windows, Sun, or UNIX	Standard 2-3 years prior experience for entry-level and 5-10 years for senior application development roles	3-5 years' professional experience in areas such as complex systems development and evaluation
Considerations	- Possible apprenticeship pathway - Excellent entry and early career role with system specializations and movement to other technical roles	- Strong programming skills, particularly in Java, Python, C/C++ or client favorite programming language - Experience with distributed systems - Strong commitment needed to Secure by Design approach	- Knowledge of cybersecurity open architecture principles across the full cybersecurity lifecycle - Important peer leadership role with major impact on technical direction, strategies and investments

* Influenced by relatively high numbers of consultants/contractors filling these roles

Secure Factory Automation Pathway Overview



Introduction to Career Pathway:

The Secure Factory Automation Pathway is ideal for those with technical or engineering backgrounds, including military, administrative, or factory experience, to enter the Cyber^{ME} workforce. The starting roles, SCADA Security Analyst and Infrastructure Specialist, often require at least 1 to 2 years of technical experience and at least a 2-year technical degree or equivalent military training and certification. Progression into the IT/OT Integration and Cybersecurity AI Engineer roles will require further education and experience, including a degree in Engineering, IT, or Computer Science at the baccalaureate level or beyond.

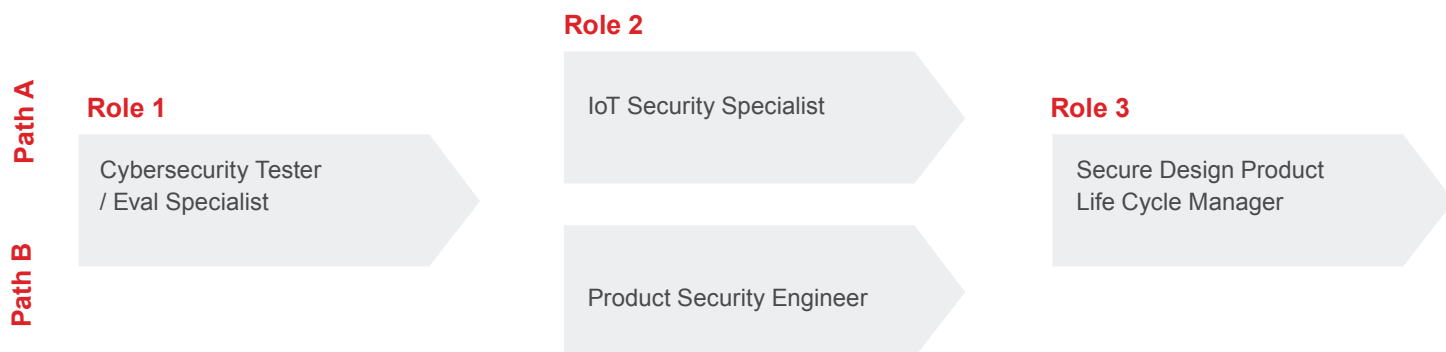
Secure DevOps in Manufacturing Pathway A



	SCADA Security Analyst	IT/OT Integration Engineer	Cybersecurity AI Engineer
Education (Certification & Certificates)	Certifications such as CISSP, CSSA, and Microsoft and Linux OS, Server, and Database certifications and/or relevant experience are highly desired	Bachelor's degree in Engineering, Computer Science, Information Systems, Cybersecurity, or related field, plus professional certifications	Bachelor's degree in Engineering, Computer Science, Information Systems, Cybersecurity, or related field, plus professional certifications
Work Experience	2 years experience with any industrial standard SCADA systems/ cybersecurity projects on SCADA	15-20 years of experience in OT or IT required with broad manufacturing experience	• 5+ years of relevant work experience in endpoint or network security space. • Training in ICS and SCADA is required. • Security and Facilities Operation Center experience is highly desired
Considerations	• Strong working database knowledge • Programming languages, security clearance	• Highly interactive role • Influencing skills critical to have • Knowledge of NIST SP 800-53, Revision 4 and NIST SP 800-82, Revision 2 are required • Systems Administration, Change Management, Engineering Best Practices	• Can work collaboratively with Engineering, Sales, Marketing and the Technical Assistance Center • Networking and IP Protocols, Network Security, Monitoring Systems

* Influenced by relatively high numbers of consultants/contractors filling these roles

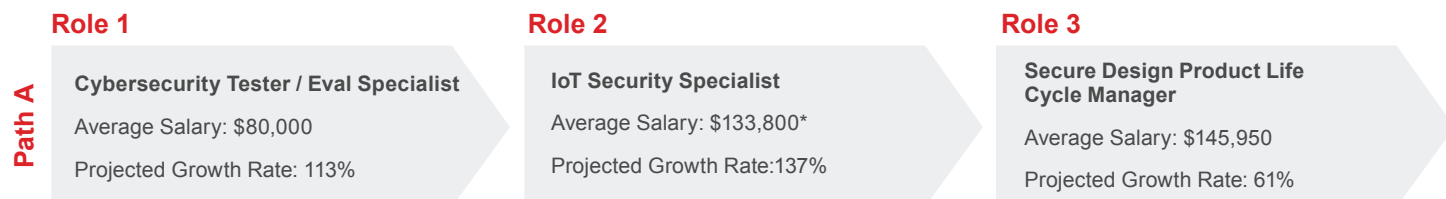
Secure Design Pathway Overview



Introduction to Career Pathway:

The Secure Design experienced progression is suitable for experienced workers with engineering and/or product management backgrounds. The initial role, Cybersecurity Tester/Evaluation Specialist is involved in delivering customer-facing cybersecurity assessment and professional services. While at least 3-5 years of experience is required, starting as a Tester/Evaluation Specialist may not always require a 4-year degree. Progression into the IoT Security Specialist or Product Security Engineer roles will require a Bachelor's degree and additional skills and experience in engineering skills and technical proficiency in addition to product management and development. At least one certification or working toward a credential/certification related to IT Risk Management, IT Systems Control, IT Audit or IT Governance is highly desired. Secure Design Product Life Cycle Manager roles will require at least 6-9 years of experience, including management experience.

Secure Design Pathway A



	Cybersecurity Tester/ Eval Specialist	IoT Security Specialist	Secure Design Product Life Cycle Manager
Education (Certification & Certificates)	At least one security certification is strongly preferred, such as CISM, CRISC, or CISSP	Bachelor's degree in Computer Science or related field, or equivalent work experience	Bachelor's degree in Computer Science, Engineering, IT or equivalent experience, plus CSPO or PMI-ACP
Work Experience	Prior experience of management of technology infrastructure is preferred Experience with AWS, Azure and/or cloud solutions in general	Minimum of 1-2 years of cybersecurity experience in addition to prior professional/business experience, including an understanding of web services and cloud architecture and infrastructures	• 3+ years experience in hands-on technical role writing production code, solution engineering, or technical architecture • 5+ years of relevant Product Management experience in an agile software product development environment
Considerations	Knowledge of risk management policies, current industry trends, methods, standards, processes, governance models, and industry-standard risk analysis	• Experience with programming languages (such as C/C++, Ruby, Python, etc.) a plus • Possess self-drive to keep moving things forward even in the face of ambiguity and imperfect knowledge	• Relies heavily on cross-functional interactions and workshare, and the ideal candidate will be equally comfortable interacting with both technical and business-oriented workstreams • Leadership via influence of distributed teams • Practiced in increasingly larger or more complex cross-functional project management

* Influenced by relatively high numbers of consultants/contractors filling these roles

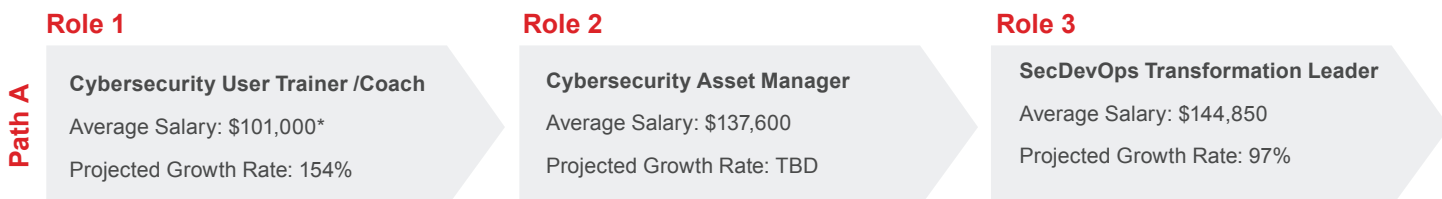
Resilient Cyber Transformation Pathway Overview



Introduction to Career Pathway:

The Resilient Cyber Transformation progression presents opportunities for experienced professionals with backgrounds in business management and leadership, human resource development, education, and other fields. Professionals with degrees in non-STEM disciplines may enter the pathway as a Cybersecurity User Trainer/Coach. Deeper knowledge and experience, including professional certification in addition to relevant undergraduate or higher coursework will prepare workers for opportunities in the Cyber Asset Manager, Enterprise Change Management Specialist, and Cyber Standards Developer roles. The third level on this progression includes senior leadership roles that will require at least 6 years of cyber-related experience, professional certification, and often, though not always, an advanced degree.

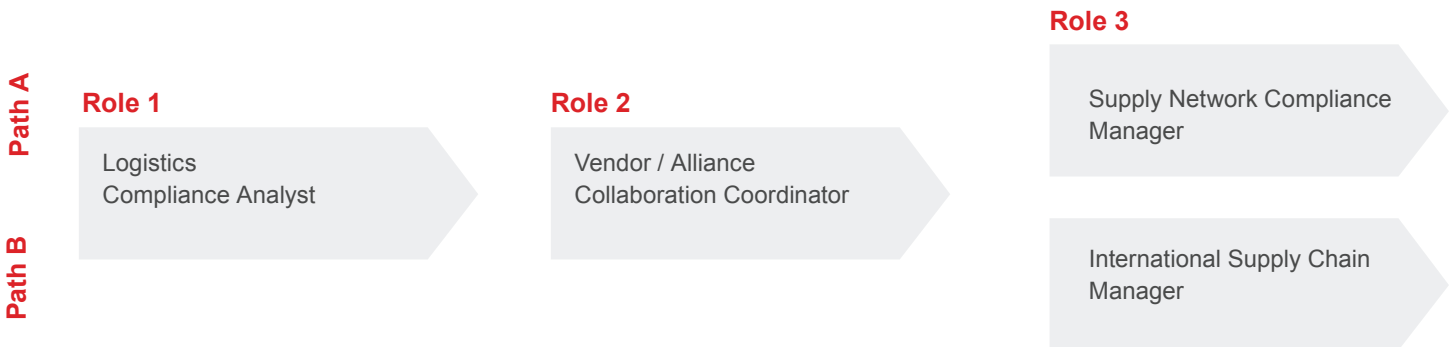
Secure Design Pathway A



	Cybersecurity User Trainer/Coach	Cybersecurity Asset Manager	SecDevOps Transformation Leader
Education (Certification & Certificates)	Bachelor's degree or equivalent 4 to 6 years experience	- Bachelor's degree in Business, Computer Science, Engineering or other relevant field - One or more professional certifications are preferred, such as ITIL Foundations certification, International Association of Information Technology Asset Managers (IAITAM) certification, or ISO Auditor	- Bachelor's degree in Business, Computer Science, Engineering or other relevant field - One or more professional certifications are preferred, such as ITIL Foundations certification, International Association of Information Technology Asset Managers (IAITAM) certification, or ISO Auditor
Work Experience	2+ years experience in managing/overseeing complex training programs	5 years experience, including 2 years supervisory experience	6-9 years experience, including 5 years of project or change management. Agile experience preferred.
Considerations	- Customer service, organizational skills, strong written and oral communication skills - Strong time-management and prioritization skills	- Experience with and understanding of RFID technology to help manage assets "Expert-level" skills in Microsoft Excel	Agile, Scrum, Project Management, DevOps

* Influenced by relatively high numbers of consultants/contractors filling these roles

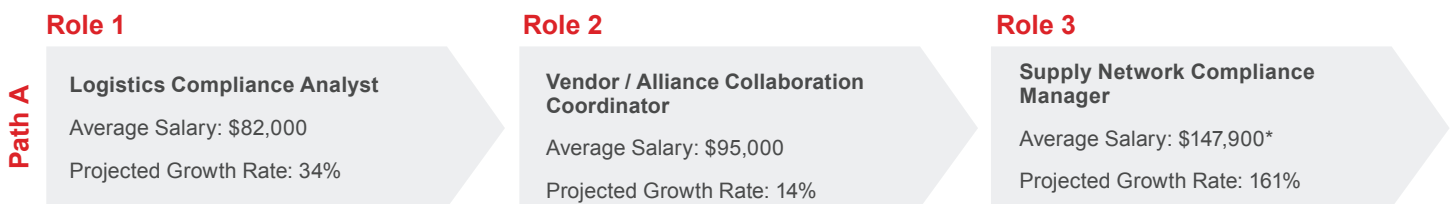
Secure Cyber Supply Chain Pathway Overview



Introduction to Career Pathway:

The Secure Cyber Supply Chain progression outlines opportunities for workers transitioning into Cyber^{ME} roles without high levels of technical or engineering experience and expertise. The Logistics Compliance Analyst role offers a transition opportunity for workers with at least 1 to 2 years of office administration experience and completion of at least some post-HS college coursework, although a Bachelor's degree will often be highly preferred. Progression in the Vendor/Alliance Collaboration Coordinator position can be achieved primarily through further professional experience and development. The Supply Network Compliance Manager and International Supply Chain Manager roles will require further professional and/or management experience, and are highly likely to require a Bachelor's degree and professional certification.

Secure Design Pathway A



	Logistics Compliance Analyst	Vendor/Alliance Collaboration Coordinator	Supply Network Compliance Manager
Education (Certification & Certificates)	Bachelor's degree required in supply chain management, logistics or other business related disciplines	Bachelor's degree required in supply chain management, business admin or other related business field	- Bachelor's degree in a relevant field - One or more professional certifications are preferred
Work Experience	Experience in Human Resources, Education, Corporate Development, Safety Compliance or Coaching roles.	Varied from minimal experience in customer management and office management to 2-3 years of vendor relations or procurement experience	Security Protocols, Firewall Management, Cybersecurity Systems Architecture
Considerations	- Logistics management, inventory or transportation experience, business analysis - Human Resources is an adjacency and this candidate pool brings highly-transferable and shared compliance skillsets	Document control, procurement technologies, contractual review	Experience in security management is highly preferred

* Influenced by relatively high numbers of consultants/contractors filling these roles

Personas

Where's My Next? Four Personas
to Kickstart Cyber^{ME} Recruiting





Joaquin: Experienced, the link to IT/OT integration

I'm a Hardware Engineer at an industrial manufacturer where I've been growing for the past 25 years, designing the manufacturing production systems that are propelling us into the future. I've been leading our automation efforts for part of one of the main product platforms over the last decade. It's been a great ride and I have seen firsthand how new manufacturing systems have changed our factory footprint and positively impacted the speed, efficiency, safety and data analytics of our operations.

Now that I'm in my early 50's, I'm ready for a new challenge and know I can get more current. My degree

was in manufacturing engineering, but I've been working alongside our IT department long enough to have a solid understanding of how the line between IT and OT is merging more by the day. Our digital factories bring more and more opportunity, and I recognize how this means that we need to secure our systems tighter than ever before. To me, cybersecurity is the great unknown, and it's the direction I want my career to go next. I've learned quite a bit about cyber on the job, but also invested in some classes on nights and weekends to possibly pick up some additional IT certificates.

I'm getting ready for the next horizon and I know it's where the physical factory and the information systems connect. Keeping those connected systems safe and productive is where my next is.

Joaquin: Experienced, the link to IT/OT integration

Why employers should want to talk to Joaquin and others like him:

Manufacturing expertise and industry perspective: Joaquin brings a tremendous amount of experience and deep knowledge of his company's process and product. With that also comes years of following the vendors and other manufacturers as competition. He also has awareness of the broader changes in manufacturing physical systems, including physical and data security. This knowledge and attitude is something to value and protect whether internally or at another manufacturer.

Change and skills evolution: Adding to a complete understanding of operating technologies, and the added benefit of experiencing past successes and failures of technology implementation and emerging cybersecurity issues, his experience with automation and now with some additional IT certifications makes him a prime candidate to help converge IT and OT or specialize in OT cybersecurity, although there could be other domains like compliance that could also use Joaquin's experience.

Individual maturity and responsibility and a cross-team mentality: Even with a very viable current role, he is also dedicated to upskilling himself and understands that as an individual, he plays a large part of being responsible for his own development. He appreciates growth and change in himself and others to bring new solutions to operational areas.

Roles focus

Where you will find me

Manufacturing Engineer, Industrial Process Automation Engineer, Hardware Engineer, Distributed Controls Systems Engineer and other Operational Technology related roles

Target roles

IT/OT Convergence Engineer, Smart Factory Engineer; Lead Engineer in any of the above Engineering areas involved in IT/OT Convergence; in time through to (Senior) Program Manager, Industrial Systems/Operational Technology Security Advisor and/or ISSO

Mutual work domain interests



Capabilities to consider

- Business
- Cross-functional program design and deployment
- Program and system implementation
- Change management
- Quality and process management
- Critical thinking
- Problem solving
- Innovation and ideation
- Prototyping and field testing

Technical

- Engineering design (strategic and tactical), development and deployment
- Mechanical design, engineering and tooling
- Systems and process optimization
- DfX (Design for Excellence)
- Board design

Soft Skills

- Leadership, formal and through influence
- Transformation skills

"Give me a role that takes on cross-functional engineering, technical and operations issues and challenges me to lead in solving those problems. The closer I can get to influencing the business of manufacturing operations, the better. Most of the success I've seen, and have had personally, is when any set of business groups move to a very pragmatic but shared focus and we each break from our siloed thinking. Let's keep learning, respect each other's evolving knowledge and quickly make room for new solutions."



Paige: Transitioning, from many hats to cyber business-tech pro

I've been working at my uncle's small, local service-oriented company for the past 7 years – since I received my associate's degree. I really enjoy working for a small company and value the experience that I've been able to gain by wearing multiple hats.

Running customer relations and account management for the sales team is my day job, but I've also had a knack for and a draw to tech. I've been able to improve our sales efficiency and customer experience by implementing a more updated website and some CRM software.

Lately, I've been branching out into more functional areas of the company, like HR and community relations and outreach. I can see that a company connected online

and internally is what will keep us smart, right-sized, and competitive. And I understand that as a business, the more we become connected, the more we're responsible for protecting ourselves and our customers' info. If I can make the case for my own personal learning and for bringing in more cyber expertise - a cyber vendor partner or even a team member - I think I could step up into a new role, allowing me to manage that relationship or individual. I want to learn more about cybersecurity and how even a small manufacturer needs to be thinking about this. Our IT team and their vendors are probably looking at this but I would want to be involved, especially for customer and employee info issues. I will be the one to get the call if something goes wrong.

I'm getting ready for the next horizon of our smaller business – or maybe another small business in this community I care about. I want to keep advancing my career and stay connected, so a more modern business role with some more technical content is where my next is.

Paige: Transitioning, from many hats to cyber business-tech pro Why employers should want to talk to Paige and others like her:

She's tech literate: though Paige doesn't know cyber, we know that she led her company's tech adoption to date even though it's basic by some standards, and that she understands how pieces fit together – from sales to production to finance. She's done some software evaluation and purchasing, systems configuration, systems administration, and user training, enough to know how to spell IT and to get their in-house engineers and production teams onboard with new technology.

She's off to a good start on being well rounded in basic information and cybersecurity needs: leading customer relations and account management, she's responsible for client information, order management and emails and recognizes that she also has a responsibility to protect this information. She's active online in her personal life, active in her community and has likely learned about the importance of cybersecurity (especially at small companies like hers) from local business association meetings. She's the person in her company who could have been overseeing securing their general business office automation systems and training the staff.

She brings business-technical connections: Paige will be key to a successful implementation of cybersecurity measures at her smaller company. The leaders have an opportunity to promote her, allow her to keep growing, and keep this valuable talent. With her base knowledge and the addition of a few company-sponsored business-it certifications, Paige could thrive in a business-technical hybrid role. She has deep understanding of her company's supply network and partnering space, and has internal credibility and personal relationships. She'd be well matched with IT to co-hire a cybersecurity partner and create a concrete, actionable plan to secure their information including recruiting and co-managing another business-technical team member that she and her IT or plant systems team could both use for cyber business and tech tasks.

Roles focus

Where you will find me

Many multi-skilled office management roles; sales and marketing and related support roles; systems support specialists; trainers and implementation support; finance and administration roles

Target roles

Vendor/alliance collaboration coordinator; cybersecurity awareness communications specialist, incident communication facilitator, business impact analyst; asset manager and many more business-technical areas.

Mutual work domain interests



Capabilities to consider

- Strong business acumen
- Cross-functional processes
- Compliance and/or process management mindset
- Connected processes: sales, vendors, customers; supply chain, purchasing management

Technical

- Basic technical and systems management, including system access and license management
- Most any area of technical or systems support: configuration, user coaching, troubleshooting, reporting
- Social media and online presence – site management, cloud services, search optimization

Soft Skills

- Ability to engage multiple levels of employees and leadership
- Ability to work across functions and geographies

"I am a fast learner and have been willing to take on many roles for our small company. It seems like tech people today need both people and computer or online skills; I know I can do both and I'd like to apply that capability I have to a more modern business role with better options if someday I want to move to a larger city or company."



Darius: New to work, eager to learn

I'm a rising senior in high school, thinking about what I want to do "when I grow up." I'm not sure yet. I spend a lot of my time gaming, and I know I want to go into tech in some way. I've been tinkering with building an app, and one of my friends has already made some money through e-gaming.

I'm getting pretty good grades in school, but I don't feel like a 4-year college is right for me. I've aced my programming classes, my robotics and other STEM classes. Even was in a couple of local hackathons. I don't know exactly which direction to go but I do know there

are options for me. I've even been approached at some of the events by companies that want to keep talking to me, especially later on when I'm in college.

But I just don't want the debt of college or the time lag before I can bank some money. At least not now. Maybe I can work and go to school? My counselor said that I could start out with some community college or maybe even earn some tech certifications online. Then, especially if I can somehow break in to any job experience while I am going to class or getting certs, maybe I could land a good entry-level job actually in a tech career path.

Honestly? I'm really wanting to get into tech as a career. I know I am pretty smart. I keep hearing there's good money and a lot of opportunities in cybersecurity and I can move most anywhere for those jobs or work from my own place. I'm not sure of my options or specific steps, but I am pretty sure tech and cyber overall is where my next is.

Darius: New to work, eager to learn

Why employers should want to talk to Darius and others like him:

He's a globally aware, digital native with some realistic preview of cyber work: Darius is a young, digital-native with a natural understanding of tech. After school, he spends the majority of his time in a virtual environment, connecting with global group of friends through online gaming. In school, he's choosing all the tech electives and learning enough about programming and coding to play around with some light system development or hacking for fun.

He's in the stage of active exploration: He's likely being advised by his teachers and counselors on different ways of breaking into tech, and they may be recommending that he take supplemental classes online to earn badges and certifications, or guided to take for-credit classes at the local community college. While he's been exposed to the growing value of developing skills in cybersecurity, he may not have considered a career in manufacturing and would need to be coached on why that's the right move as a place to apply his cybersecurity skills. He could be a candidate for apprenticeships, work-study and early non-degree required positions such as tech support or business back office roles. With the many options in several domains to be 'online' and monitoring and assessing, he's a good early candidate for potential investment and development.

He's easily reachable: How do you tap into this necessary talent pool? He'll be online – Information sharing on cyber degrees in manufacturing on gaming and social media platforms will draw his attention. Partnerships with high schools and community colleges will also be invaluable to reaching Darius. Meeting him through his community connections is another opportunity. He'll be quick to learn, but companies need to understand that he'll need some on-the-job training or access to quick training programs or certifications that won't add too much delay to his first paycheck. With early interest and connections, a good employer-employee relationship can get started.

Roles focus

Where you will find me

School channels; community groups, hacker conferences and student tech events, gaming competitions, robotics and other high school STEM channels; more custom outreach to local community contacts; and online gaming communities

Target roles

Apprenticeships, Student Work Study (Internship)
Sponsorships to provide even entry level work experience as needed towards Certification exam sitting

Mutual work domain interests



Capabilities to consider

- Problem solving
- Critical thinking
- Regulations and compliance
- Business priorities
- Communicating and documenting events and actions/resolutions

Technical

- Aptitude for STEM content
- Programming fundamentals
- Networking fundamentals
- Security fundamentals
- Quality fundamental
- Process flow fundamentals

Soft Skills

- Teamwork AND independence
- Follow through
- Adaptability
- Learnability

"I'd like to get some guidance on careers, and some real-life work experience somehow. If someone can show me some personal attention to my school and work choices that let me earn money in some area of tech sooner than later, that would go a long way to signing me up. I'm game!"



Max: Experienced, growing in IT

I'm Max, an experienced cybersecurity professional who's had many different related roles over the years. I've got a BA in Computer Science and went right into a general systems administrator role, then specialized. About 6 years ago, I started on general cyber analyst roles. I've been in IT ever since and now I have a CISSP. I've been a Threat Analyst, a Pen Tester, have done some tech auditing and DR planning, and have been on incident response and investigation teams.

I spend at least half of my PTO at hacker conferences across the US – I'm lucky that I've been able to turn

my passion into a career! I'm always looking to grow, and I'm ready for that next step. I know that cybersecurity is where I want to stay, and I've got enough depth and breadth of knowledge to step into a new role - maybe something more in architecture or leadership focused, or something with broader business exposure yet still security focused, wherever it might be.

I am flexible about industries: I've worked for a federal agency, then a large utility and then a SaaS platform provider. I'm pretty mobile right now and would move just about anywhere for the right job. Or not. I've been picking up more required prep courses for some additional certifications here and there as I have time, and I'd be open to picking up another degree. If it will help me reach my next goal and be something I could leverage for the next decade or two, I might do it. With as fast moving as the technologies are and how fast the bad actors are coming after business, I know a position where I can focus on managing vulnerabilities, cyber risk management, or even larger scale security architecture with more broad impact in cybersecurity is where my next is.

Max: Experienced, growing in IT

Why employers should want to talk to Max and others like him:

Cybersecurity expertise and cross-industry perspective: With experience in general secure software development and vulnerability testing, both on the preparation/product development side and on the detection/response side, Max is well-positioned for a number of IT roles with a mid-size to large corporation. Max enjoys the creativity, skill, and precision required for vulnerability/penetration testing, and he's able to get into the mind of black hats from all angles. And he's had to act on vulnerabilities through his incident team experiences. With some additional certifications alongside on-the-job training, he could move into an Cyber Assessor/Planner role or if he's willing to invest time and potentially money, an AI Cybersecurity role. His willingness to relocate makes him an extra attractive candidate.

Adaptable, yet looking to focus: Max seems to like or do well with business change but he may also be looking for more focus as he heads towards mid-career years. His willingness to put in some more investment at this point of his career and his openness to move or not offers many options to him and to a prospective employer.

Possible candidate for formal tech or team leadership roles: Cybersecurity in manufacturing will also need many leaders at various levels, both informal and formal. Many roles require credible business-technical leaders, and Max might be a solid candidate for some of those essential roles where he can advance his technical, business and people leadership skills and leverage his experience and varied exposure.

Roles focus

Where you will find me

SOC Analyst, Cybersecurity Analyst, White Hat/Ethical Hacker, Pen Tester, Incident Team Member (various roles), Secure Software Developer, (Senior) Testing and Evaluation Specialist

Target roles

Cybersecurity Assessor/Planner, Incident Task Force Leader, Lead Internal Auditor, Supply Network Cybersecurity Compliance Manager, Engineer or Architect role in various IT subdomains

Mutual work domain interests



Capabilities to consider

- Governance and alignment on business-technical cybersecurity commitments
- Cross-functional crisis management and incident response
- Incident management and team collaboration
- Forensics guidelines

Technical

- Operating system expertise
- Networking security expertise
- Penetration and vulnerability testing and assessments
- Some programming and scripting to augment analysis
- Expanded actor, vector, target knowledge: methods, motivations, behaviors, toolsets

Soft Skills

- Curiosity
- Learnability
- Tolerance for high stakes, fast pace, natural stressors in frontline cyber roles
- Adaptability

"I don't think I will ever have to leave cybersecurity as my primary career area. Sure the field will change, but so will I. I like the team aspect, the pace, the chase and the importance of my work. It can be stressful at times but it's a tradeoff for the good pay, the co-workers (some are 'crazy' brilliant) and the portable skillset."



Cybersecurity IT/OT Integration Engineer

Role Title: Cybersecurity IT/OT Integration Engineer

Role Impact: Keystone

Summary Scope

Moving from closed, in-house, industrial control systems in manufacturing facilities to more open systems in the increasingly automated and connected manufacturing world has created both promise and pain. More equipment, devices and sensors connect to networks, more IT solutions are being integrated with OT systems with more data moving to the cloud; standards-based hardware and systems are replacing internal proprietary controls systems. All of these create opportunities for connections and business and customer improvements. At the same time, these connections create increased risks and vulnerabilities for attacker-led penetrations of the manufacturing enterprise. Both IT and OT technologies bring unique security knowledge to the informational and industrial controls and access involved. Convergence is increasing, and minimal collaboration isn't an option. Who will carry out much of the policy and direction for convergence, detail what it means, and lead in its application? Who will insure the convergence of IT and OT happens at the applied level and becomes part of the business and operating culture? The role of the Cybersecurity IT/OT Integration Engineer is key to convergence and industrial controls and production security.

This convergence covers a complex set of processes and systems that needs guidance from a holistic point of view, especially the dual perspectives of IT and OT engineers who are dedicated to the secure integration and performance of industrial controls and communications and the related networks, access, and data life cycles. Engineers with this integration role are the bigger-picture, yet applied, security-focused engineers, members of the mutual appreciation society of both IT and OT, regardless of whether they come from an IT, OT or cybersecurity background. They advance, design and implement secure systems policies and practices that prevent incidents and breaches, maintain production capacity and capability, protect assets while in production and in use, and contribute to brand value as a secure manufacturer.

This role works under the direction of Security, IT and Operational leaders who are sponsoring, directing and resourcing the IT/OT convergence. Taking direction from collaborating leaders - CISO/CISCO and IT Security Leadership as well as Manufacturing Operations and Process Control leadership – will be essential to balance security and OT business requirements (latency, bandwidth, availability, etc.). The Cybersecurity IT/OT Integration Engineer works closely with other cybersecurity program professionals, production and delivery leads, other OT engineers and IT engineers, and development/production teams. Together they identify, build and execute the shared and respective roadmaps that recognize both areas' expertise and responsibilities and move forward with shared and connected methods and tools. In this role, the Cybersecurity IT/OT Integration Engineer is a key professional to further develop, socialize, implement and evaluate the frameworks, guidelines, and technical standards that ensure that security solutions are deployed in ways that decrease threat landscapes and maintain safe and competitive production environments. A Cybersecurity IT/OT Integration engineer is an action-oriented, dual-focused, hybrid business and technically adept engineering transformation practitioner.

Cybersecurity IT/OT Integration Engineer

Outcomes

- Mutually developed and operationalized security policies, designs, frameworks, systems, processes, roles and accountabilities.
- More effective and more shared investment in the buildout and implementation of a holistic and shared IT/OT cybersecurity strategy, alignment of resources, responsibilities and accountabilities.
- Connection of business information technologies (IT) and manufacturing operation technologies (OT) through coordinated construction, maintenance, and expansion of an organization's security-enabled systems and production approach.
- Elimination of security gaps and reduction in cyber risks including:
 - Comprehensive and accurate inventories and control for hardware and software assets in the industrial, production and processing sites.
 - Enhanced continuous vulnerability analysis and management.
 - Controlled administration privileges that reinforce dual/shared IT/OT management.
- Expertly evaluated solutions for IT/OT monitoring, provisioning, threat response and continuous improvement.
- Change past fundamental disconnects between IT and OT; remove security silos between business and manufacturing environments; decrease resistance and conflicts that impede security practices.
- Role modeling for ongoing culture change, establishment of common ground, and integrated work methods and information sharing.
- Increased brand equity and social impact as a secure manufacturer and trusted business partner, information steward, and process/asset guardian.

Domain Profile

This role will reside in or come from either (and both!) Informational (IT) Technologies and Integration AND Operational (OT) Technologies and Integration. The role focus is on actionable convergence and leveraging the shared capabilities of the two domains towards cybersecurity goals.

Business Case Contribution

The primary business case contribution of this role is to make cybersecurity policies real; to enable their buildout and implementation; to serve as the lead operational integration resource; to demonstrate dual area representation and consideration; and coach at the team levels what the necessary business and technical culture change looks like. The Cybersecurity IT/OT Integration Engineer is a primary designer and implementer of cross-functional engineering, technical and operations security programs and systems that converge IT and OT while decreasing risk, managing the dynamic threat landscape and maintaining production. An important role in moving to a shared focus on security and protection, the Cybersecurity IT/OT Integration Engineer is key to breaking from the false security of past separate plant/facility operations from "high-tech", and key to removing work culture differences between "corporate IT" and "production".

Every organization needs the right level of technically oriented convergence practitioners who can speak the language and enable the work of these dual areas. They make numerous cybersecurity and operational benefits including:

- Better investments via aligned and mutually supportive strategies, budget and roadmaps.
- Cost avoidance of dual resources, duplicative projects or cross-purposes in either work area.
- Reduced cyber compliance risk.
- Reduced cyber threat risks.
- Improved prevention, detection and recovery capabilities.
- Faster incident response.
- Lower production impacts.
- Maintained brand value; less potential reputational or liability access from cybersecurity incidents and breaches.

Cybersecurity IT/OT Integration Engineer

Section 2: Key Responsibilities

Activities

1. Works under overall strategic guidance of CISO/ISSO/Security Program Office(r) and Manufacturing Operations / Process Control to counsel and guide on implementing key cybersecurity approaches and initiatives
 - a. Promotes and aligns a unified and cohesive view of the enterprise's IT and OT security approach.
 - b. Balances cybersecurity and OT business imperatives (latency, bandwidth, availability, etc.) to keep process automation and control systems running and productive to support manufacturing production activities.
 - c. Helps advance alignment and cybersecurity policies.
 - d. Ensures secure practices and ongoing security operations are implemented and used to upgrade or integrate legacy operations; produces and implements security specifications and design documents.
2. Optimizes secure manufacturing facilities and communications through the engineering design, development and deployment of IT and OT security and data governance systems using a holistic and agreed-upon approach.
3. Deploys an integrated security framework and infrastructure and works towards an integrated centralized set of security systems and capabilities.
 - a. Designs and implements security and data assurance systems, protecting connected assets in business and manufacturing environments.
 - b. Provides dual IT/OT cybersecurity expertise and seeks to achieve shared interests during the adoption, execution, and integration of legacy and new systems and production platforms.
 - c. Develops and configures applications to interconnect disparate systems (software, data, control, etc.).
 - d. Participates in and/or leads pilot programs and/or solution evaluations.
4. Creates security solutions for real time business-level systems and communication networks and performance-sensitive systems:
 - a. Applies the aligned policies, procedures, and standards for IT and OT that protect assets and data to specific needs.
 - b. Guides/leads the development of applications, systems, and network and physical systems and platforms.
 - c. Enables full visibility across both IT and OT networks and inventories.
 - d. Creates functional design specs, detailed design specs, process specs and reference frameworks.
 - e. Leads/completes: asset inventories; network and endpoint protection efforts; security monitoring and reporting; secure remote and site access management; maintenance and continuous improvement and other security efforts converging IT and OT.
 - f. Develops IT/OT project roadmaps and workflows.
 - g. Integrates secure approaches connecting equipment, assets, processes, and other sources onto and across networks.
 - h. Ensures network and data security, integrity, and access across both IT & OT networks, and between systems by implementing unified policies and security measures.
 - i. Identifies new and ongoing opportunities for convergence and integration including evaluation of cybersecurity policies and initiatives and makes recommendations to leadership, governance and compliance sources.
5. Promotes awareness and action while serving as trusted advisor for secure IT/OT convergence both at local/facility level and across functions:
 - a. Advocates across IT/OT team members for their shared mission.
 - b. Provides coaching and training to IT groups, OT groups, Security Operations Centers, site management teams, engineers, operators, technicians, specialists, analysts and others involved in IT/OT convergence.
 - c. Coordinates with third parties and suppliers and is part of any broader IT/OT cybersecurity network for the company.

Cybersecurity IT/OT Integration Engineer

Section 3: Competencies

Risk Analysis and Manufacturing Threat Landscapes	Application Management and Security	Product Security
Security Operations	Cloud/Edge Computing and Security	Personal/Product Edge (Proximity) Computing
Secure Design and Secure Product Management	Automation and Controls	Supply Network Cyber Compliance
Smart Factory Management	Infrastructure Management	Vendor/Partner Integration
Network Management and Security, including Firewall and Network Segmentation	Telemetry and Mechatronics	Regulatory and Compliance requirements: NIST frameworks, standards and guidelines; Manufacturing Profile- NIST 8183; ISA99/ IEC 6244; ISO 27001; DFARS and other contracting/supplier cyber guidelines, etc.
Intrusion Detection	Industrial Controls Security	Risk Mitigation (Business Continuity, Disaster Recovery, Information Security, etc.) Program Management
Systems Management and Security	Cyber-Physical Asset Management	Basic Legal, Compliance and Privacy knowledge
Data and Information Management and Security	Physical Systems and Facility Security	Public Key Infrastructure

This role requires solid to expert knowledge in their representative home arenas of OT and/or IT and high interest in excelling on knowledge and practices for the convergence of IT and OT. Depending on their originating “home domain” or if they are an experienced cross-discipline professional, there are many primarily technical competencies that will contribute to the success of this role. Along with increasing business competencies across the modernized and native cybersecurity, IT and/or OT subdomains listed below should be brought to the role and developed further:

Other general, business and personal competencies include:

- Knowledge of the evolution of IT/OT and ICT in modern manufacturing.
- Demonstrated mutual appreciation for the specific and unique requirements of both informational technologies and environments and operational technologies and environments. Increasing shared knowledge of the dual technologies and operating environments.
- Analytical and problem-solving skills.
- Leadership via influence of distributed teams.
- Ability to clearly communicate technical ideas in business language to varied stakeholders.
- Fundamentals of Technology Transformation and Culture Change.

Cybersecurity IT/OT Integration Engineer

Section 4: *Experience And Education*

Education

Bachelor's Degree or advanced studies preferred in related fields, including industrial engineering, manufacturing engineering, computer science, information technology, cybersecurity, electrical engineering or a related discipline.

Certifications:

- GICSP
- CISSP
- ISA
- CCNA
- CCNA-Security

Experience Profile

- 5-8 years of related professional experience depending on the cyber-manufacturing profile and existing IT and OT maturity.
- Ideally 2 years or more of directly related environment experience: supporting OT/ICS; supporting IT in manufacturing; working and leading cybersecurity related projects.
- Experience with broad issues of increasing digital use and threats in the manufacturing setting (from physical safety to data and asset security; from automation to AI/ML, IIOT, etc.).
- Commitment to essential IT/OT convergence mindsets: 'Security First', 'Safety = Security and Security = Safety', 'Stronger Together', 'Secure Design and Smart, Secure Manufacturing' and other beneficial core beliefs.
- Experience that crosses a) technical architecture interpretation and use with b) engineering specific solutions and c) promoting local change.
- Experience with cybersecurity policies, processes, tools and methods.
- Experience securing cross-domain IT/OT communications and pathways to/from business networks, suppliers and other third parties, and wide area networks internal and external.
- Demonstrated business acumen connecting IT/OT/Cybersecurity to core business value.
- Ability to engage all levels of employees, leadership, and board members; and ability to work across functions and geographies.
- Experience in applying both structured and discretionary judgment.
- Personal reputation for maturity, objectivity, and high standards.

Secure Design Product Life Cycle Manager

Role Title: Secure Design Product Life Cycle Manager

Role Impact: Keystone

Summary Scope

Refrigerators serve to upload Instagram photos when a teenager's phone dies; toilets perform in-home medical lab tests; car seats detect a baby's weight and adjust seat height and straps; autonomous geo-spatial military weaponry run by remote AI shifts geo-political seas in an instant. Our future is full of those smart devices connecting along with billions of other 'products' to networks while we and future generations of customers entrust manufacturers with their access, data protection, privacy and performance. Manufacturers and their supply chains invest billions of dollars in the research, design, and production of those same products in the first place. They need to protect their intellectual property, their physical and digital assets, and their employees before and after those refrigerators get into a home and those defense systems activate in the military theatre.

Who will manufacturers and customers rely on to be the working 'human drive gear'— with a bit of the long view and the end in mind - to shine the light on security along the way for both the manufacturing process and the performance of the product? The Secure Design Product Life Cycle Manager is a product-value-driven working visionary, orchestrator, advocate, and point of assurance for the secure design and development of a manufactured product. No longer is it enough to use a bench test checklist or wait until the end to run the gauntlet of a reliability certification lab like decades past. Gone is the assumption that IT or some other technical team will take care of "all that cyber stuff" – thinking by putting it the project plan it will be enough for the product manager or the customer, now or in the future. If it's not secure, it won't endure is a new reality product adage. Gone is cybersecurity as an after-thought or something to catch in production if not in testing. The Secure Design Product Life Cycle Manager and related secure design programs are all about avoiding security issues in the first place.

Today's modernized Product Manager rises up to serve a significant fuller-cycle role with a cross-domain view when it comes to securing digital product design and IoT product development. Product teams and managers can't dismissively pawn security off; they can't make it only an engineering or compliance or user's post-purchase problem. And who is better positioned literally to establish and monitor a hybrid business and technical security commitment across the cycles? Who is already a grand master of managing multiple stakeholder needs? Importantly, this Secure Design Product Life Cycle Manager is one of the few roles in the increasingly hybrid business-technical manufacturing environment that can take the long view of both the human and commercial value users get from products. These managers understand that product management's value to the business is to bring product value to the buyer: value in that the product does what it was promised to do – and maintains privacy and performs as reliably as intended, and does that at the user/customer's intent, and only their intent.

The Secure Design Product Life Cycle Manager will work closely across the business and supply chain to bring the right experts and practices to designing secure performance into products and doing it in secure ways.

Secure Design Product Life Cycle Manager

Outcomes

1. Higher value product strategies and designs.
2. Broader organizational adoption of “secure from the start” and other cybercritical business orientations.
3. Longer-term views of the product value and the role that security plays in product integrity and product performance.
4. Increased trust in the product.
5. Increased security of the process.
6. Improved brand and product integrity and reliability.
7. Better oversight into security related build steps and their impact on roadmaps and timelines.
8. Enable company to mitigate risks and address evolving threat landscapes by using the appropriate and most advanced technologies and security practices while considering product and market factors.
9. Improved communications between product design and technical team members.

Domain Profile

Business Alignment and Governance

Business Case Contribution

The Secure Design Product Life Cycle Manager is chief visionary, orchestrator, advocate, and assurance point of coordination for the secure design and development of a manufactured product. This key cyber role brings business impact by contributing to:

- Long term sustainable product value strategies where security is a demonstration of brand value and commercial worth.
- Establishing a unique cross-functional commercial view; the role lives in the intersection of Business, User Design, Security and Technology.
- Continuity across program efforts; minimized cost and rework,
- Minimizing impact by anticipation and address of security vulnerabilities.

Secure Design Product Life Cycle Manager

Section 2: Key Responsibilities

Activities

Overall Cross-Functional Product Strategy and Management

1. Serves as a chief product design and development advocate for secure product design across every stage of the product lifecycle and maintains company product design commitments to implementing 'Secure from the Start' and 'Secure Design' principles and practices.
 - a) Primary lead practitioner from the business side who operationally raises the profile of secure product life cycle management.
 - b) Accountable for the cybersecurity aspects of Product Strategy and the ongoing success of the products from launch through the end-of-life, contributing to meeting overall product strategy, relevance, profitability, and quality measures.
2. Co-owns, designs and drives product or portfolio level Internet of Things (IoT) cybersecurity solutions at the product or product portfolio level.
3. Works closely with other product or portfolio technical and business leaders and the many teams involved in product design and development: user product design, user experience design, engineering teams, industrial (hardware/device) design, SecDevOps, embedded developers, IT/OT, developers, front-end developers, QA, integration team, and security testing and others.
4. Works with a cybersecurity economist to be able to make a financial case for the security process and product investments.
 - a) Develops a cybersecurity focused roadmap.
 - b) Manages the product roadmap and an adjunct product security roadmap for its entire life-cycle from concept, proposal, planning, development, launch, release and post-sale operations.
 - c) Earns buy-in from company stakeholders for the trade-offs and requirements of a secure product from customer experience teams, operations, production, cybersecurity, compliance, field support, supply chain, and others.

Product Security

1. Performs various activities across risk and threat analysis, security architecture, security evaluation and testing, vulnerability management and other primary product security focused areas.
2. Proactively positions product/customer focused approaches to firmware updates and security patches.
 - a) Manages triage and prioritization of tasks/issues as required by the DevOps and testing teams.
 - b) Keep process and product security as a visible workstream with related roadmap and workplan.
3. May also work with Secure Configuration teams to secure purchased applications and solutions.
4. Projects end-of-life cyber vulnerabilities and addresses through risk mitigation strategies, technology designs and product improvement or management life cycle decisions.
5. Works with the various field teams to appropriately map out customer use cases and requirements.
6. Creates and maintains an updated understanding of IoT threat landscape and building product collateral to communicate how to deliver solutions.
7. Functional requirement gathering, development and maintenance of security-oriented PLM functional specifications in synergy with the program or project team.
8. Defines product features, functions and data flows that represent security vulnerabilities across the IoT Technology Stack.
9. Performs, facilitates, and oversees IoT security testing.

Secure Design Product Life Cycle Manager

Product Design and Development Compliance and Transformation

1. Effectively communicates progress on compliance related activities and/or transformation of broader product management towards Secure by Design goals, demonstrating accountability for functional and business objectives.
 - a) Interacts with, influences and negotiates IoT security requirements with internal and external parties.
 - b) Reviews and approves cybersecurity activity to ensure compliance with information and cybersecurity policy and best practices.
 - c) Provides input and recommendations on cybersecurity policy, risk, and overall security best practices concerning IoT.
2. Participates in and co-assures ability to be able to pass internal and external security audits.
3. Practices and coaches others on design thinking and agile techniques to assure security in the development and operational lifecycle.
4. Serves as primary champion and agent of Secure Design in practice and as part of the culture.
 - a) Breaks down silos between business and technical teams.
 - b) Maintains status and communication with internal and external stakeholders; routinely presents with other program and portfolio leaders to executives, sales teams, technical conferences.
 - c) Provides thought leadership on innovation, customer experience, product strategy and future direction of the market.
 - d) Balances pressures from the many involved teams and maintains long-term product security value positions in both decision making and everyday actions.

Secure Design Product Life Cycle Manager

Section 3: Competencies

Representative Capabilities

This role requires solid to increasingly expert knowledge in both business and technical areas. It is a hybrid role and relies on strong cross-functional interactions and workshare with others to deliver on secure modernized Product Management capabilities.

The core responsibilities of a 'generic' Product Manager still apply and are not addressed here. This role profile and the competency areas listed below are those in addition to the primary Product Manager role competencies; these highlight competency areas more specific to Cyber^{ME}.

Design Thinking	IoT Product Strategy
Risk Analysis and Supply Network/Procurement Threat Landscapes	Product Security and related general and industry privacy and protection requirements and expectations
Security Operations	Supply Chain and Procurement Legal, Compliance and Privacy Knowledge
Secure Sourcing for Secure Design and Secure Product Management	Supply Network Cyber Compliance
Smart Contracts	Smart Contracts
Risk Mitigation (Business Continuity, Disaster Recovery, Information Security, etc.) Program Management	Regulatory and Compliance requirements: NIST frameworks, standards and guidelines; Manufacturing Profile- NIST 8183; ISA99/IEC 6244; ISO 27001; DFARS and other contracting/supplier cyber guidelines, etc.

Other general, business and personal competencies include:

- Thorough knowledge of product management (see note above).
- Equally comfortable with addressing or interacting with both technical and business-oriented workstreams.
- Increasingly expert understanding of related industry or sector cybersecurity related regulations.
- Curiosity about and appreciation of the consumer/customer value to build in security at all technology stack levels.
- If more business and/or pure product oriented, able to be conversant in the technical solution stack the product uses, can hold their own in discussions with technical areas while enabling mutual accountability.
- If more technically oriented, increasingly able to broaden strategic product management capabilities, particularly multi-stakeholder and cross-functional value-focused designs and management.
- Demonstrated ability to develop and manage broader market focused business case positions.
- Analytical and problem-solving skills.
- Leadership via influence of distributed teams.
- Ability to clearly communicate technical ideas in business language to varied stakeholders, and vice versa.
- Practiced in increasingly larger or more complex cross-functional project management.

Secure Design Product Life Cycle Manager

Section 4: *Experience And Education*

Education

Degrees
BS or MS in Computer Science,
Computer Engineering, Product Design/
Development, Business Management or
related business or technical area

Certifications:

- Certified Scrum Product Owner (CSPO)
- PMI-Agile Certified Practitioner (PMI-ACP)
- Certified Product Manager Credential – AIPMM
- Certified Innovation Leader Credential (CIL)

Experience Profile

- 5+ years of product management or equivalent experience with a complex technical product with deep security requirements.
- Experience designing and building IoT/connected software and or device products.
- Demonstrated success as a product manager, technical product manager or design or development lead on a fast-paced, growing team.
- Demonstrated stage presence and comfort delivering large group talks.
- IoT thought and technology leader with a passion for delivering world class customer experience.
- Respect for Manufacturing commitment to delivering the best products yielding highest value without compromising personal or product security.
- Experience in the security testing of new systems or the vulnerability assessment of existing systems to meet business requirements, changing needs, or newer technology.
- Ability to work with multiple levels of management across Technology and the supported Business Units.
- Excellent written, verbal communication and presentation skills.
- Demonstrates a craving for continuous improvement, thorough understanding of new technology innovation and its application.
- Strong technical competence up and down the technology stack - user interface, applications, communications, infrastructure, database, storage, etc.
- Experience in Agile methodology and leadership for cross skilled teams.
- Strong desire and aptitude for continuous learning and keeping abreast of new and emerging technology and cyber threats/vulnerabilities.
- Ability to write, promote, and execute business cases.
- Passion for keeping the organization, its products, processes and people safe, secure, and reliable.

Supply Network Cybersecurity Compliance Manager

Role Title: Supply Network Cybersecurity Compliance Manager

Role Impact: Keystone

Summary Scope

Manufacturers face supply chain cybersecurity compliance concerns from two dimensions at the same time: as suppliers or contractors to others, and as customers themselves relying on vendors to enable their operations. Supply networks broadly present manufacturers with many security vulnerabilities: they have no direct control of the security measures of their supply chain partners; they can face increasing regulations and standards both for internal controls as well as controls in their customers' environments; and the nature of manufacturing and procurement processes are becoming more automated and distributed, requiring equally automated and decentralized yet well-managed and legally binding controls. Who will be most aware of these risks and call to action solutions to address gaps and protect the various stakeholders in today's dynamic supply networks? Who can increase visibility into the network's required internal and external security practices, assess overall cyber risks and capabilities, require improved cyber hygiene, and partner with others to close gaps and mitigate risks? Who will ensure compliance of the supply network with company policies, laws, government regulations, government contracting programs, and overall supplier-industry-geo complexity?

The Supply Network Cybersecurity Compliance Manager brings experience in several areas to this often sub-optimized role: risk management, procurement management, supply chain management, cyber governance and security technology. While responsible for compliance, this role also must deliver on improving the honest collaboration between supplier and contractor communities and the manufacturer. The Supply Network Cybersecurity Compliance Manager role is established to focus on security compliance and the performance improvements that can come from secure practices. This role will lead a team of cyber analysts/auditors and work with individuals from a variety of technical and functional disciplines to guide cyber compliance across business areas and supplier domains. They may also be highly involved in BC/DR/IS related tabletop exercises and facilitate or practice with designated suppliers.

This role may also be a related contract risk and procurement specialist on the team as a contracted expert but at some scale, this role would likely be internal. Whether internal or external, under the general direction of the Chief Information Security Officer, Chief Purchasing Officer, and Supply Chain executives, the Supply Network Cybersecurity Compliance Manager performs as a modernized, higher-value compliance leader whose impact goes beyond "captain of the box-checking, form-filling, audit-happy team". This role is also a proactive implementer of cybersecurity programs that improve operational and business performance and maintain competitiveness while being conscientiously compliant.

Outcomes

- Improved contracting compliance performance.
- Competitive advantages from secure supplier designations or certifications.
- Mitigation of vulnerabilities and risks that could lead to cyber incidents and breaches, fraud, and other damages from uncontrolled network or data access.
- Achievement of supply chain transformation goals relating to innovations in secure practices and increasing supply network compliance.
- Preventative practices to lower the damages associated with loss of intellectual property or client sensitive data.
- Lower unnecessary costs.
- Increased schedule efficiencies.
- Increased resilience (as measured by response and/or recovery metrics).

Supply Network Cybersecurity Compliance Manager

Domain Profile

This role aligns with the Supply Networking and Partnering domain. It maintains a close alliance with the Compliance, Forensics and Legal domain, and works under overall direction from the leadership and governance roles in that domain.

Business Case Contribution

The primary business case contribution of this role is to maintain a robust supplier network while identifying cyber risks needing mitigation. This role improves awareness of the cyberhealth of suppliers and partners, ensures their awareness of company cybersecurity policies and requirements, and, with improved visibility into the supply network, clarifies blind spots and assesses vulnerabilities from a security perspective. It also escalates trends and issues to cross-functional leaders and together, mitigates the risks and threat landscape through increasingly innovative co-developed supply network standards and enablement solutions.

This role ensures applicable regulations are met, including internal and external auditing in related compliance areas inclusive of: DFARS, NIST and other cybersecurity focused guidelines, ISO, General Data Protection Regulations (GDPR), payment card industry (PCI) requirements and other financial compliances if applicable (e.g. Sarbanes-Oxley), quality controls and other compliance areas as required per industry, segment and defense acquisition participation status.

Supply Network Cybersecurity Compliance Manager

Section 2: Key Responsibilities

Activities

1. Drives contractor/supplier/company performance by leading the development and implementation of supply chain cybersecurity governance, policies, and procedures.
 - Leads the development and ongoing maintenance of standards for both internal procurement related cybersecurity and third-party and supply chain cybersecurity and health.
 - Constructs compliance and eligibility frameworks to identify covered vendors and business teams to meet compliance standards, regulations, and practices. Continuously manages, maintains, and updates supply network Policies and Standards, and ensures procedures include information and cybersecurity.
 - Manages oversight of end-to-end supply chain compliance processes and relationships. Works to gain alignment and maintain agreed upon principles/standards that optimize the network cybersecurity resilience.
 - Contributes to the remediation and repair of non-compliant systems, software, and technologies across functions and regions.
 - Acts as primary compliance liaison between the business and network of suppliers, vendors, and partners to ensure alignment with business objectives, compliance needs, company-specific Supply Network Strategy and business-technical transformation programs.
 - Participates in benchmarks with like companies and other entities to test the cyber compliance program.
2. Maintains risk and compliance performance for strategic and/or required contractor or acquisition programs. (e.g., Cyber DFARS, SOX, Fedramp, CMMC, etc.).
 - Implements proactive, ongoing and post-performance cybersecurity certification and audit programs. Oversees application of risk assessment programs, monitors appropriate strategy development, maintains metrics and reporting.
 - Supports internal and external audits of contracts for inclusion and enforcement of contractual cybersecurity controls and requirements. Prepares, responds and remediates action plans for audit non-conformance when on the part of the company, contracting business group, or company purchasing/ procurement.
3. Provides feedback to those managing the company's overall risk model, and in coordination with other functional teams (e.g. HR, Finance, IT, Engineering), establishes plans to securely manage the cyber risks associated with business activities and technical systems.
 - Communicates risks, vulnerabilities, and compliance levels to leadership, enabling balanced risk decisions. Ensures all critical procurement and supply network management applications have Business Continuity/Disaster Recovery plans as part of compliance requirements or mitigation approaches.
 - Resolves issues arising from non-compliance by developing solutions that are acceptable to regulators, that account for budget constraints, and that are technically feasible. Participates as needed in all response, recovery and investigations.
 - Provides adequate security on their internal networks to protect Covered Defense Information (CDI) and those that are required to flow DFARS safeguarding and key reporting clauses to subcontractors.
 - Participates in any other related company cyber compliance and risk management efforts: Global Cybersecurity Risk Management including Global Threat & Vulnerability Management, Global Insider Threat Management, Data Governance, Cloud Security, Supplier Risk Management, Global Cybersecurity Policies, and InfoSec Governance & Compliance.
 - Directs data and documentation management initiatives to collect and maintain supplier information that could assist in future forensic analysis and cyber event response.

4. Manages the compliance function as a continuous improvement and enablement function for the company and its suppliers. Establishes a culture of enablement that can be observed in the interactions between internal staff and with customers when balancing the protection of the corporation with business needs. Shifts from compliance to benefits/incentive mindset.
 - Serves as a key cybersecurity change advisor for the supply network: continuously advances subject matter expertise in supply network and cybersecurity, as well as in specific product/process areas.
 - Manages increased use and sharing of integrated business continuity or resiliency approaches and tools, including increased shared data, forecasts, and other digital decision support systems.
 - Sponsors supply network/procurement cybersecurity training and awareness across the enterprise and into supply networks.
 - Encourages and supports providers/vendors/suppliers to collaborate and improve collective performance and to support their connections through available digital platforms, shared data, and community connections
 - Supports and manages knowledge bases, libraries, and other collective resources on and across the supply network and leads the drive for increased knowledge and capability across the supply network.
5. Discovers and builds relationships with new and/or innovative sources of potential resource supplies or services
 - Assesses emerging technologies and their impact to supply chain compliance, security guidelines and security innovations. Stays up on emerging industry security trends and threats to help proactively improve the security posture. Identifies and brings forward innovations in secure supply chain evolution.
 - Works with other legal, business and technical roles to determine the potential use/expansion of Smart Contracts as both an operational improvement and a secure mode of managing contractual transactions, steps, and milestones.
 - Understands applications of blockchain and other distributed ledger technologies for identify management, secure logistics management, material/product tracking, billing and payment and other supply network transactions.
 - Explores the security pros and cons of 3D printing at locations that expand the “build” footprint and impact supply chain logistics as a supplier or contractor.

Supply Network Cybersecurity Compliance Manager

Section 3: Competencies

Risk Analysis and Supply Network/Procurement Threat Landscapes	Product Security
Security Operations	Supply Chain and Procurement Legal, Compliance and Privacy Knowledge
Secure Sourcing for Secure Design and Secure Product Management	Supply Network Cyber Compliance
Smart Contracts	Vendor/Partner Integration
Risk Mitigation (Business Continuity, Disaster Recovery, Information Security, etc.) Program Management	Regulatory and Compliance requirements: NIST frameworks, standards and guidelines; Manufacturing Profile- NIST 8183; ISA99/IEC 6244; ISO 27001; DFARS and other contracting/supplier cyber guidelines, etc.

Representative Capabilities

This role requires solid to increasingly expert knowledge in business and technical areas. It is a hybrid business and increasingly business-technical role, and relies on strong cross-functional interactions and access to more specialized:

Other general, business and personal competencies include:

1. Thorough knowledge of purchasing and procurement management.
2. Increasingly expert understanding of related industry or sector regulations.
3. Demonstrated experience of viewing compliance as an enablement strategy versus viewing compliance as a low-value, routine, and obligatory function.
4. Curiosity and ability to build an innovation culture while establishing and requiring structure and compliance.
5. Analytical and problem-solving skills.
6. Leadership via influence of distributed teams.
7. Ability to clearly communicate technical ideas in business language to varied stakeholders, and vice versa.
8. Practiced in business process and/or technical transformation program management.

Supply Network Cybersecurity Compliance Manager

Section 4: *Experience And Education*

Education

Bachelor's degree in Cybersecurity, Supply Chain Management, Computer Science, Computer Engineering, Legal Studies or a related business or technical field (Master's / graduate degree preferred)

Certifications:

- CISSP
- CISM
- CEH
- CSSP
- CCSP
- AWS CSA
- CompTIA Cloud
- CCSK

Experience Profile

1. Five (5) + years of professional experience in a technical and/or supply chain role required; 3+ years of professional experience in a Cybersecurity or security-related role preferred.
2. Commitment to essential mindsets: 'supply chain resiliency versus management', 'security first', 'regulatory/compliance as a capability', 'stronger together', 'secure design and smart, secure manufacturing' and other beneficial core beliefs.
3. Experience with cybersecurity policies, processes, tools and methods.
4. Demonstrated business acumen connecting Supply Chain Cybersecurity to core business value.
5. Ability to engage all levels of employees, leadership, and board members; and ability to work across functions and geographies.
6. Experience in applying both structured and discretionary judgment.
7. Personal reputation for maturity, objectivity, and high standards.
8. A passion for supply chain technology, risk management and strategic enablement.
9. Ability to obtain and maintain a DoD clearance as required.



Thank You

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Contact Lizabeth Stuck, MxD's Head of Workforce
Development, at lizabeth.stuck@mxdusa.org

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