Into The Fire: Setting Up For Success
Overview

The Problem
My Story
Making Changes
The Future
The Problem We’re Facing
Exists at Layer 8 – It’s a PEOPLE Problem
Our People Problem

1. We need good people
2. Our people need good training
3. Our people need good careers
Good People

- Obviously, we need more
- And they need the right skills
- As employers, we need to retain them
Good Training

- Getting “up to speed” takes time
- In many ways, it’s a setup for failure
- And personal growth is a golden unicorn
Good Careers

- Tears for tiers OR Tiers for tears
- Enabling personal growth – just do it
- Management, or die … NOT
Why This Matters to Me
My (mostly) Red Canary Story

1. Receive on-the-job training
2. Read the fun manual
3. Perform the work
Onboarding Experience

- Four days on-site
- Random cluster of documents
- Back home to work

Spoiler Alert: It’s not that way any more!
Changing the “Layers” of Our Landscape
The Current State

1. Thorough & consistent training
2. Organized, detailed documentation
3. No analyst tiers (or tears)
4. Structured “Practices” within
Thorough & Consistent

- Matrix of relevant training topics
- 3-4 weeks of analyst-led training*
- “Operational” focus
- Goal to develop self-sufficient analysts

* More on that shortly
Organized & Detailed Docs

- Detailed analyst handbook
- Operational guidelines and standards
- Focus is on the things that matter most to our analysts
No More Tiers

- No “Tier 1” analyst triage-only pain
- “Escalations” occur by asking for help
- Everyone has the freedom – and responsibility – to do the fun things
Operational Practices

- Areas of focus that improve operations
- Opportunities for growth - *laterally*
- Practice Leads are responsible for direction & accountability
Onboarding & Training
From Day 1 – Week 4

1. Training matrix ties to handbook
2. Training schedule and expectations
3. Everyone is important to success
Week 1

- Day 1: HR & setup, analyst training overview
- Days 2 & 3: Trainee shoulder-surfs
- Days 4 & 5: Trainee pseudo-drives
Week 2

- Trainee starts fully driving
- First half, closely monitored
- Second half, more independence
Week 3

- Trainee should be largely independent
- Time is scheduled with each Practice Lead
- Training Practice signs off on training as applicable
Week 4

- Gain experience during core business hours
- “Catch up” week as needed
- Shifting toward final work schedule
Overall Concept

- Trainee works on all shifts
- Training topics & schedule are flexible
- Goal is self-sufficient analyst who can get primary job done, not “know all the things”
Looking to the Future - We CAN Change It
Putting Out The Fire

1. “Into the fire” is not the best approach
2. We also don’t have to burn it to the ground
3. Let’s change the industry, together
Are YOU ready to “level up” your Layer 8 game?

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