

into The

Fire:

Setting Up For Success

Presented By



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A network diagram on the left side of the slide, consisting of numerous grey circular nodes connected by thin grey lines, forming a complex web of connections.

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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