



Lloyds Banking Group

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Craig Jackson
Lloyds Banking Group

At a glance

- Challenges
- Benchmark capabilities
- Develop teams
- Boost recognition
- Leverage off-the-shelf tool
- Connect with industry peers

Benefits

- **Benchmark your employees information skills against an industry framework.** Enabling Lloyds to target recruitment and skills development in areas requiring improvement - Skills Framework
- **Structured development program for new entrants** (1 to 3 years experience) into information security, enabling them to quickly build a strong cyber and information security foundation - Associate Development Programme
- **Enable your staff to obtain a globally recognised cyber and information security accreditation** based on the application of expertise rather than book knowledge and repeating facts
- **CIIsec's Chartered status**
- **Using the member community, share ideas and concepts** outside of Lloyds bank helping accelerate the cyber and information security journey

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Assessing Capabilities

When a corporate merger takes place, it can provide the new organisation with a chance to review internal structures and assess the capabilities of its combined teams. For Craig Jackson, Senior Manager at Lloyds Banking Group, Lloyds TSB's earlier acquisition of HBOS was one of the catalysts for just such a review.

Jackson's team wanted to benchmark the wider security capabilities of the combined group – now numbering well over 100,000 people – to assess who was working in security and what skills those people had. To do so, the team explored options for a benchmarking exercise that would help colleagues to assess their own strengths and weaknesses.

Jackson was already involved with the Institute of Information Security Professionals, the predecessor to the Chartered Institute of Information Security (CIIsec). After researching different approaches, his team opted for Corporate Membership of CIIsec, primarily to give the bank access to the institution's Skills Framework. "We had a look around the marketplace at what tools were out there for assessing capability, and CIIsec was the most complete one," says Jackson.

Developing whole teams

The decision to use the Skills Framework also saved the bank having to create its own tool.

"A lot of organisations try and build something new from the ground up, but we had something off the shelf that we could use; we didn't even need to adapt it," he says.

As well as working to understand the skills of individuals across the organisation, Lloyds has been using the Skills Framework to help develop whole teams. "Each of the colleagues completes it and then their manager says: 'We want to bring you up on X/Y/Z topic: what can we do?'" Jackson explains. "That might be some formal training or just putting someone on a piece of work with a more knowledgeable colleague to get more hands-on experience." By doing so, he says, the bank can ensure a balance across the team and identify any gaps.

More recently, Lloyds has been taking advantage of CIIsec's Associate Development Programme, which provides a structured two-year programme for those who are new to the cyber security profession. "We've massively pushed the Associate Development Programme," says Jackson. "It's really good – I don't think there's anything out there like it."

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The bank also employs many experienced security people who have been in their roles for a long time but don't always have formal qualifications. With that in mind, the team are promoting the general Accreditation element of CIIsec membership. "It's a brilliant way for people to be able to get some recognition for their knowledge and experience," says Jackson.

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He has found accreditation helps in other ways, too: "When the regulators come in, we can say 'We've got X number of people with certain qualifications, including a percentage that have been formally accredited by a professional body'." Jackson has gone through accreditation himself, having begun his career in the post room. "It's great for people to see that actually it's not just about going on a course or passing an exam."

Another driver of colleague interest has been CIIsec's Chartered status, he says. "This idea of being a Chartered Security Professional – that level of professionalism will show that if they do want to move from Lloyds to another organisation, they can turn around and say 'I'm a chartered information security professional'. It puts them in the same banding as an accountant or a surveyor."

One less common way in which Jackson uses the membership is to support promising candidates who have unsuccessfully applied for positions in his team. "We've then put them on the Associate Development Programme," he says, "so they've been getting training and access to all that material."

As a result, seven candidates – many of them new to the profession – have already secured other cyber security roles. "We saw the desire from those individuals and it was a way that we could help them," says Jackson. "I think it's around £40 a head for affiliate membership – so it's really cost-effective for an organisation of our size."

Since signing up for its CIIsec Corporate Membership, Lloyds has enjoyed a wealth of benefits beyond the Skills Framework, Accreditation and the Associate Development Programme.

And as colleagues develop their careers and some move to other organisations, Jackson believes the industry community that CIIsec creates provides a lasting advantage. "The ability to connect with other organisations that are using it, catching up on what's going on in our worlds; everybody benefits."



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