



# Cyber Excellence

## Selecting cyber operatives



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### **General:**

The modern computerized world forces us to face new and challenging ways of thinking, operating and living. The computer and its derivatives have penetrated to every corner of the human life. It brings progress, knowledge, modernization and the ability to perform and conduct things that just 20 years ago were considered impossible. The world as we knew it has totally changed since the computer went into our lives. The rapid changes make necessary to maintain the speed that is continuously accelerating.

The other side of this progress is the accelerating amount of threats created. The ability of computer experts to penetrate to someone's system and risk it is a reason to be concerned and to develop measures to prevent it. It becomes a mutual challenge and a kind of competition between the penetrators and the defenders. Each invests time, energy and resources in overcoming the obstacles the opponent raises. This world is generally called cyber, handling it is related to the term cyber-security.

Cyber-security is the body of technologies, processes and practices designed to protect networks, computers, programs and data from attack, damage or unauthorized access. In a computing context, security includes both cyber-security and physical security. Ensuring cyber-security requires coordinated efforts throughout an information system. Elements of cyber-security include network security as well as information, operation and application security. All efforts are dedicated to allowing secured continuity of entity's operation. When it comes to countries it concerns protecting strategic assets. A cyber-attack of one country against another county's assets might be considered a Casus Belli.



# Selecting cyber operatives

## **General:**

Selecting cyber operatives is a sensitive process in which only the most suitable ones should be selected. The investment made in training, gaining experience and employment as well as the need for discretion, credibility, loyalty and personal stability calls for a thorough and effective selection process.

DH&A offers using a combined selection process of computerized and human components. The computerized part suggested is the one that the Israeli intelligence services are using, and it is tailored to the needs of the system using it. The human part is being conducted by DH&A's most senior associates combined with local selected forces that eventually will conduct it independently.

## **Basic stages in the selection process:**

- Characterizing the desired profile of the candidate to hold the position.
- Calling for potential candidates to join the system and creating a preliminary mass of candidates.
- Using computerized testing to screen unsuitable ones from this mass. In this test only the professional skills and abilities will be tested. Its not efficient to invest time and resources to test personality on a candidate that lacks the desired professional skills and abilities. The result is a list of 150-200 candidates to shift to next stage of testing.
- Second stage of computerized testing to screen among the smaller number agreed that holds the desired professional skills and abilities and are interesting to the system. The second stage thorough testing process will measure the candidates' advanced professional skills, their personal, behavioral and social traits, their potential to develop, their integrity and their ability to work as part of a system, cooperate, share and work in teams. The system will select the best and suitable 50-60 candidates.



- Human conducted assessment centers to reduce the number of candidates from the second stage to the final desired number (like 20-30) while fully reporting on each candidate and providing a decision-making support tool.

**Characterizing the desired profile of the candidate to hold the position:**

1. In order to select people to fit the position we first must discuss and define the characteristics of the person we think will be most suitable.
2. Characteristics desired in terms of intelligence, skills, personality, teamwork, interpersonal communication, creativity, innovation, etc.
3. We also characterize him/her in terms of personal integrity, set of personal values etc.
4. The selection process will be matched to this profile.

**Example characteristics desired:**

Computer pro	Analytic abilities
Computer skills	Seeing the bigger picture
Creativity, innovation, boundless	Self-control, restrained
Visual skills	Team playing, cooperation
Attentiveness, Concentration	Greater good pro
Ability to draw conclusions	Discretion, loyalty
Distinguish between main and treat	Emotional stability
Broad general knowledge	Generalization



## Selection process in details

### Definitions:

1. A thorough discussion should be made by the senior operatives and officials in the field to determine the profile and characteristics of the operatives the system wants to recruit. Desired characteristics in terms of professional skills and abilities as well as personal, behavioral and social traits.
2. A decision as for the final number of recruits the system wants to have. This will reflect the number of candidates to enter the screening and selection process and the number of candidates left after preliminary screening and will go to final assessment centers.

### Computerized testing – stage 1 - Screening the wider number

1. The system administrator will provide each candidate with a link to the web computerized system and a personal password.
2. The candidate can take the test everywhere provided having a computer and a stable Wi-Fi.
3. The test will last approximately 30 minutes and will focus on computer skills and abilities.
4. The system will provide a personal report on each candidate's achievements as well as a list ranking them according to their achievements and suitability.
5. The best ones in the ranking list will be invited to proceed to the second stage of computerized screening and testing

### Computerized testing – stage 2 – testing the entry candidates:

1. The entry candidates will go through a computerized test of 2-3 hours.
2. The system administrator will provide each candidate with a link to the web computerized system and a personal password.
3. The candidate can take the test everywhere provided having a computer and a stable Wi-Fi.



4. The test will examine:
  - a. Computers skills: knowledge, attitude, problem solving, speed of reaction, observance, English, etc.
  - b. Learning abilities: the ability to absorb massive amount of knowledge in shorter time, learning difficulties, etc.
  - c. Personal, behavioral & Social characteristics: integrity, social attitude, team playing, etc.

**The computerized system:**

1. The computerized testing system is provided by Psipass, the provider of the Israeli (and other) intelligence services.
2. The system is operated independently by the local operatives. A thorough training will be delivered to chosen system administrators to operate the system and HR people to handle the results and reports.
3. The computerized system provides a computerized personal report for each candidate reflecting the type of test he/she had his/her achievements while ranking of all the candidates to provide the list of best ones in this stage.
4. Pricing is determined by two components:
  - a. Construction: a one-time fee for installation, assembling the various tests, training people to operate the system, translation of the tests if not in English or Russian, back office services and high availability for questions and needs.
  - b. Tests – a fixed fee for each type of test double the number of people taking them.

**Stage 3 – assessment centers:**

1. The assessment centers purpose is to reduce the semifinal candidates into the premium selected number of candidates to join the system.
2. The assessment center integrates all previous information regarding each candidate, observes his/her behavior and conduct in selected situations and compare it to the characteristics of the positions.
3. A full-scale report is delivered for each candidate.



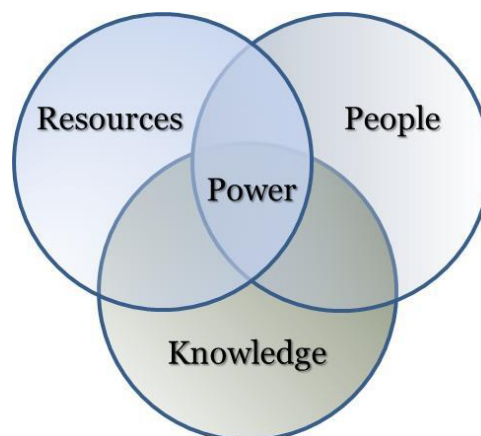
**The assessment centers include:**

1. One full day of exercises assembled to reflect behaviors and conducts expected from the candidates at work.
2. In addition, a full two hours individual interview conducted by a team of three: a clinical psychologist, an occupational psychologist and a cyber-expert.
3. Individual feedback session with the selected ones.

**Duration and remarks:**

1. Each assessment center can hold up to 16 candidates.
2. Each assessment center holds a team of a senior facilitator, four psychologists and two cyber experts.
3. The cyber experts can be provided by the system.
4. The system can select HR people to join the first assessment center and be trained to conduct them independently.
5. Fee is determined per capita in light of the number of candidates being evaluated.
6. Fee doesn't include hosting the assessment center.

**DH&A creates power**



**DH&A brings to the arena**

Knowledge – Accumulated, researched, investigated, proven and valid.

People – highly educated, experienced senior experts.

Resources – Modern technologies, advanced diagnostic tools, simulators.



**For any further information, questions and clarification**

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