



Cisco's Skills-First Success

A Powerful Playbook for the Private Sector



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Introduction



Cisco's embrace of skills-first hiring exemplifies how businesses can unlock untapped talent, creating meaningful opportunities for those without four-year degrees while driving innovation and growth.

— Debbie Dyson,
CEO, OneTen

In today's dynamic workforce landscape, business leaders looking to build strong, happy, and productive workforces face complex priorities. Beyond the essential task of finding and attracting the right talent, they must forge a robust company culture and establish flexible career paths that promote advancement and develop the leaders of tomorrow. The intricate dance between these intertwined objectives is made even more demanding by the rapidly evolving labor market. HR professionals contend with a shortage of skilled candidates, competition for top talent and a lack of diverse talent pools. McKinsey estimates that 87 percent of companies are already facing skills gaps or will within the next few years.

How can organizations tackle these challenges head-on? Increasingly, companies are embracing a skills-first talent paradigm, in which they search for, hire and advance talent based on their competencies, skills and potential, rather than their educational credentials. Once considered a niche strategy for select occupations, skills-based hiring is [becoming increasingly popular](#) across all industries and job types, and for good reason: a skills-first approach offers companies a myriad of benefits, including greater organizational adaptability, more efficient and effective hiring, and the ability to build more equitable and diverse workforces.

Before joining OneTen as a founding member in 2021, global technology company Cisco almost exclusively hired talent with traditional four-year college degrees. Joining the coalition sparked a major shift towards skills-first hiring, a practice that OneTen promotes as an essential building block for companies aiming to build more inclusive and agile organizations. Cisco's skills-first focus is now a sustainable, scalable initiative that is fueling the company's incredible progress toward achieving its OneTen hiring and promotion goals. With skills-first hiring, Cisco has accomplished what many organizations around the country often dream of: to convert an ambitious public commitment into tangible and effectual change within the company, while building support and trust along the way. The added bonus? Cisco is seeing an impressive 96% retention rate for skills-first hires, which has a very real impact on the organization's bottom line.

Cisco's success implementing a skills-first initiative to hire, promote and retain OneTen talent can serve as a powerful playbook for executives and HR leaders looking to make similar progress while centering and advancing equity.

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Lesson 1

Understand and Communicate Your “Why”



More than **60% of Americans** age 25 and older do not have a four-year degree.

Since launching in late 2020, OneTen has grown to **more than 60 leading employers** committed to hiring, promoting and advancing skilled Black talent, and others, without four-year degrees.



An established values-driven company, Cisco leadership began exploring Cisco’s role in building racial equity within its workforce and communities before many of its peers. In 2019, CEO Chuck Robbins [began the hard work](#), which included shining a spotlight on the unique challenges Black and other underrepresented employees faced at the organization. The following year, the firm launched [12 actions for social justice](#), a blueprint designed to guide their ongoing leadership in creating positive, generational social change. The 12 actions included increasing representation at every level of the organization, investing in inclusive culture training and expanding fair pay. With these initiatives already in place, becoming a founding member of OneTen and investing in skills-first practices was a clear and easy choice. Joining the coalition not only reinforced the company’s existing values but offered a powerful platform to catalyze additional action at the company.

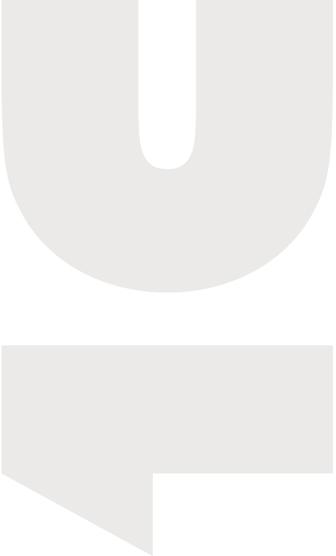


Cisco is seeing an impressive **96% retention rate** for skills-first hires, which has a very real impact on the organization’s bottom line.



We’re proud that Cisco has joined over 60 partner organizations in supporting OneTen and of the progress we’ve made as part of the coalition. Together, we aim to upskill, hire and advance Black talent, and others, without four-year degrees. We recognize this as an important step toward a more inclusive future.

— **Chuck Robbins**, Chair and CEO, Cisco



“ Cisco is proud to support OneTen and its work to remove barriers and build meaningful career paths for Black talent, and others, who don’t hold a four-year college degree. Helping underrepresented groups develop new skills so they can reach their full potential is fundamental to our Purpose of powering an inclusive future for all.

— **Francine Katsoudas**, Chief People, Policy & Purpose Officer, Cisco

Cisco’s values and culture, including its deep and far-reaching commitment to its people, have been recognized many times over. The company has been named [Best Company to Work For](#) by Fortune for three years and counting, and ranked third on Great Place to Work’s [World’s Best Workplaces](#) list in 2022.

By doing the personal and professional work necessary to establish such a rich and people-focused company culture at Cisco, Robbins and his team helped lay the groundwork that led to its leadership role as a OneTen coalition member and, later, its success driving a skills-first approach.



“ OneTen was one of our first initiatives to focus on skills-based hiring and it plays an instrumental role in how we build our workforce of the future. With OneTen, we’re removing barriers and building meaningful career paths for Black talent, and others, at Cisco.

— **Kelly Jones**, SVP, Chief People Officer, Cisco

Key Takeaways

- ▶ Culture matters: A people-centric culture is foundational to skills-first efforts
- ▶ Context matters: Having strong company values will ensure employees understand the “why” behind new efforts, such as joining OneTen and embracing a skills-first hiring approach

Empower Leaders Who Have Relevant Lived Experience



Aleta Howell

Global Director of DEI Talent Strategy, Cisco



Once Cisco committed to joining the OneTen coalition, company leadership knew that successfully building an internal program to fulfill their OneTen commitment would depend on finding the right leaders to launch and manage it.

Aleta Howell, who leads Cisco's inclusive hiring and recruitment initiatives, was the natural choice, given her dual role in HR and DEI. Bringing Cisco's OneTen commitment to life became a core part of her functional role, and her deep commitment to talent development and strategic expertise have set the tone for the program ever since.

Howell joined Cisco in 2012, after building a career in brand management, consulting and graduate school admission. Since joining Cisco in 2017, she has held roles in Learning and Development and DEI talent strategy. In 2020, Howell recognized a gap in the talent strategy and proposed a new approach to hiring. As a result, she was appointed Global Director of DEI Talent Strategy and entrusted to spearhead the internal development of the OneTen program.

Keyana Tyson

Sr Leader Rising Talent Programs & Solutions, Cisco



The first to join Howell's OneTen program team was Keyana Tyson, who was hired as OneTen Program Lead. As a Black woman who did not pursue a traditional four-year degree, Keyana describes herself as "a OneTen-er before OneTen existed." She is currently the Senior Leader of Rising Talent Programs & Solutions at Cisco, with nearly two decades of progressive experience in recruiting and human resources. Starting with an entry level role at Cisco in 2008, Keyana has achieved many promotions, and throughout her 15-year tenure has been dedicated to recruiting which focuses on underrepresented communities.

Howell and Tyson had the vision, experience and were empowered with the decision-making authority necessary to bring the OneTen program to life. Their collaborative efforts have produced the following:

- ▶ **Vision:** Becoming a skills-first organization is no small feat. Rather, it is a change in thinking that requires understanding, buy-in and commitment from those working on its day-to-day elements. Similar to the importance of having a clear "why" at the organizational level, establishing a clear vision at the program level is imperative. Howell and Tyson's vision centered around a Cisco where a person's level of formal education did not dictate their success, and where skills and potential would be valued no matter where or how they were acquired.
- ▶ **Experience:** Both Howell and Tyson brought years of relevant professional and personal experience to this work. While their vision allowed them to see what was possible, their experience equipped them to get it done.
- ▶ **Decision-Making Power:** With established autonomy, Howell and Tyson created a program centered on equity, opportunity and truth. Securing strong and decisive leaders was a key factor that has enabled Cisco's OneTen program to thrive. In corporate America, having two Black women leading an initiative of this scale is a notable and powerful distinction, highlighting the significance and influence of their leadership.

Key Takeaways

- ▶ Having a clear vision for skills-first success is imperative for effective program leadership
- ▶ Leaders with relevant professional and lived experiences are valuable resources to drive skills-first initiatives

Secure Budget and Engage Key Stakeholders Early



Upon joining OneTen, Cisco executive leadership made the pivotal decision to allocate a substantial portion of their budget to the program. The first 100 OneTen hires would be onboarded as full-time, salaried employees, with their complete compensation and benefits packages allocated in this manner. This contrasts with the usual practice of employees being compensated from individual business-unit budgets.

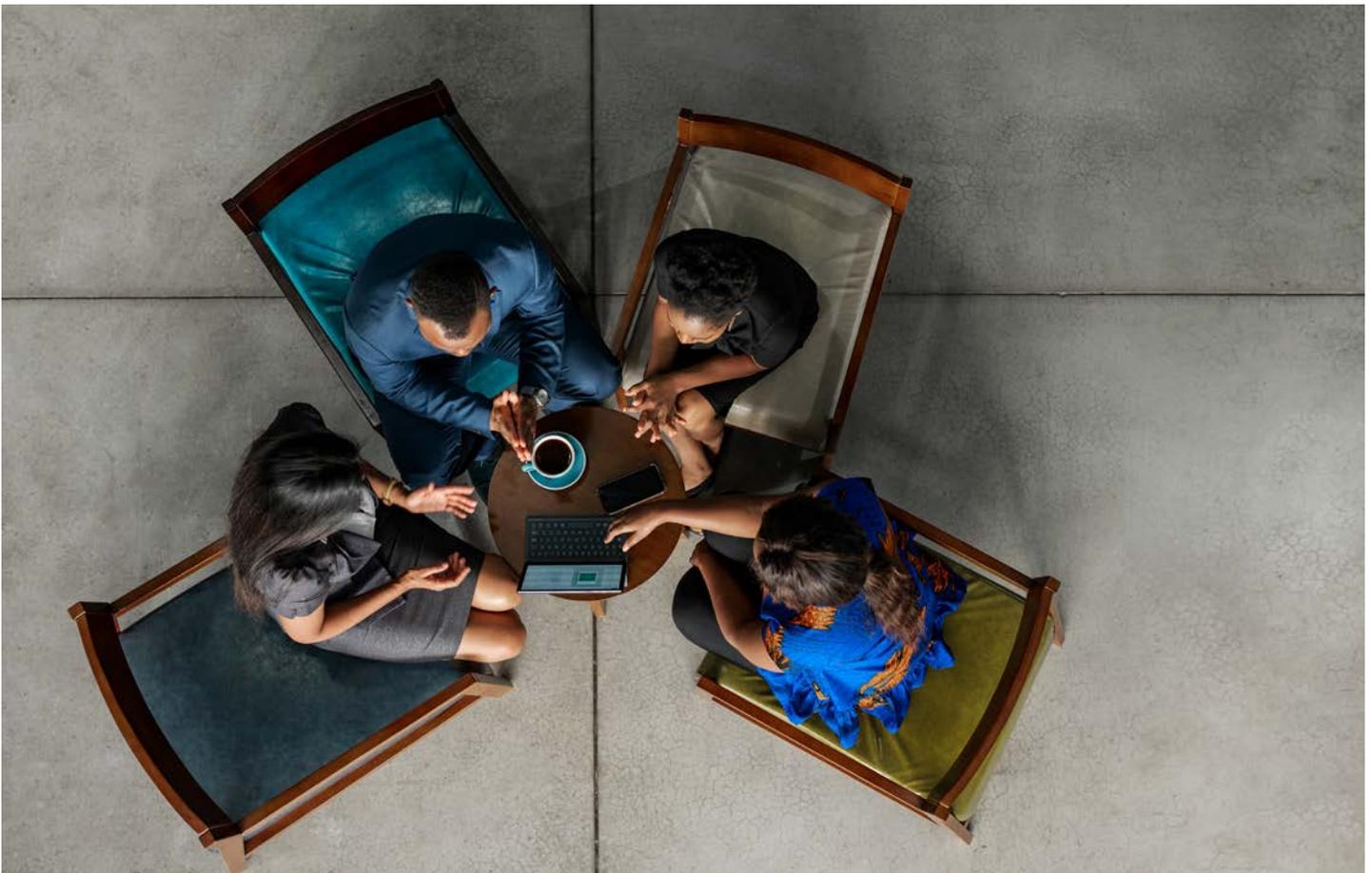


Some companies may not be able to centralize funding for 100 roles, but doing so for even five roles and making strong, intentional hires can enable powerful internal storytelling about the value of skills-first hiring.

— Aleta Howell, Global Director of DEI Talent Strategy, Cisco

The decision to centralize budget for the OneTen initiative signaled Cisco leadership's commitment to shifting to skills-first hiring, offering several important benefits, including:

- 1. Decreasing risk for hiring managers and business unit leaders.** Taking on skills-first hiring practices can be daunting for the people whose teams will be directly affected by the changes, especially since it deviates from traditional hiring norms. Centralizing funding removed one of the uncertainties and lowered the risk, enabling hiring managers and business unit leaders to focus on the positive impact new skills-first hires could make.
- 2. Generating initial demand for OneTen talent among hiring managers and business unit leaders.** The centralized budget also incentivized the hiring of OneTen talent. Providing opportunity and access to talent, without an immediate impact to business unit budgeting, gives managers more capacity to focus on transferable skills—and the ability to upskill/reskill if necessary. Educating hiring managers on the impact to their budgets was a huge selling point for business units.
- 3. Empowering leaders of the OneTen program.** OneTen leaders have been empowered to manage this initiative in their own distinct ways, which prioritize the success and wellbeing of the new hires.
- 4. Creating proof points.** By committing funding for the first 100 hires, Cisco has created the opportunity to build robust evidence of the program's success to support its eventual expansion throughout the company.





Once funding was secured, the OneTen program team began socializing the program internally. Understanding how challenging it is to communicate effectively across an organization of their size, the team launched a roadshow: a comprehensive communications effort to engage with key stakeholders. The roadshow consisted of a series of intentional steps to gain support where they needed it most (*Appendix: Exhibit 1*).

The team also focused on gaining senior level buy-in, which would be key in the tactical implementation of skills-based hiring. To do so, the OneTen program team tapped “champions” within the Talent Acquisition leadership team, including vice presidents and senior vice presidents. These champions supported the development of the roadshow materials and facilitated connections to other senior leaders from across the 85,000-person company.

The roadshow began with sessions specifically for this senior audience. The goal was simple: inspire and motivate functional leadership to think about which roles within their business units could be a good fit for OneTen talent, while continuing to educate the company on Cisco’s commitment as a member of OneTen and garner excitement about it. To get there, the OneTen program team provided each executive with an overview of OneTen and Cisco’s OneTen initiative, including the plan to cover the first 100 hires through the national HR budget, as well as a set of recommended target roles based on guidance provided by Cisco’s internal Board of Directors (*Appendix: Exhibit 2*).

Once a functional leader expressed interest in the program, the team organized follow up sessions with hiring managers to share and socialize key information and to secure commitment and buy-in from those who would be responsible for hiring and managing OneTen talent.

This approach streamlined the engagement process and created space to answer questions and address concerns, setting expectations and inspiring excitement among leadership across the organization.

Key Takeaways

- ▶ A centrally funded skills-first hiring pilot is a powerful way to build buy-in and support across your organization
- ▶ Get creative with strategic internal communications to garner support
- ▶ Enlist champions to gain buy-in across the organization
- ▶ Use clear guidelines to determine which roles you will target in your skills-first hiring pilot

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Lesson 4

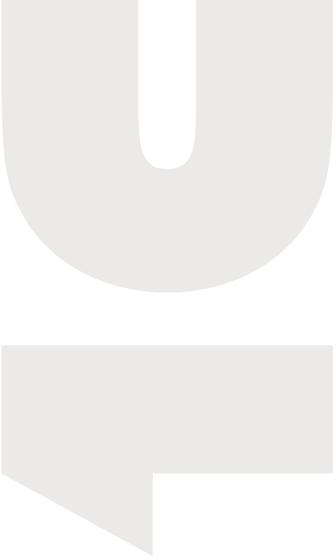
Partner With Hiring Managers



From the beginning, Cisco recognized that in order for its skills-first shift to succeed, it was crucial to secure the support of hiring managers. These managers held the power to significantly influence the success of the program given the substantial expectations placed upon them.

Whether trying to implement a new project management approach, launch a new affinity group, or minimize meetings in a meeting-heavy culture, inspiring people to change their mindset or behavior at work is difficult. Usually, [the lesson learned](#) by those pushing for change is that if people do not understand why they are being asked to do something differently, they will not do it.

With the aim of equipping hiring managers with the resources and mindsets to succeed, program leadership intentionally partnered with, educated, supported, and even challenged managers. Thoughtful and intentional communication to hiring managers was especially critical to success, and ongoing support took many forms throughout various phases of the program (*Appendix: Exhibit 3*).



► **Demand planning:** Building upon the roadshow, the OneTen program team proactively met with leaders across the business and leveraged DEI Ambassadors—professionals at Cisco who collaborate with business unit leaders on their DEI strategies—to embed OneTen hiring into existing strategies. Doing so created strong buy-in and a shared sense of ownership, as well as helped connect OneTen back to the organization’s values. Ultimately, hiring managers were asked to submit hire request forms to solidify their interest in hiring a OneTen candidate. Based on that demand, as well as hiring manager readiness, the OneTen program team created their specific plan for hiring the first cohort of OneTen talent. Though there was demand for 58 roles, program leadership recognized the importance of starting small to successfully manage the program. After finalizing a plan for an initial cohort of 26 hires, the program team provided hiring managers with all the necessary information they would need to get started, including timelines, compensation guidelines, an overview of the skills-first interview process and more.

► **Assessing hiring manager readiness:** Another key factor in deciding which roles to prioritize was the maturity of each hiring manager’s skills-first mindset. The OneTen program team was acutely aware of the life-changing opportunity a role at Cisco would be for talent and understood how important it was to get it right. Ensuring that these skills-first hires were placed with managers who could lead and support them effectively [would be critical](#) for these hires to fully realize their potential at Cisco. How managers interacted with this new talent could determine the program’s future success and potentially impact Cisco’s reputation as an excellent employer.

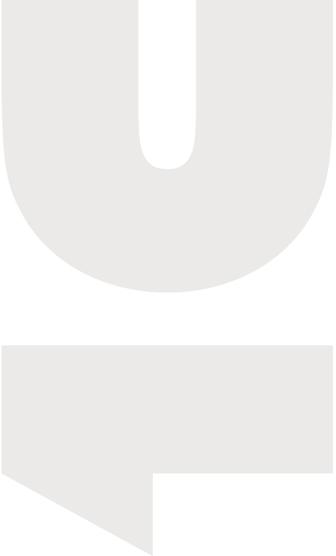


To get the opportunity to work at Cisco through OneTen is life changing. We had to be sure from the beginning that we were working with managers who understood the scope and gravity of this work.

— **Keyana Tyson**, Sr Leader Rising Talent Programs & Solutions, Cisco

Drawing upon what they gathered from OneTen Learning Community sessions, Cisco’s OneTen program team coached hiring managers to develop a skills-first mindset, emphasizing that attending college is not the only way to gain skills and offering insight into the different experiences and unique value these new hires bring to the organization. Further, the OneTen program team also emphasized the message that effectively managing these hires would require giving them time and patience to learn on the job and grow into their roles—different from Cisco’s traditional and often fast-paced work culture.

► **Creating skills-based job descriptions:** With the cohort plan finalized, hiring managers submitted job descriptions for their OneTen roles by an established due date. The OneTen program team offered key support to hiring managers who were writing skills-based job descriptions for the first time. Oftentimes, hiring managers unfamiliar with skills-first hiring default to using the skills of current or previous employees to inform job descriptions, or fail to find the right balance between professional and technical skills in writing job descriptions. To support hiring managers, the OneTen program team developed resources based on insights from Learning Community sessions hosted by OneTen, including a skills chart and guidelines on how many of each skill type to incorporate into the new job descriptions.



▶ **Interviewing and hiring:** Before the interviewing process began, hiring managers were asked to establish diverse selection and interview panels, a best practice for equitable skills-first hiring. Managers were also provided detailed guidance about how to build their interview panels. The OneTen program team conducted initial candidate screening to assess fit for open roles and from there, hiring managers selected who they would invite to interview with their panels. To streamline the process, all interviews were conducted on specific interview days. Once hiring managers and their panels selected a candidate, the OneTen program team reviewed and confirmed their selection and salary recommendation before extending an offer.

A common theme of Cisco's execution of their OneTen program is in-depth internal partnership. Their thoughtfulness in engaging and supporting hiring managers as crucial stakeholders is an important example for other companies to follow.

“Working with OneTen helped me realize my bias toward seeking and prioritizing academic credentials. Now I'm more interested in transferable skills, the stories told about them, and if there's passion and curiosity for the continued pursuit of learning.

— Cameron Conaway, Head of Growth Marketing, Cisco

Key Takeaways

- ▶ Prioritize hiring managers who are eager to support skills-first hiring to maximize your chances of success
- ▶ Make the transition to skills-first processes as simple as possible for hiring managers by offering clear communication, firm expectations and practical resources
- ▶ Connect your skills-first efforts back to relevant organization-wide DEI or HR strategies to help hiring managers understand the “why”

Prioritize the Needs of New Talent



Naturally, Cisco's comprehensive approach carried through to the most important stakeholder of them all: OneTen talent. The OneTen program team knew, and were coached during OneTen Learning Community sessions, that there was a risk that OneTen [hires could feel as though they did not belong](#) at Cisco. In most cases, these new hires could be the only person without a four-year degree on their teams. In other cases, they could be the only Black or underrepresented person, or the only person without experience in a corporate office setting. The team was dedicated to mitigating these challenges as much as possible so that every OneTen candidate they engaged with felt respected, valued and supported.



I built into the program what I needed for myself: a safe space, somewhere to ask questions without fear of judgment.

— Keyana Tyson, Sr Leader Rising Talent Programs & Solutions, Cisco



This commitment guided Cisco's decision to hire talent in groups (referred to as OneTen cohorts), which is [a proven way](#) to foster learning, motivation and positive relationships. Cisco did not make this decision solely for convenience or efficiency, but rather to intentionally foster a sense of community among hires who may face similar challenges at work and/or have similar personal backgrounds. The OneTen program team created spaces for OneTen talent to connect before they transitioned to their individual teams, which helped the new hires begin their journeys at Cisco with a sense of belonging. In addition, the team's continued efforts to foster community among the cohorts gave OneTen hires an ongoing safe space and support navigating the broader organization.

Cisco's "high touch" model built in practical, relevant support at each stage:

- ▶ **Application & interview:** Candidates who were sourced, invited to apply and selected to interview with a hiring manager were offered the option to complete an interview prep session and resume review with a career coach from Randstad RiseSmart. Candidates also attended a "Cisco Day" information session to ensure they each had a baseline understanding of the company and the OneTen program before interviewing. Immediately after the interview, candidates received communication from the Cisco team with a clear timeline of next steps. Those selected for an offer were given detailed instructions on how to schedule an "offer call" as well as how to prepare for this next phase.
- ▶ **Onboarding & training:** Traditional onboarding at Cisco lasts one week. While designing OneTen onboarding, the team created an additional three weeks of programming that included a special welcome session and immediate upskilling including: virtual education offerings, Microsoft Office training, presentation skills instruction and training on other industry standard tools (*Exhibits 4–5*). During onboarding, new hires were also introduced to the Connected Black Professionals Inclusive Community, an employee-led internal network available to help them acclimate to Cisco's culture and norms.

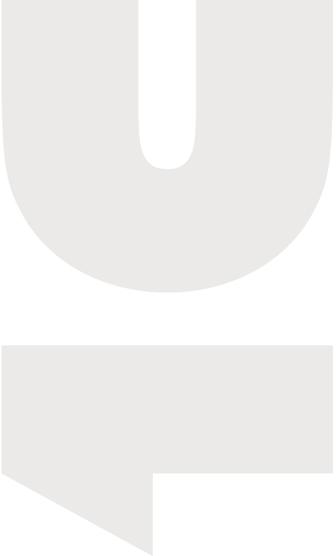


Because we invest so much in creating safe spaces, we can encourage open and honest feedback from OneTen talent and hiring managers during the crucial first 90 days, and spot and address any issues early on.

— T.J. Fisher, Leader, Talent Acquisition, Cisco

- ▶ **First year:** The OneTen program team conducted 30-, 60-, and 90-day check-ins with each OneTen hire and all hiring managers to connect on progress, offer support and address any challenges. Members of the OneTen program team, like T.J. Fisher, who leads Talent Acquisition, embraced their role as vocal advocates for OneTen hires at Cisco, working diligently to ensure new hires have clear sources of support throughout their first year and beyond. Additionally, OneTen hires were connected to career advising and mentorship opportunities provided by external experts as well as volunteers from the Connected Black Professionals Inclusive Community. The OneTen program team also hosted regular "Kitchen Table Talks" where OneTen hires connected with other members of their cohort for honest conversation in a safe and comfortable environment.





In addition, Cisco engaged with external partners to offer inclusive support to their new hires. Through OneTen, leaders at Cisco were connected to nonprofit partners who delivered many of the trainings and talent supports for OneTen talent, including resume review and skills training, as well as training for hiring managers on best practices for managing talent from diverse backgrounds. The additional capacity provided by these partners—including [Randstad RiseSmart](#) and [Multiverse](#)—enabled Howell and Tyson’s vision to be fully realized.

“From the beginning of our partnership, it was clear that Cisco was genuinely committed to DEI, as evidenced through their work on this initiative and the Black people leading it. That allowed us to be more creative and bolder as a partner—we did not have to shy away from uncomfortable conversations.

— **Ifeoma Nwoke**, Multiverse

Importantly, Cisco is also centering OneTen talent in broader DEI and culture efforts, showing an understanding that they represent an integral part of the future of the workforce. Cisco ensured that OneTen talent was highly represented at the recent opening of their [new Atlanta office](#), which has been designed with the future in mind: the facilities are built to support hybrid work schedules, and new partnerships with Historically Black Colleges and Universities (HBCUs) and local economic development organizations in the region will focus on developing local talent and bolstering the local economy.

Key Takeaways

- ▶ Poll inclusive communities through ERO/ERGs to identify important gaps that can be addressed to ensure the success of skills-first talent
- ▶ Create intentional forums to build trust and community as well as to foster psychological safety
- ▶ Incorporate immediate upskilling offerings on fundamental technical skills and company norms during onboarding to help skills-first hires get acclimated
- ▶ Leverage external partners to offer necessary support and resources that may not be available in-house

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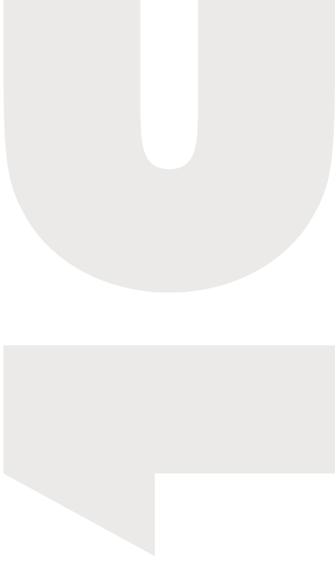
Lesson 6

Measure Your Results and Keep Going



Whenever a company implements any new strategy, it is important to track progress to enable continuous improvement, program scaling and outcomes reporting. Since launching the program, Cisco has tracked retention and promotions of their OneTen hires, with impressive results. With 145 OneTen hires across seven cohorts, Cisco has not only seen a 96% retention rate, but has promoted 26 program participants.

The high number of promotions is indicative of another key metric Cisco has tracked—how well each hire’s existing skill set matched the needs of their role. Hiring managers were encouraged to hire OneTeners who had a 60–70% skills match, a level that left room for new hires to gain skills and grow into their roles within the first year. Like many companies, Cisco has found that when they hire for 100% skills match, they see higher turnover. Their hypothesis is that without room to grow, people feel unchallenged and are quicker to leave. Because of Cisco’s dedication to continuously checking in with all new hires, they were able to identify several program participants who were placed in roles below their skill level. Where these cases were noted, the team quickly worked to right-size and promote the OneTen talent to help them realize their income and career potential at the company.



Transforming a new initiative into a sustainable part of the organization requires [measuring progress](#) with clearly defined key performance indicators, making real-time adjustments, ensuring the necessary supports are in place and scaling effectively. This approach benefits not only the business and its employees but also the communities it serves.



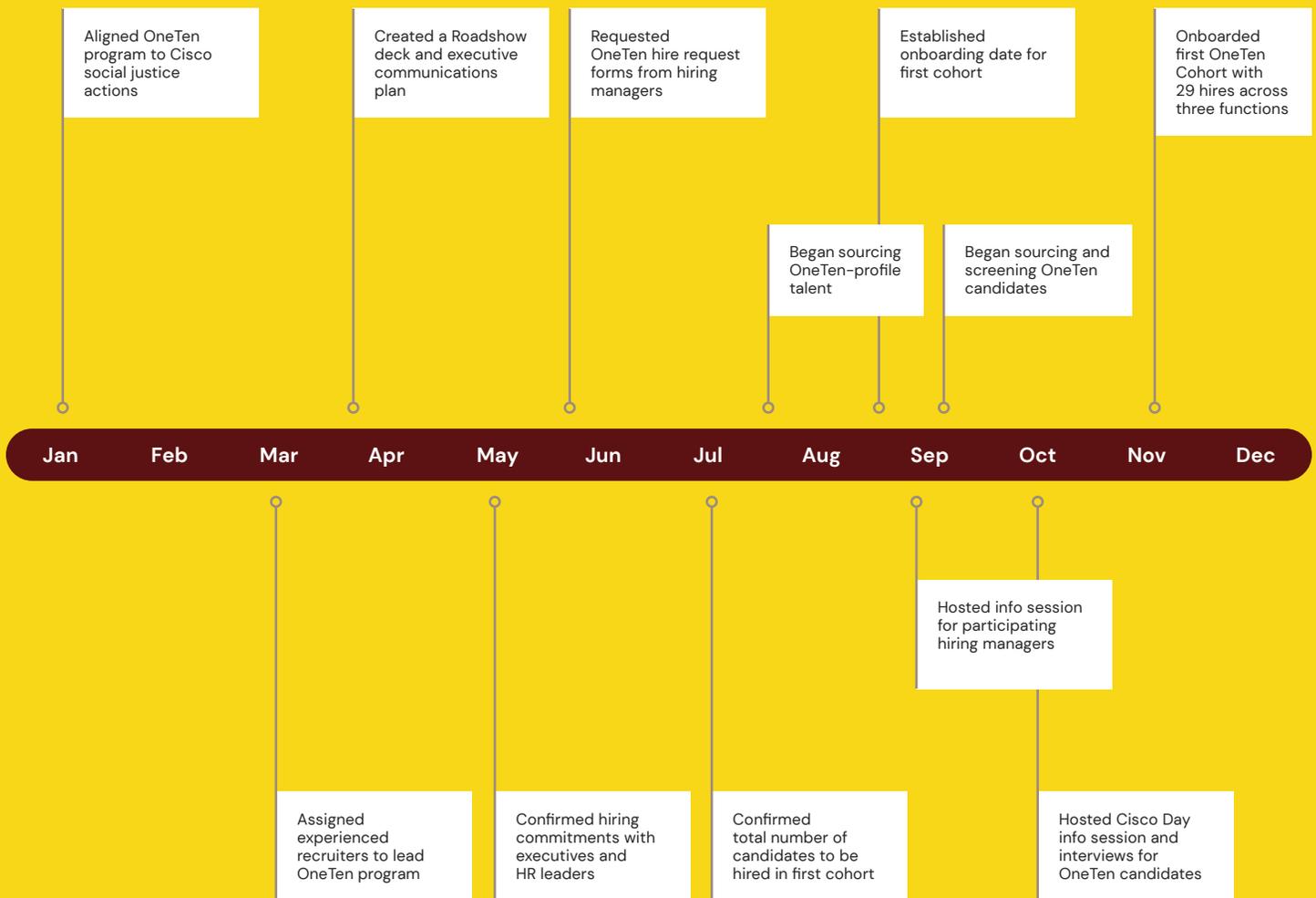
Joining OneTen is the first step—the rest is up to you. Put a plan together and go. It does not have to be perfect; you will refine it over time.

— Aleta Howell, Global Director of DEI Talent Strategy, Cisco

Key Takeaways

- ▶ Treat your skills-first efforts like any new business strategy and measure your results
- ▶ Make necessary adjustments quickly, based on the data

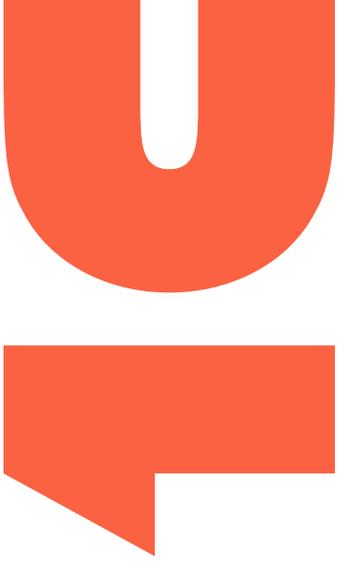
Cisco OneTen Initial Cohort Hiring Timeline



Conclusion

Cisco offers a powerful blueprint of proven change for companies looking to implement a skills-based approach to hiring and improve their DEI outcomes. The organization's experience and outcomes reveal that an unobstructed vision and an intentional approach, along with commitment, passion and collaboration, will lead to success. By selecting the right leadership, galvanizing support across the organization and centering the talent and their experiences, organizations can build skills-first practices that meet people where they are and recreate the tangible success and intangible skills-first culture that Cisco has built with the help of OneTen.

Cisco's commitment to being a world-class skills-first employer is ongoing, and the work described throughout this report continues to develop and scale. For a deeper dive into Cisco's methods, explore the exhibits, where you'll find real examples of their inclusive hiring strategies in action.



Appendix

About OneTen

OneTen is a nonprofit organization committed to unlocking opportunity for talent without four-year degrees. As a coalition, we work with leading CEOs and their companies to transform hiring and advancement practices through skills-first strategies and connect talent without traditional college degrees to in-demand jobs at America's top employers. Founded in 2020 with the intention to close the racial wealth gap in the U.S. by removing unnecessary degree barriers that limit access to jobs for Black talent, OneTen is dedicated to closing the opportunity gap for all talent without traditional college degrees. By prioritizing skills over degrees, we can create greater economic mobility for talent while building a more equitable and inclusive future workforce. Join us at OneTen.org, where one can be the difference.

Exhibit 1 Cisco OneTen Program Communications Plan

Stakeholder	Information Requirements	Communication Method	Communication Goals/Frequency	Dates	Responsibility
P&C Community leaders, P&CP, I&C partners, Function leaders	Review program & Action Plan details and confirm hiring commitments + incorporate into FY22 Planning discussions	WebEx Meeting	1. Host initial meeting and determine timing for follow-up to confirm participation	Week 1 - ongoing	<ul style="list-style-type: none"> DEI Lead/OneTen Ops Lead Chief People Officer
Exec Sponsor	Review program & Action Plan details and confirm hiring commitments	WebEx Meeting	1. Host initial meeting 2. Establish cadence for ongoing updates	Week 4	<ul style="list-style-type: none"> DEI Lead/OneTen Ops Lead Chief People Officer
Internal Recruiting Teams - identify sourcing and recruiting teams	OneTen mission, sourcing targets and platforms	WebEx Meeting	1. Host overview meeting 2. Establish ongoing cadence 3. Plan hand off to PM and recruiters	Ongoing - cadence formalized with confirmation of hiring commits	<ul style="list-style-type: none"> DEI/OneTen Ops Lead Emerging Talent Recruiting Solutions Leader
Functional L1 & L2 leaders	Exec Communication overview of OneTen, function participants, and timelines for commits	Email with One-pager and MIB for socializing	1. Send initial communications and plan for quarterly updates	Week 4	<ul style="list-style-type: none"> Chief Inclusion and Collaboration Officer Chief People Officer/Leadership
JCLT and their teams	Review program & Action Plan details and confirm hiring commits for awareness	WebEx and Email with One-Pager and MIB for socializing		Weeks 5-6	<ul style="list-style-type: none"> DEI/OneTen Ops Lead Chief People Officer
ELT updates	Share metrics and program progress with Exec Leadership	WebEx Meeting	Quarterly or as requested by ELT	TBD	<ul style="list-style-type: none"> DEI/OneTen Ops Lead Chief People Officer

Exhibit 2 Cisco OneTen Program Recommended Roles

Function	CX	Sales	Marketing	Human Resources	Engineering	CX
Role	Lab Engineer Existing - Grade 4	Virtual Sales Specialist Existing - Grade 7	Marketing Specialist Existing - Grade 6	Project Specialist Existing - Grades 4 and 6	Software Engineer Existing - Grade 4	Renewals Manager Existing - Grade 7
Location (Regional Approach)	Durham, Richardson	ATL, Durham, Chicago, RTP	Remote	Remote	Remote	Remote, RTP, Chicago, Austin
Requirements & Duties	<ul style="list-style-type: none"> Experience with elementary laboratory techniques and safety precautions. Experience using hand and power tools and light assembly of test equipment racks 	<ul style="list-style-type: none"> Sales/lead generation experience in a high tech/SaaS company Experience working or an interest in working in the outbound space Experience cold-calling or prospecting for net newcustomers Tenacity and a hunter attitude Any CRM experience 	<ul style="list-style-type: none"> HS diploma/ GED/ electronic certification; 2-year electronic trade school 	<ul style="list-style-type: none"> HS diploma/GED/ Experience in recruiting and project management 	<p>Cloud</p> <ul style="list-style-type: none"> Linux internals and the open source stack C, Go, Python, Bash Networking, routing/switching, L3/L4, TCP/IP <p>IoT</p> <ul style="list-style-type: none"> 1+ yr Work exp in networking Understanding CMX/DNA or 9800 Platform w/basic understanding on switching/IoT Strong understanding of network infrastructure and network hardware 	<ul style="list-style-type: none"> Implement policies for forecasting, data quality and accuracy
Training Needs	Net Academy (6 months)	Transcend	<ul style="list-style-type: none"> No Technical Soft Skills/Career Dev 	<ul style="list-style-type: none"> No Technical Soft Skills/Career Dev 	<ul style="list-style-type: none"> Apprenticeship? Randstad Cloud training partner Lambda sponsorship? 	<ul style="list-style-type: none"> No Technical Soft Skills
Role Progression	Tech Consultant Engineer Existing - Grade 4-6	Virtual Sales Assoc Existing - Grade 4	Existing - Grade 8	Project/Program Manager - Grade 8	Network SWE Existing - Grade 6	Renewals Manager Grade 8



New OneTen Program Hiring Managers

Thank you for your interest in hiring through the OneTen program! The OneTen team is excited to work with you to set you and your new hire up for success during the coming year, and beyond.

The following provides links to additional information on the OneTen program and other resources we believe you will find valuable.

Leaders:

- Learn more about [OneTen](#), and review the [Leader and Career Advisor Program Expectations \(Slide 8\)](#)
- Upcoming Trainings: Mandatory [Skillbased Diversity training](#) (OneTen team) and the [Biquarterly Leader & Career Advisor Check-in and Learning Sessions \(Slide 5\)](#) (L&D Team)
- Check out Leader Learning Resources: [Cisco Leadership Expectations](#), [Leader Development](#) (from new to seasoned), [Leadership Central](#)

New Hires Support:

- Complete a [30-60-90 Day/Quarterly Plan \(Slides 3-6\)](#) that your new hires have been working on with [@Carmita Bass \(carbass\)](#) and customize (if needed) to see how you can continue to support. This will be shared with the OneTen Program Team. You'll also be able to view a [Leader Quarterly Guide Plan \(slides 8-10\)](#).
- Connect with your new hires' Career Advisor [@Nadine James \(nadjames\)](#). Below is a list of items your new hires' Career Advisor is currently or has already been working on with your new hires.

Please reach out to TJ or Arrielle if you have any questions. Again, thank you for your collaboration and Welcome to the OneTen program at Cisco!

Exhibit 4 Cisco OneTen Hire Training and Development Journey

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- Presentation Skills: Virtual Retreat Activity
 - Learn to Speak Cisco Lingo
 - Professional Written Communication @ Learn.Cisco.com
 - Business & Professional Etiquette Workshop
 - Overcoming the Imposter Syndrome and Building Self-Confidence
 - Global Citizen Activity
- Apprentice Roundtable (Hints and Tips)
 - Team Building Activities
 - Apprentice Speed Networking Event: Retreat Activity
 - Building Customer Relationships
 - 3-week Checkpoint
- Role Panels w/ Q&A
 - Net Academy Skill Development
 - Team Building Activities (week 6)
 - Net Academy Skill Development
 - Power of Teams (2 days)

Exhibit 5 Cisco OneTen Hire Continuous Development Framework

