Leading the Way to the Highly Secure and Reputable Organization

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April 5-7, 2011 | Naples Grande | Naples, Florida

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Striking a Culturally-Acceptable Balance Between Supporting Consumerized IT and Practical Security Boundaries

Al Raymond, CIPP, CISSP
Chief Privacy Officer & IT Risk Mgmt
PHH Corporation

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PHH Corporation

- One of the top five originators of residential mortgages in the US
- Largest private label mortgage company
- 2nd largest fleet vehicle management company in US & Canada
- 300+ of the country's largest financial institutions as clients – banks, thrifts, S&L's, credit unions
- Regulated directly by FTC (i.e. GLBA), 50 states
- Indirectly regulated via clients and their regulators

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What is 'Consumerized IT'?

a/k/a… BYOT… BYOD… BYOC

- "The purchase pattern of a shift toward laptops, tablets and smart phones being bought by consumers, causing corporate products to have shorter and smaller upgrade cycles"
- "The increasing influence that our technology experiences as consumers—both hardware and applications—have on the technology that we expect to use at work"
- A 'tyranny*'

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Why is Consumerized IT here *now*?

- BYO *is* Consumerized IT
- It's all about productivity via familiarity

-Growing due to:

  -Better technology @ home vs. work

  -User demand (*I want my MTV*)

  -Business pressure to reduce costs

  -Holy Grail of employee satisfaction (especially Gen X & Y and Millennials)

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How Prevalent is BYO?

Nov. 2010 Ovum report finds:

- 70% of employees allowed to use corporate devices for personal activities already.
- 48 % can use personally owned devices to connect to corporate systems.

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How Prevalent is BYO?

- Boundaries of a company's information network are not as clearly defined as in the past
- Mobile phone is now the mobile office
- ***Work = Home = Work = Home***

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Yet, Real Risks Exists….

- Consumer devices are rarely adequately secured against malware
- Losses/thefts not always reported
- Enables access through these devices to a gaping hole in the company's otherwise secure firewall.

These risks have led many organizations to firmly resist consumerization by restricting personal devices/consumer electronics into the workplace……

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Good luck with that…

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The (inevitable) Path Forward

- CISOs/CIOs/CTOs/CPOs *must* seek the culturally acceptable middle-way
- The reputation of IT as supporter of the business is greatly enhanced
- No longer about '*yes*' or '*no*' only
- Veritable Technological Tsunami

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Which brings us to….

Classic Struggles Throughout the Millennia

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Classic Struggles Throughout the Millennia

Information Security

Vs.

‘*The Business*”

Bottom Line: It Is Ultimately a Business Risk Decision

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Gartner's Top IT Predictions for 2011

"Consumerization of IT is no longer a phenomenon to be contained or resisted."

The attention of users and *IT* organizations will shift from devices, infrastructure and applications - and focus on information and interaction with peers. And this change is expected to herald the start of the post-consumerization era.

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**Gartner's Top Predictions for IT Organizations and Users, 2011 and Beyond: IT's Growing Transparency Nov 2010*

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Gartner's Top IT Predictions for 2011

Translation: Resistance is Futile

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**Gartner's Top Predictions for IT Organizations and Users, 2011 and Beyond: IT's Growing Transparency Nov 2010*

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Watch for Continued Convergence Ahead!

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Models for mobile technology use

Understanding perceptions

5

Usage Model	Employee Perception	Company Perception
Company supplied mobile technology for business use with a company paid usage plan for business use	No expectation of privacy	No employee privacy (e.g., monitoring/acceptable use)
	No right to control device	Full right to control device
Employee supplied mobile technology with company paid usage plan for business and personal use	Limited expectation of privacy	Limited employee privacy
	Partial right to control device (e.g., personal vs. business)	Partial right to control device (e.g., downloads vs. remote wipes)
Employee supplied mobile technology and self-funded usage plan for business and personal use	Full expectation of privacy	Limited employee privacy
	Full right to control device	Partial right to control device

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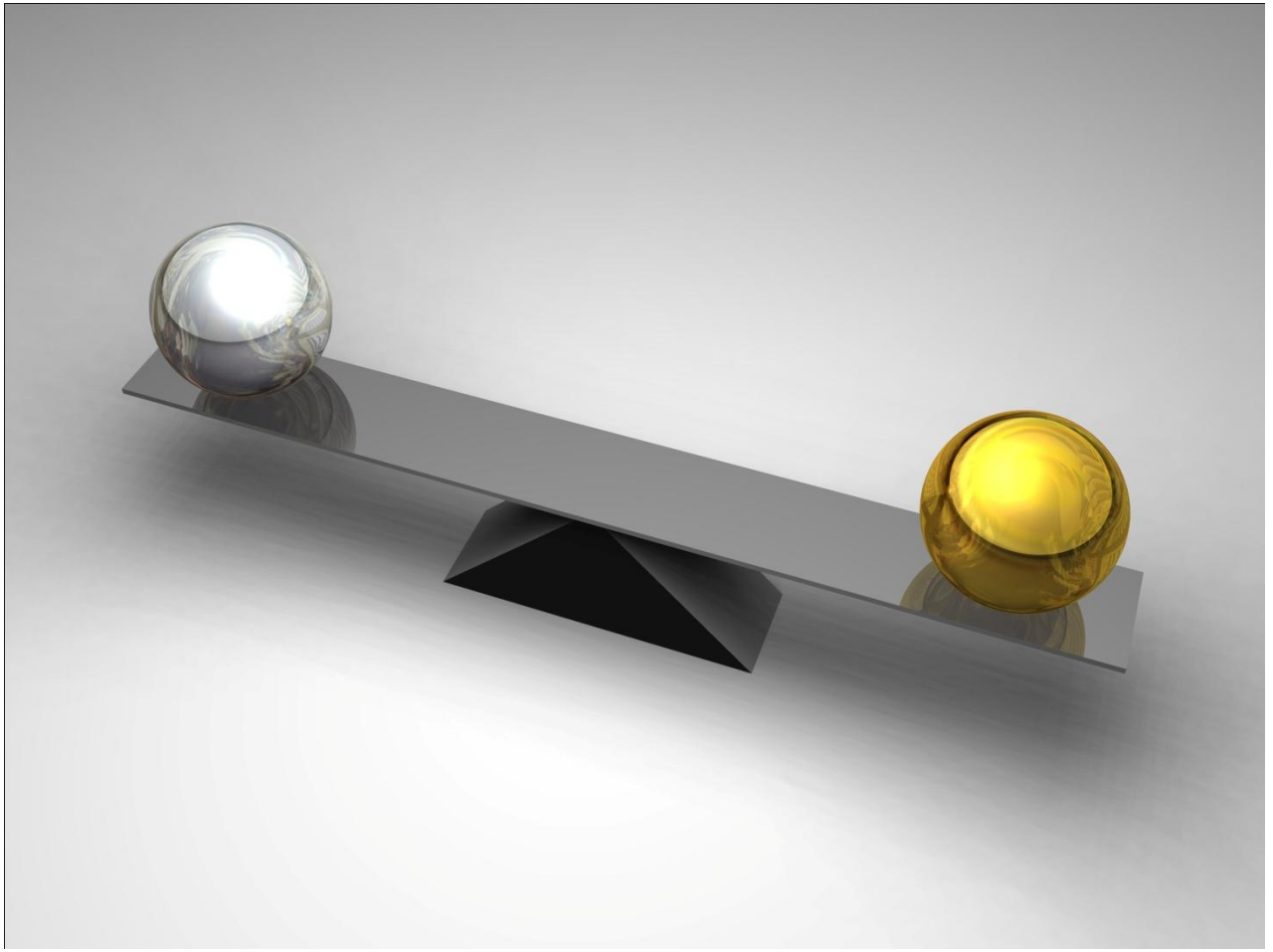
Designing & Implementing The Balance



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Prerequisites!!

- Tone set at the top
- Centrally managed risk management plan (DLP, for example)
- Anti-malware solutions to reduce infections and protect company systems.
- Firewall and intrusion prevention system (IPS) to monitor traffic to and from key assets

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Prerequisites…*continued*

Policies, Policies, Policies

- Decision must explicitly include all possible components (phone, laptop, tablet)

- Policies must be flexible as new technology becomes available

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Policies

The policies should make clear:

- Which devices will be supported
- Which apps, or categories of apps, are authorized/forbidden
- What company data is allowed on personal devices
- How & Who to get support from/for devices and applications

The policies should also answer:

- When a device is no longer used or employee leaves, what are the responsibilities for deletion of secure data?
- Where and how will devices be backed up?
- Who is responsible for backup?
- Timely notification of loss or theft

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Prerequisites…*continued*

- Sign specially crafted mobile/personal device agreement / acknowledgement
- Update your incident handling policy
- Get buy in from HR & Legal & Internal Audit
- Decide if you will allow Consumerization – formally or otherwise (because it ***will*** happen!)
  - Don't wait for it to happen and then rush to formulate policy and procedures

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Prerequisites...*continued*

Finally,.....

Decide: Is the consumerization of IT really appropriate/culturally relevant in my company?

- Dunder Mifflin? *Probably*.
- CIA? *Probably not*

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"Rules" and Best Practices

Separate personal and corporate identities

- Compartmentalize the environments to reduce the risk of leakage & loss.
- Allow access thru Citrix/VDI only
- Corporate issued iPhones, Droids, iPads/tablets – active sync; personal devices - sandboxed

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Best Practices

- Remote wipe / kill / lockout
- Password protected
- Auto-lock after X minutes
- Device wipes after X failed log-ins
- On device encryption (if supported)
- SSL encryption of e-mail

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Options

- Third party support and maintenance contract
- Stipend for personal hardware purchase
- Consider a pilot with the most technically astute workers first
- Build custom machines/devices for the Vanguard

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Options

- Consider dividing employees into categories on how their usage might benefit company
  - Highly sensitive access users get company-owned and managed devices
  - Telecommuters or Road Warriors get significant subsidies for personal devices/plans
  - Other with some time away from office get partial subsidies
- "Connection Contract"
- Roll-out of limited feature set (camera turned off, YouTube denied, explicit content blocked, App store access denied)

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Typical Settings Options

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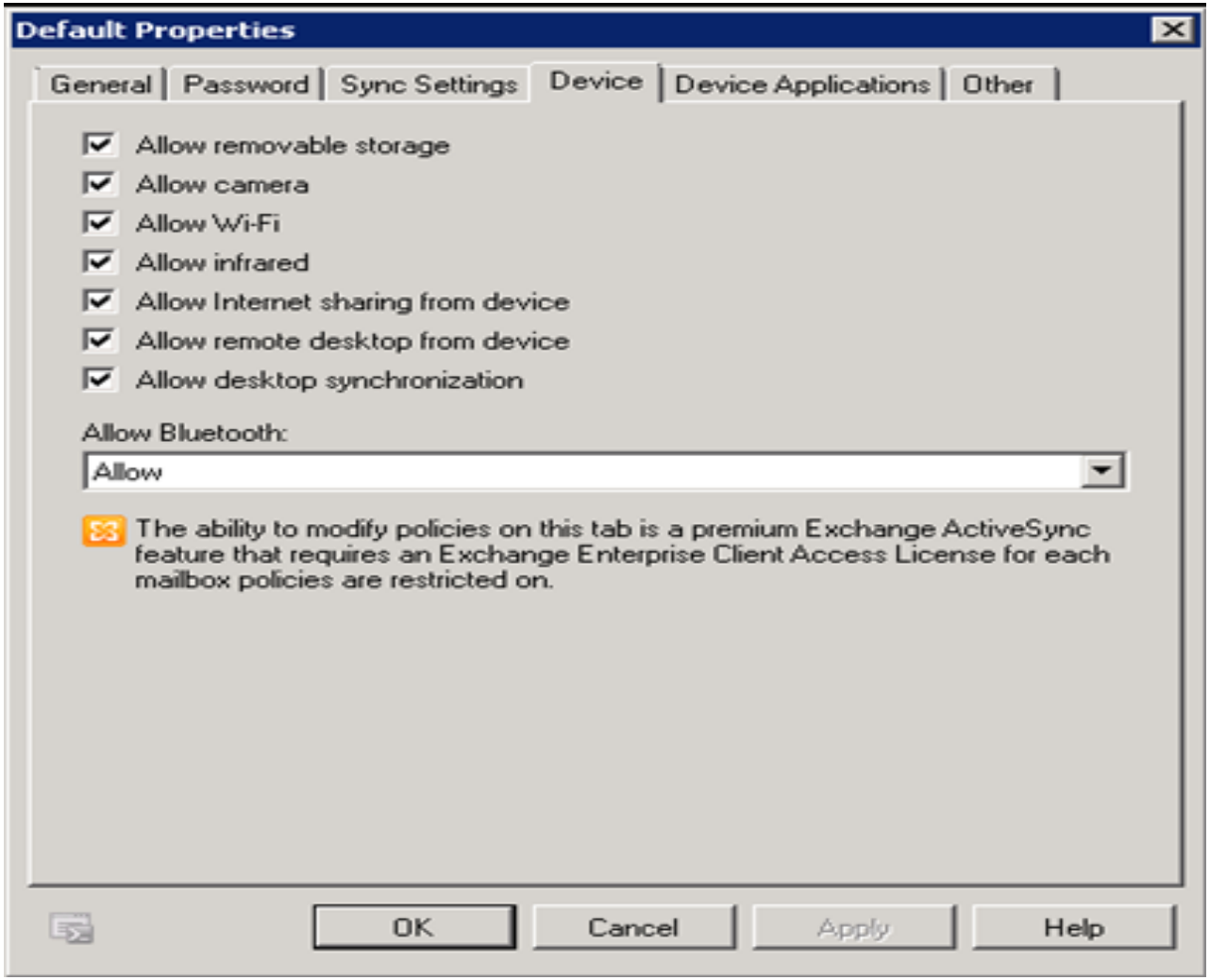
Typical Settings Options



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Developing a BYO Culture

- **Don't/Can't say no to "bring your own":** The toothpaste is out of the tube. Employees are more productive when they have a vote on the tools they use. Show leadership & get it right so that the company is protected & users are (relatively) happy.
- **Listen to the end users:** Primary objective of consumerization is work and personal life on a single device. Tailor policies and guidelines to this end.
- **Research and test your approach:** Consider a pilot program before full rollout. Discover the range and types of best devices as well as what access users will need.
- **Document and communicate a clear set of policies for end users:** Everyone should know what the company policies are and where to find them. Review all polices as new technologies arrive and raise new issues.

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Lastly, consider…

1. **For employees**: Implicit Presumption: *You can now be reached 24/7*

2. **For employers**: *Culturally acceptable, but prudent? Worth the trade-off?*

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Questions?

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