#RSAC

RSAConference2018

San Francisco | April 16 – 20 | Moscone Center

NOW MATTERS

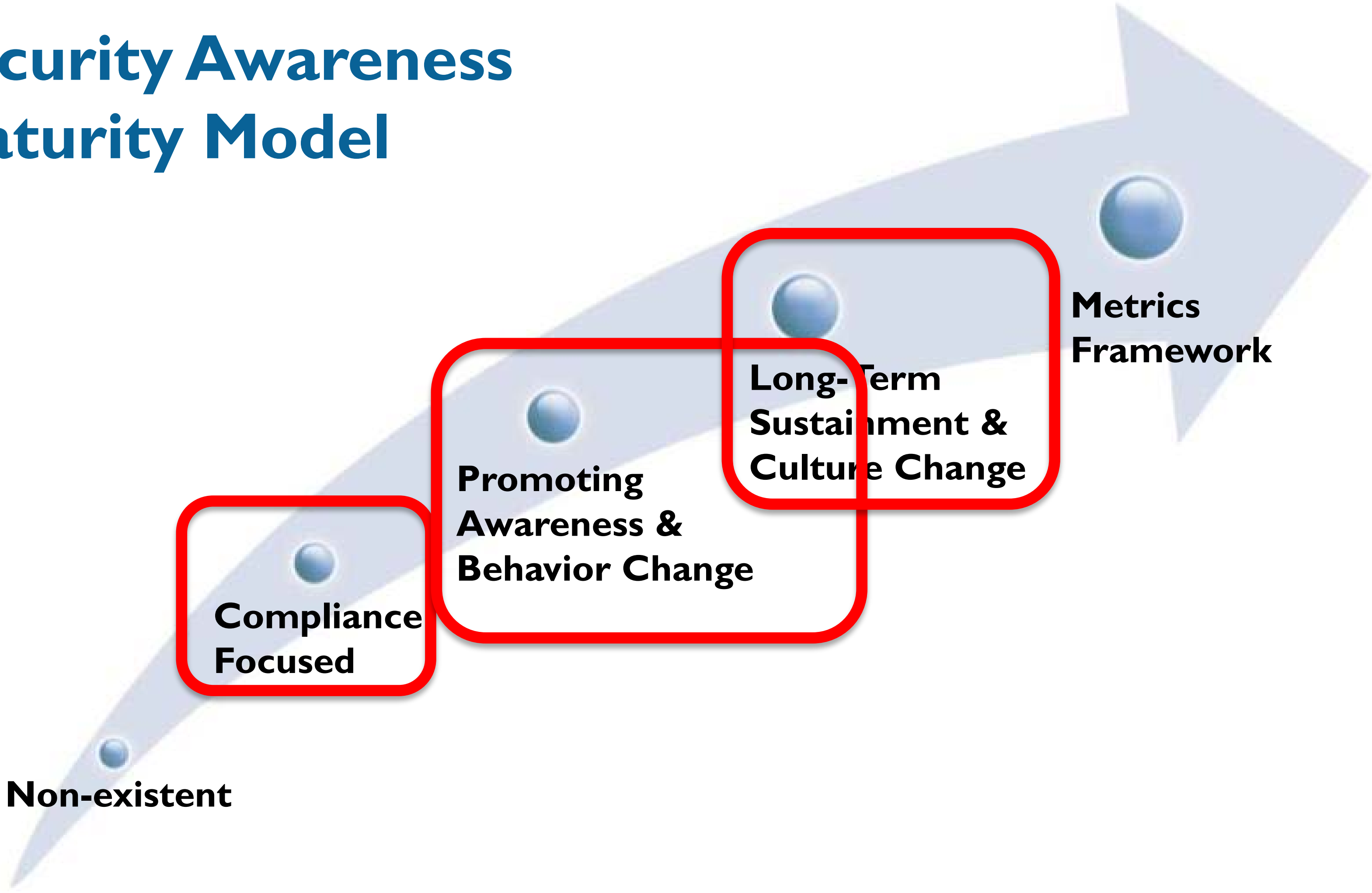
SESSION ID: HUM-T08

BUILDING A SECURITY AWARENESS AMBASSADOR PROGRAM

Lance Spitzner

Director
SANS Security Awareness
@lspitzner

Security Awareness Maturity Model



Non-existent

Compliance Focused

Promoting Awareness & Behavior Change

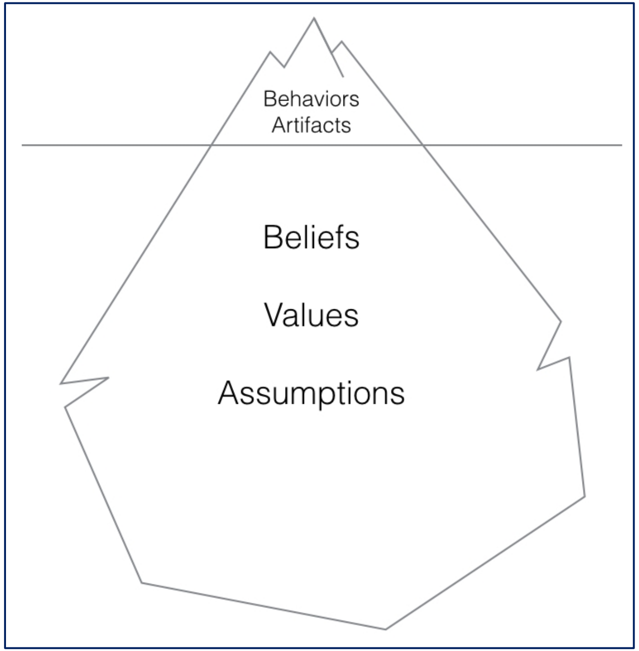
Long-Term Sustainment & Culture Change

Metrics Framework

What Is Culture?

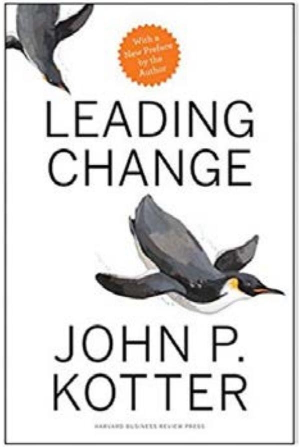
- Ultimately our goal is to go beyond behaviors and create a secure culture

- Culture not only includes behaviors but belief, values and perceptions



Creating a Secure Culture

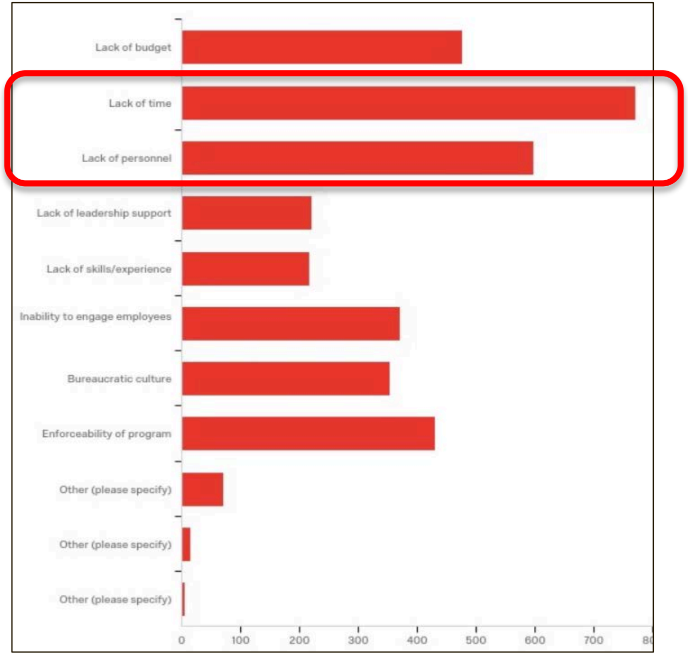
- It takes 3 –10 years to impact an organization’s culture
- To change culture, start with behaviors


With a New Preface by the Author
LEADING CHANGE
JOHN P. KOTTER
HARVARD BUSINESS REVIEW PRESS

“Culture change happens only after you have successfully altered people's actions, after the new behaviors produces some group benefit for a period of time, and after people see the connection between the new actions and the performance improvement.” - John Kotter – Leading Change

Common Challenges

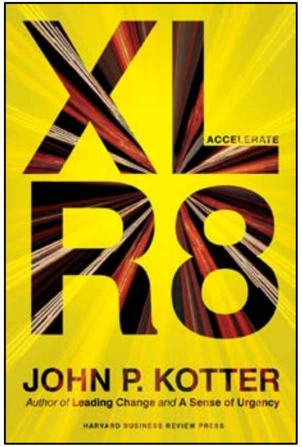
- Lack of Time: Security awareness officers cannot scale
- Lack of Engagement: Hard to customize message when you have so many different demographics
- What’s New?: We rolled out CBT, Phishing and Newsletters, what’s next?



Security Ambassadors

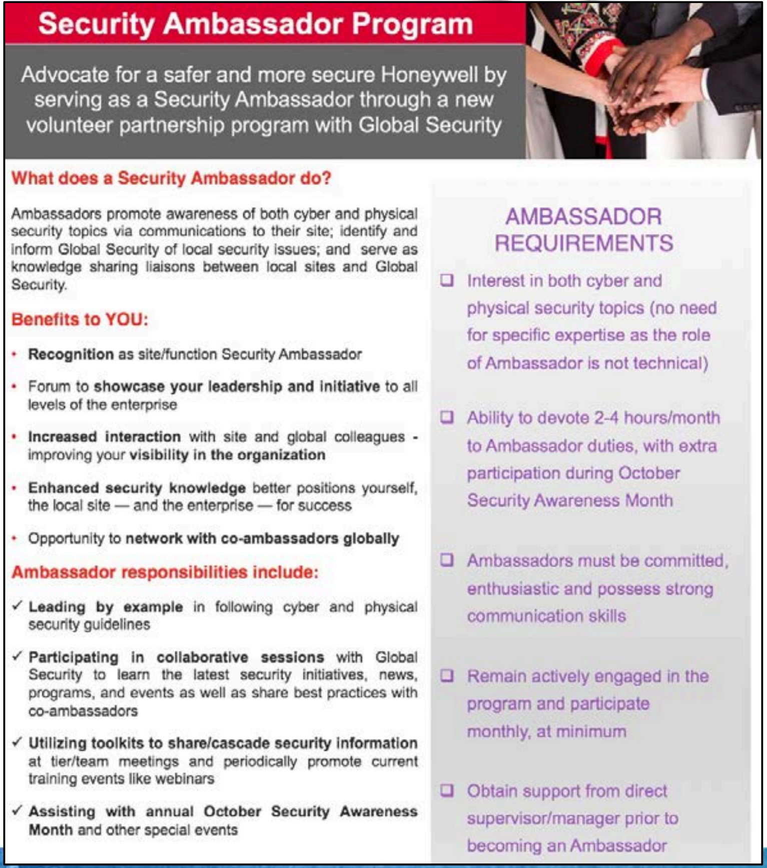
- Network of volunteers embedded throughout your organization who help you spread the word.
  - Scale your program at relatively low cost
  - Workforce far more likely to listen to their peers
  - Create your own communications network
  - Ambassadors become ‘spies’ feeding you information

- Called other names (Champions, Advocates, Sentinels, Security Ninjas)


XL
ACCELERATE
R8
JOHN P. KOTTER
Author of Leading Change and A Sense of Urgency
HARVARD BUSINESS REVIEW PRESS

Setting Expectations

- Four hours a month of their time
- Key requirement is passion, do not worry about tech / security skills
- Commit for at least one year and active every month



Security Ambassador Program

Advocate for a safer and more secure Honeywell by serving as a Security Ambassador through a new volunteer partnership program with Global Security

What does a Security Ambassador do?

Ambassadors promote awareness of both cyber and physical security topics via communications to their site; identify and inform Global Security of local security issues; and serve as knowledge sharing liaisons between local sites and Global Security.

Benefits to YOU:

- **Recognition** as site/function Security Ambassador
- Forum to **showcase your leadership and initiative** to all levels of the enterprise
- **Increased interaction** with site and global colleagues - improving your **visibility in the organization**
- **Enhanced security knowledge** better positions yourself, the local site — and the enterprise — for success
- Opportunity to **network with co-ambassadors globally**

Ambassador responsibilities include:

✓ **Leading by example** in following cyber and physical security guidelines

✓ **Participating in collaborative sessions** with Global Security to learn the latest security initiatives, news, programs, and events as well as share best practices with co-ambassadors

✓ **Utilizing toolkits to share/cascade security information** at tier/team meetings and periodically promote current training events like webinars

✓ **Assisting with annual October Security Awareness Month** and other special events

AMBASSADOR REQUIREMENTS

❑ Interest in both cyber and physical security topics (no need for specific expertise as the role of Ambassador is not technical)

❑ Ability to devote 2-4 hours/month to Ambassador duties, with extra participation during October Security Awareness Month

❑ Ambassadors must be committed, enthusiastic and possess strong communication skills

❑ Remain actively engaged in the program and participate monthly, at minimum

❑ Obtain support from direct supervisor/manager prior to becoming an Ambassador

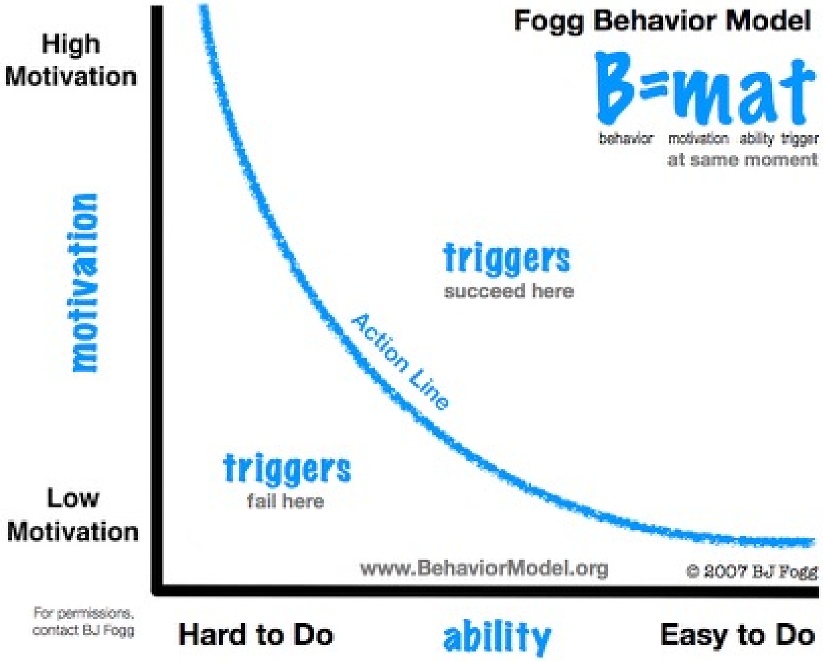
Typical Ambassador Activities

- Point of contact for any security questions at site.
- Partner with local security team (IR, SOC, etc)
- Survey people at location / office
- Present at local site briefings / Coordinate lunch-n-learns
- Distribute learning materials (posters, newsletters, fact sheets)
- Interact online with company communications (Yammer, Slack, Email)
- Provide feedback / metrics to security awareness officer
- Participate in monthly ambassador coordination calls / ambassador forum

How

How do we get people to do more work for no additional pay? Why would someone volunteer to be an ambassador?

BJ Fogg Behavior Model

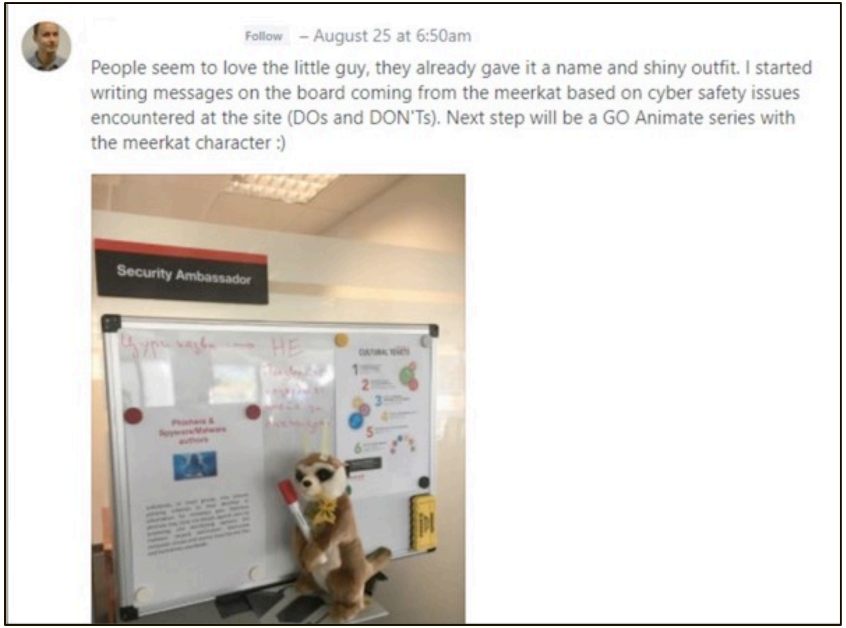


Motivate – Why Should I Volunteer?

- Recognition: Most powerful motivators out there (swag, certs, lunch with CEO, recognition from CISO, happy hours, mascot).
- Skills: Who does not want cyber security on their resume, path to new job with security?
- Network: Grow their network with-in the company.
- Difference: Almost everyone wants to have an impact

Ability – Enable & Train Your Ambassadors

- Forum for ambassador to share and learn from each other
- Training for ambassadors
- Resources (FAQ, slides, etc.)
- Budget



Follow – August 25 at 6:50am

People seem to love the little guy, they already gave it a name and shiny outfit. I started writing messages on the board coming from the meerkat based on cyber safety issues encountered at the site (DOs and DON'Ts). Next step will be a GO Animate series with the meerkat character :)

What Problem(s) Are You Solving?

- Are your goals strategic (communications, engagement, etc) or specific behaviors (phishing, reporting, passwords, etc)
- What is the scope of your program?
  - Employees, contractors, faculty, volunteers?
  - Limit to certain regions, geographies, target groups?
- What will the top three responsibilities of your Ambassadors be?

Key Resource - Time

- Very low cost (woo woo!) but very time intensive (bummer)
- To effectively build your ambassador program you need minimum half of an FTE, far more effective to have a full FTE
- Track how much time you spend managing each ambassador, use that number for staff/resources

Managing Volunteers

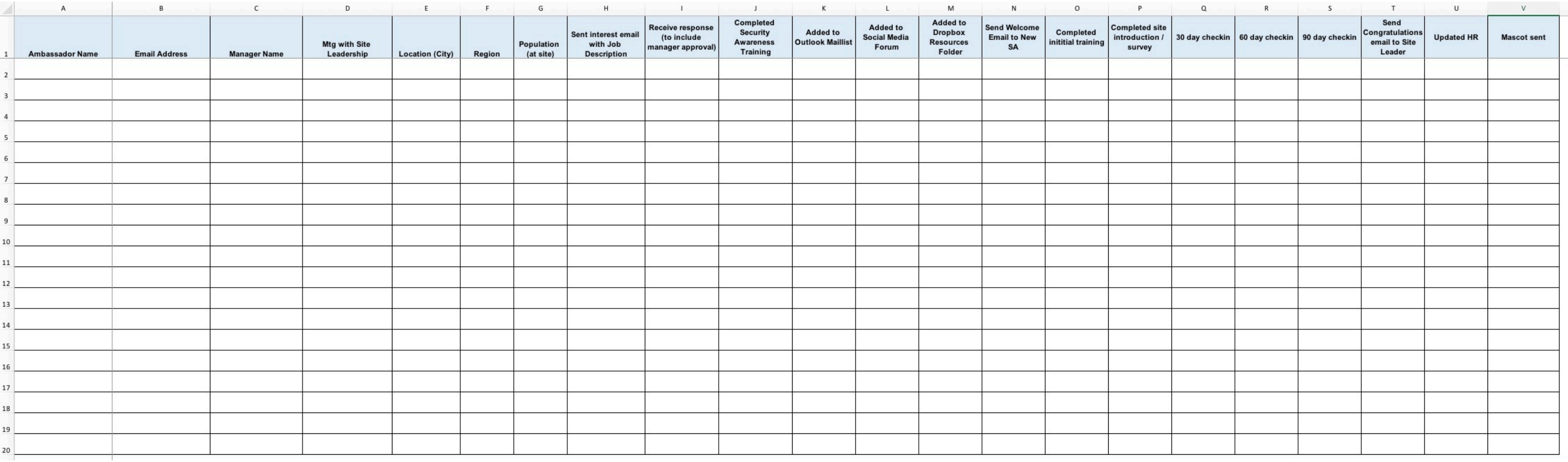
- Track involvement of ambassadors, over time you will find dead weight.
- These people are not bad, life’s circumstances change.
- Reach out to them and see if they are still interested, let them know they are slipping.
- When all else fails, transition them to “Alumn Status”.

Process is Key

- You need a process for onboarding, tracking and managing ambassadors. This is your biggest time hit
- Creating a tracking matrix
- Have a standard plan for new ambassadors. Month 1 they introduce themselves, month 2 phishing, month 3?
- Pilot first, then be prepared for growth

Onboard Process for Candidates

1. Read job description and determine if you are interested.
2. Ask your manager to read job description and confirm support
3. Email security awareness team to express interest (copying your manager)
4. Complete all company security awareness training
5. Attend your first Security Ambassador meeting and get involved
6. Introduce yourself to your local office, collection information and report to security awareness officer



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
1	Ambassador Name	Email Address	Manager Name	Mtg with Site Leadership	Location (City)	Region	Population (at site)	Sent interest email with Job Description	Receive response (to include manager approval)	Completed Security Awareness Training	Added to Outlook Maillist	Added to Social Media Forum	Added to Dropbox Resources Folder	Send Welcome Email to New SA	Completed initital training	Completed site introduction / survey	30 day checkin	60 day checkin	90 day checkin	Send Congratulations email to Site Leader	Updated HR	Mascot sent
2																						
3																						
4																						
5																						
6																						
7																						
8																						
9																						
10																						
11																						
12																						
13																						
14																						
15																						
16																						
17																						
18																						
19																						
20																						

Metrics – Measuring Impact

- # of Ambasssadors / # of people each Ambassadors are reaching
- # of times (and methods) they are engaging people
- # of incidents
- Survey results
- Track five top challenges / behaviors (phishing)
- Success stories

- *Average time spent to manage each Ambassador*

When You Return

- Determine if your program is mature enough for an ambassador program.
- Talk to leadership, is this something they will support (i.e. at least .5 dedicated FTE).
- What would be the top 5 things you would want to achieve?
- How would you motivate and enable your ambassadors?
- How would you roll-out a pilot program?

Questions

#RSAC

lspitzner@sans.org