

# CISSP® 2015

## Domain 7: Security Operation

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- Operation Security includes:
  - Investigation
  - Logging Monitoring
  - Asset protection
  - Incident management
  - Operation
  - Patch management
  - Change management
  - Recovery strategies
  - Disaster recovery

# A. Understand and support investigations

## ■ Investigations

- **Many names:** Computer forensics, Digital forensics, Network forensics, Cyber forensics and Electronic data discovery....
- Security Professional should understand Legal requirement, **chain of custody for evidence**, what type of evidence is admissible in court, **incident response procedure** and escalation process.

# Crime Scene

- **Before investigation**, agents must handle the crime scene
- **Crime scene** = an environment in which potential evidence may exist
- **Criminalistics principles:**
  1. **Identify** the scene
  2. **Protect** the environment
  3. Identify **evidence** and potential sources of evidence
  4. **Collect** evidence
  5. **Minimize** the degree of **contamination**



# General Principles

- Cannot be **too detail** or rigid as a checklist
- Apply general forensic and **procedural** principles
- **Protect** evidence
- All activity **log** (seizure, access, storage or transfer etc.) must be documented, preserved and available for review
- **Training** is required
- Individual is responsible for **compliance** with principles

# Investigations

## ■ Incident Response

- **Incident** is a series of events that **negatively affects** the company and/or impacts its security.
- **Example:** virus, insider attack, terrorist attack....
- Prevent for **destroying** evidence (such as reboot...)
- Develop incident response team (include senior mgt, Network, security officer, ....)

# Incident Handling and Response Procedure

## 1. Triage Phase:

- **Detection:** false-positive? Severity? Prepare for escalation
- **Identification:** type of incident, apparent source
- **Notification:** determine what type of notification is required, to senior management, vendor, manager....

## 2. Investigative Phase

- **Containment:** migrate the damage, example physically take out infected workstation from network
- **Analysis:** Root cause; how, who, when and why the incident happens
- **Tracking:** parallel with Analysis; to track internal or external; eg. Log review

## 3. Recovery Phase

- Recovery and Repair

# Chain of Custody (CoC)

- In legal contexts, CoC (=log) refers to the chronological documentation or paper trail, showing the seizure, custody, control, transfer, analysis, and disposition of physical or electronic evidence.

**CHAIN OF CUSTODY**

Received From: \_\_\_\_\_  
 Received By: \_\_\_\_\_  
 Date: \_\_\_\_\_ Time: \_\_\_\_\_ am/pm

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**- EVIDENCE -**

Submitting Agency: \_\_\_\_\_  
 Case No.: \_\_\_\_\_  
 Item No.: \_\_\_\_\_  
 Date of Collection: \_\_\_\_\_  
 Time of Collection: \_\_\_\_\_  
 Collected by: \_\_\_\_\_  
 Badge No.: \_\_\_\_\_  
 Description of Enclosed Evidence: \_\_\_\_\_  
 Location Where Collected: \_\_\_\_\_

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 Collected by: \_\_\_\_\_  
 Badge No.: \_\_\_\_\_  
 Description of Enclosed Evidence: \_\_\_\_\_  
 Location Where Collected: \_\_\_\_\_  
 Type of Offense: \_\_\_\_\_  
 Victim's Full Name: \_\_\_\_\_  
 Suspect's Full Name: \_\_\_\_\_

**- CHAIN OF CUSTODY -**

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## A2. Reporting and documenting

- If suspected crime related, **report to senior management** immediately to decide whether it should conduct internally or report to law enforcement.
- **If Report to law enforcement<sup>seizure</sup>**
  - Company loses control over investigation
  - Become public
  - May effect on reputation
  - Evidence will be custodied for long period of time

## A2. Reporting and documenting

- **Five rules** of evidence in the court:
  - Be authentic
  - Be accurate
  - Be complete
  - Be convincing
  - Be admissible

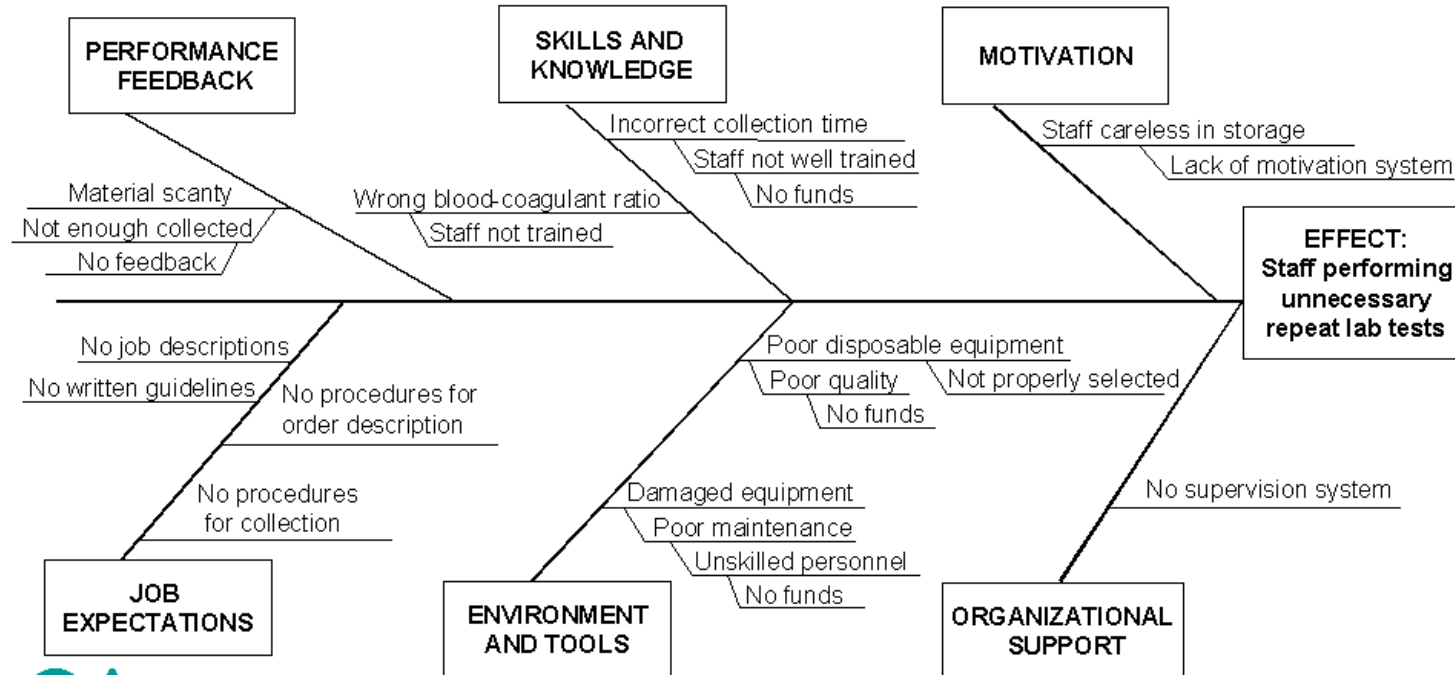
# A3 Investigative techniques

- **Root-cause analysis:** identifying the root causes of faults or problems.
- **Purpose:** Prevent the final undesirable event from recurring; Continuous improvement.
- **Limitation** of RCA: too few source data, data quality, lack of trust, openness, and honesty.
- Examples: **5 Whys** is an iterative question-asking technique used to explore the cause-and-effect relationships underlying a particular problem.
  - The vehicle will not start. (the problem)
  - 1.Why? - The battery is dead. (first why)
  - 2.Why? - The alternator is not functioning. (second why)
  - 3.Why? - The alternator belt has broken. (third why)
  - 4.Why? - The alternator belt was well beyond its useful service life and not replaced. (fourth why)
  - 5.Why? - The vehicle was not maintained according to the recommended service schedule. (fifth why, a root cause)

# Example of RCA - Fishbone



## Using Fishbone Technique in Root-Cause Analysis



# A4. Digital forensics

## (Media, Network, Software, embedded devices)

- **Computer Forensics and Proper Collection of Evidence**
  - **Digital Forensics:** The use of scientifically derived and proven **methods** toward the **preservation, collection, validation, identification, analysis, interpretation, documentation and presentation** of digital evident derived from digital source for the **purpose** of facilitating or furthering the reconstruction of events found to be **criminal.....**
  - Investigation **without corrupting original evidence**

# The Forensics Investigation Process

- Make two copies, **primary image** stored in library; **working image** (for analysis and collection)
- Must be in **bit level copy** to capture deleted file, slack space and unallocated cluster
- Marking and labeling of evidence
- Handle with gloves and placed into containers and sealed

# Digital forensics - Networks

- **Network forensics** is relating to the monitoring and analysis of computer network traffic for the purposes of (1) information gathering, (2) legal evidence, or (3) intrusion detection.
- It is often a **pro-active** investigation, as Network traffic is transmitted and then lost.
- An attacker **might erase all log files on a compromised host**, so investigators might therefore base on the only evidence available for identifying for traffic and intrusions.
- **Examples:** transferred files, searching for keywords, emails or chat sessions to collect evidence.

# Digital Forensics – Software Analysis

- Software forensics is to collect evidence from the examination of software **source code, binary, decompiled code**.
- Purposes:
  - **Author identification** of malware (virus, worm etc.) by analysis of program style, language, development toolkits, embedded comment and address etc.
  - Determine **intention**: Carelessness bug?
  - Find the destination address of **Trojan Horse** program
  - Provide expert opinion on how similar programs in **intellectual property disputes**



# Digital forensics – Embedded devices

- **Examples** of embedded devices: Mobile, smartphone, PDA etc.
- Use special **tools and techniques** to image/copy the information on motherboard, CMOS chip etc.
- Then examine the content
- But many embedded devices cannot be read or copied

# Other considerations of Investigation

- **Role of the First-Responder:** Certain precautions, Simple shutting-down may destroy evidence
- **3I:**
  - **I**nformation: always needed
  - **I**nstrumentation: Investigate financial crime involving digital forensic, such as review money transaction for money laundering
  - **I**nterviewing: Directly gather information from related people
- **Evidence Collection and processing:** Lawfully, warrant is required
- **Jurisdiction:** authority; Complicated in cross-border environment

## B5. Electronic discovery (eDiscovery)

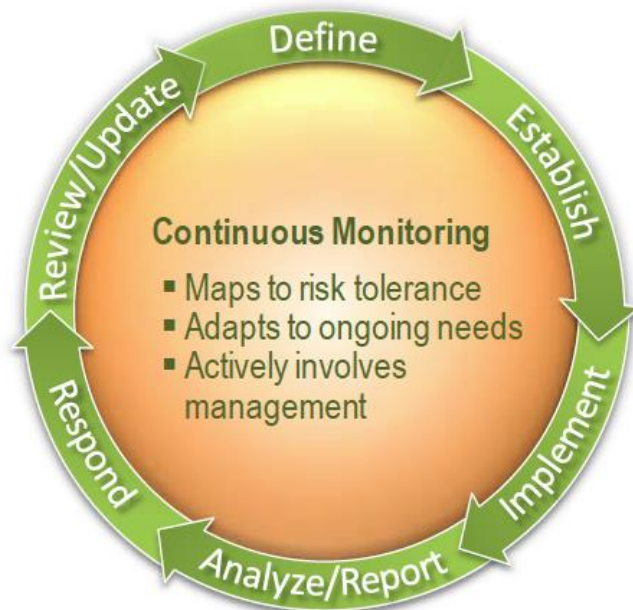
- eDiscovery refers electronic data is **sought, located, secured, and searched** with the intent of using it as evidence in a civil or criminal **legal** case.
- Digital data is difficult or impossible to completely destroy, particularly if it gets into a network.
- **Evidence types** include text, images, calendar files, databases, spreadsheets, audio files, animation, Web sites, computer programs, email, etc.
- E-discovery is applied in the fields of legal, political, security and personal privacy issues, etc.

## C. Logging & Monitoring Activities Through IDS, IPS and SIEM

- **IDS & IPS:** contains log, rules to detect or prevent intrusion.
- **SIEM: Security Information and Event Management**
  - Store **raw** information from various system logs
  - **Aggregate** information in a single repository
  - **Normalize** information to make comparisons more meaningful
  - **Analytical** tools can process, map and extract target information
  - **Alerting and reporting** tools

## C3. Continuous monitoring

- **Continuous monitoring** is the process and technology used to **detect** compliance and risk **issues**.
- **Benefit: detects** weak or poorly designed or implemented controls, then to **correct** or **replace**, thus enhancing the organization's risk profile.
- Purpose: **Continuous Improvement**



## C4. Egress Monitoring

- **Egress Control: monitoring** and potentially **restricting** the flow of information outbound from one network to another (Typically, Internal network to Internet).
- Allow/limit certain servers and protocols, such as HTTP/HTTPS, SMTP etc. to transit to Internet.
- On-going maintenance of Egress filter list is required for new server or service.
- Beware of spoofing, DoS (as filtering is required), Single Point Of Failure (SPOF)

# Data Leak/Loss Prevention (DLP)

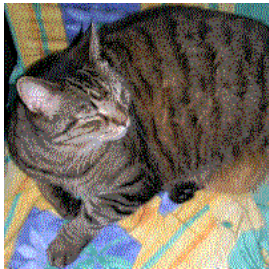
- **DLP is a technical solution** by focusing **location, classification and monitoring** of information at-rest, in-use and in-motion.
- **At-rest:** DLP solution can identify and log where sensitive information such as Credit card info are stored, open spreadsheet and document to search
- **Data-in-Motion (Network):** by monitor traffic, reconstruct files, scan any sensitive information
- **Data-in-Use (End Point):** ability to monitor copying to thumb drive, printing, even cutting and pasting between applications for any sensitive information
- **Classification:** what is sensitive information, such as Customer, employee, financial data, intellectual property

# Steganography

- **Steganography** is the science of hiding information
- **Steganography**: Ancient Greek words, “steganos” meaning "covered, concealed, or protected", and “graphein” meaning "writing".
- **Digital form**: Text in JPEG, video, voice,
  - **Control**: compare original copy, compression errors may detect some unusual format
- **More sophisticated**: (1) hide information within image or audio files (2) encryption
- This may create Data Leak/Loss



# Steganography



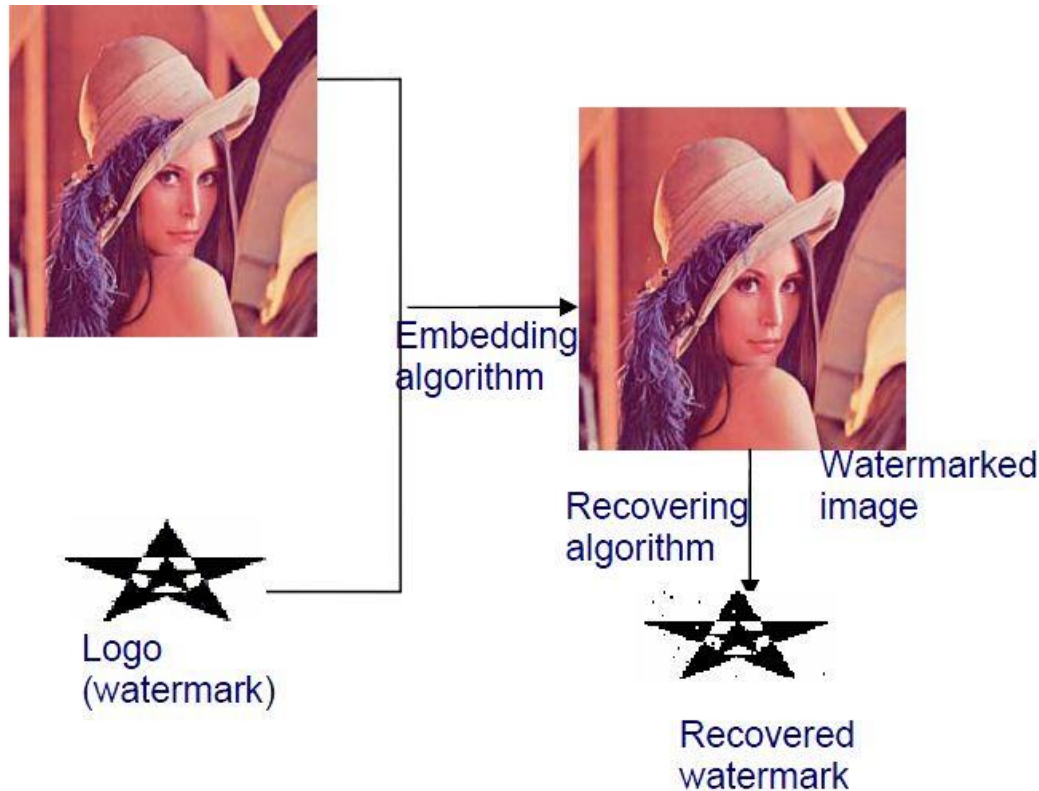
hidden in



a subsequent **normalization** of color is required.

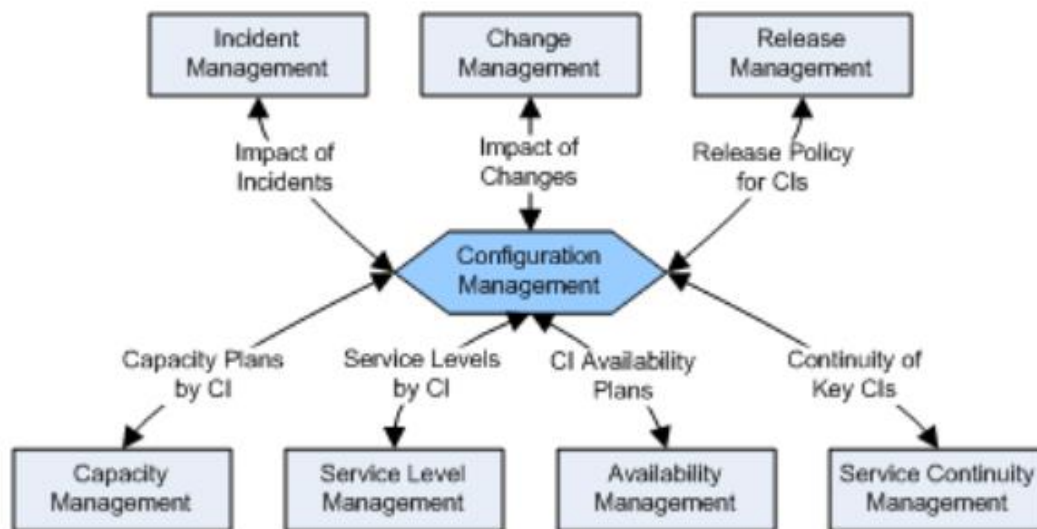
# Watermarking

- **Digital watermark** is to identify ownership of the copyright of Document, Video, Voice signal by embedding a **noise-tolerant** signal.
- Example: Graphic artist posted sample images on website with an embedded signature, so that he can later prove their ownership in case others attempt to violate the copy rights



## D. Secure the provisioning of resources

- **Configuration Management (CM)** is the discipline of identifying, recording, evaluating, tracking, coordinating, reporting, and controlling Configuration Items (CI)
- CI can be Hardware device, applications, programs and source codes etc.
- CM can maintain the program version, ownership, relationship, previous change history etc.
- **Asset Inventory** is a simplified version of CM.



## D. Secure the provisioning of resources

- A full configuration management system includes:
  - **Physical assets:** server, laptop, tablet, smartphone etc.
  - **Virtual assets:** Software Defined Network (SDN), Virtual SAN (vSAN), Virtual machine (VM)
  - **Cloud assets:** Service, Fabric, Storage network, Tenant
  - **Applications:** workload (application type) in private clouds, Web service, Software as a Service (SaaS)

## E. Understand and apply foundational security operations concepts

- **Key Themes (of Operation)**
  1. Maintaining Operational Resilience
  2. Protecting Valuable Assets
  3. Controlling System Accounts
  4. Managing Security Services Effectively
- **Least Privilege:** absolutely require in order to perform job duties.
- **Need-to-know:** business need to have access to resources, normally based on Position.

## E. Understand and apply foundational security operations concepts (E1 to E4)

- **Rotation of duties** (Rotation of assignments): prevent key man dependency
- **Separation (Segregation) of duties**: dual control (eg. Input, check, approve done by different staff)
- **Monitor special privileges**: high security significant (such exceptions or administrator activities) must be monitored
- **Clearances, Suitability and Background Checks** for privileged accounts
- **Account Validation**: review of account activity, Inactive account may be due to departure, long leave or no use.

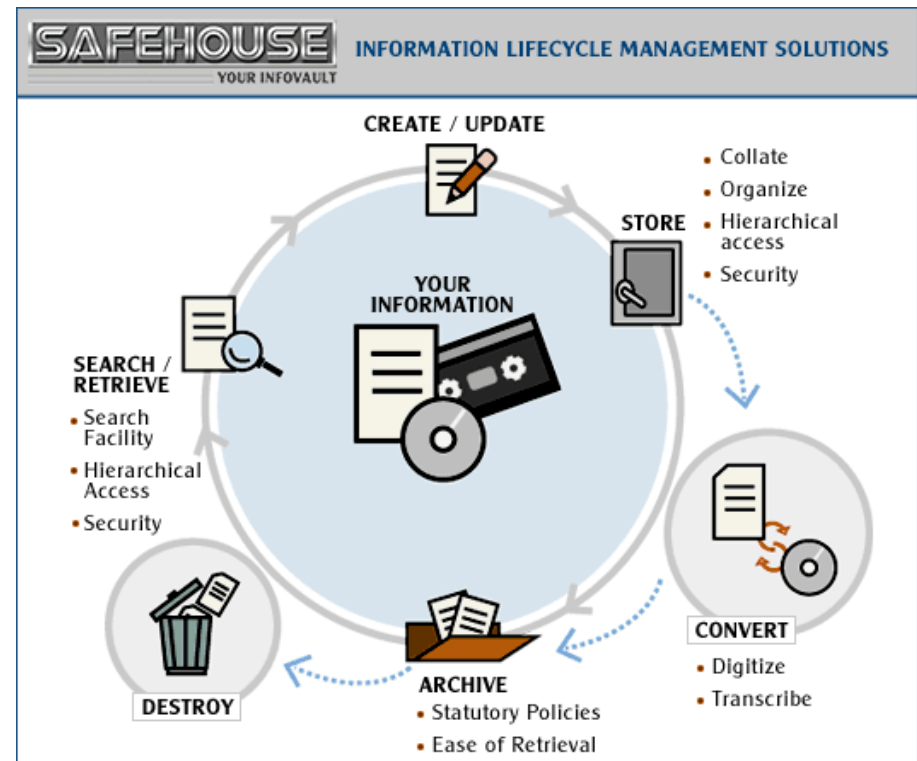
## **E. Understand and apply foundational security operations concepts (E1 to E4)**

- **Managing Accounts Using Groups and Roles:** Role-based access control is more effective
- **Account types:**
  - **Root or Built-in Administrator Accounts**
  - **Service Accounts**
  - **Administrator Accounts**
  - **Power Users**
  - **Ordinary or Limited User Accounts**
  - **Operators**
  - **Help/Service Desk Personnel**

# E5. Information lifecycle

## ■ Information Lifecycle

- **Creation:** ownership
- **Use:** classification
- **Destruction:** securely





## E6. Service-level agreements (SLA)

- **Service-level agreement (SLA)** is document describing the level of service **expected** by a customer from a supplier.
- Particular aspects of the service - **Scope, Quality, Responsibilities, Metrics, Bonus/Penalty, Indemnity** etc.
- **An indemnity** is an **obligation** by a service provider to provide **compensation** for a particular loss suffered by customer.
- **Metric:** Service Availability, Defect rates, Technical Quality, Security

## F. Employ resource protection techniques

### F1. Media Management

- **Media includes** soft copy & hard copy, Magnetic, Optical, Solid-state (flash drives and memory cards)
- Consider **encryption**: built-in, not only storage, but transmission, snapshots, shadowing, backup, vaulting
- **Removable Media**: pay more attention:
  - Easy to leave, to breach, not willing to report
- **Archival vs. Backup**
  - **Archival**: information for historical purpose only; saved and removed from system
  - **Backup**: regular basis, useful in recovering when disaster

## F. Employ resource protection techniques

### F1. Media Management

#### ■ **Hard Copy Records:**

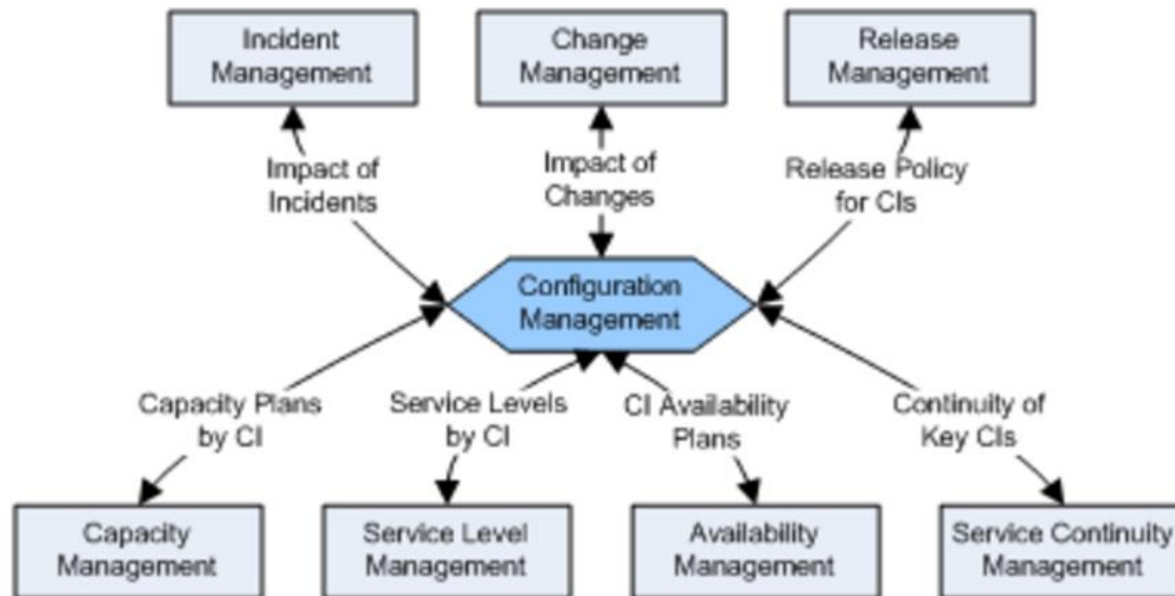
- **Risks:** fire, flood, hurricane, explosions, smoke, contamination, water damage etc.
- **Controls:** Secure, clean and stable containers, making copies (scan or microfiche), off-site,

#### ■ **Reassign or reuse or disposal:**

- **Delete, format:** not actually remove information
- **Degausser:** reduce magnetic field to zero
- **Software overwrite:** may need multiple times
- **Destruction:** shedding, burning, grinding (磨), pulverizing (使成粉末)

## F2. Hardware and software asset management

- Again, Asset Management keep track the inventory of assets.



## G. Conduct incident management (IcM)

- **IcM** is to **restore** a normal service operation as **quickly** as possible and to **minimize** the **impact** on business operations, thus ensuring that the **best** possible levels of service quality and availability are maintained.
- General Steps:
  - **Detection**: alert, user report
  - **Response**: understand and analysis
  - **Mitigation**: minimize the impact (eg. detach virus pc from Network)
  - **Reporting**: Ticketing, Escalation, to Senior Management
  - **Recovery**: Restore the service
  - **Remediation**: try to prevent (or escalate to Problem Management)
  - **Lessons Learned**: Continuous improvement

# Problem Management

## ■ Problem Management

- Aim to **resolve** issue through investigation & in-depth analysis to **identify root cause**
- Mainly cover major incident or several repeated incident

## H. Operate and maintain preventative measures (H1..H4)

- **Firewall & Router: Boundary Control**
  - Rules change management, patch management
- **Whitelisting / Blacklisting: email, LAN, Protocol, Application, Telephone #, FAX #**
  - Maintain updated list
- **Third-Party Security services**
  - Regular Review; Update procedure, SLA and Contract

## H2: Intrusion Detection & Prevention System

- **IDS:** Designed to **spot** something suspicious or to **determine** whether attack is underway, then send **alerts** or perform very limited **response**, say reconfigure Firewall
- **Two targets:**
  - **Network-Based IDS (NIDS):**
    - To detect **network** traffic, packet or protocol
  - **Host-Based IDS (HIDS):**
    - to detect any inappropriate or anomalous activities of **host or application**, such as deleting system file, reconfigure important setting etc.



# IDS Methods - Signature

- **Signature- or Pattern-Matching systems**
  - **Signature:** how attacks are carried out are developed
  - **Example:** A packet has the same source and destination IP
  - Require **regular update** of signature
  - **Weakness:** only identify known attacks

## ■ Anomaly approach:

- Learning mode to build “normal” activity profile (a period of time, say 2 to 4 weeks)
- Future traffic will be compared to “normal” profile
- Can detect “zero day” attack or “low and slow” attack
- Higher false positive error

### 1. Statistical Anomaly-based IDS

- **Examples:** Multiple failed log-on attempts; Users logging in a strange hours; Unexplained changes to system clocks; shutdowns, etc.

### 2. Protocol Anomaly-Based IDS

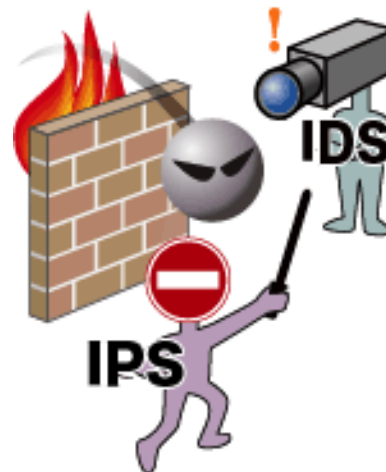
- But many vendor don't strictly follow the protocol rule

### 3. Traffic Anomaly- Based IDS

- Changes in traffic pattern (Denial-of-service attack (DoS))
- Highly dynamic environment, it may be difficult or impossible

# Intrusion Prevention Systems (IPS)

- **IDS is copying** traffic and perform analysis & let original data goes thru, **detective & after-the-fact**
- **Intrusion Prevention Systems (IPS)**
  - to **detect** the intrusion activity, **send** alerts and **block** the intrusion
  - **IPS is preventive**, but can be traffic bottleneck



## H. Operate and maintain preventative measures (cont.) (H5. Sandboxing)

- **Sandboxing:** security mechanism for separating running programs (untested, untrusted or unverified code) in a form of software virtualization.
- Typically provides a **tightly** controlled resources (disk, memory, network) for guest programs to run in
- **Example:** Virtualization, Jail, Capability

# Change Management & Configuration Management

## ■ Change Management

- Request
- Impact assessment
- Approval/Disapproval
- Build and test
- Notification: notify users about proposed change and schedule of deployment
- Implementation
- Validation
- Documentation

## ■ Configuration Management

- Record or inventory of Configuration Item (CI)
- **Hardware:** Make, model, MAC, Serial number, OS, Firmware, Location, IP, CPU, HD size, etc.
- **Software:** Name, Vendor, Version, License expiration, Contact, etc.
- Extension of Change Management

# H6. Honeytrap/Honeynet/Honeyfarm

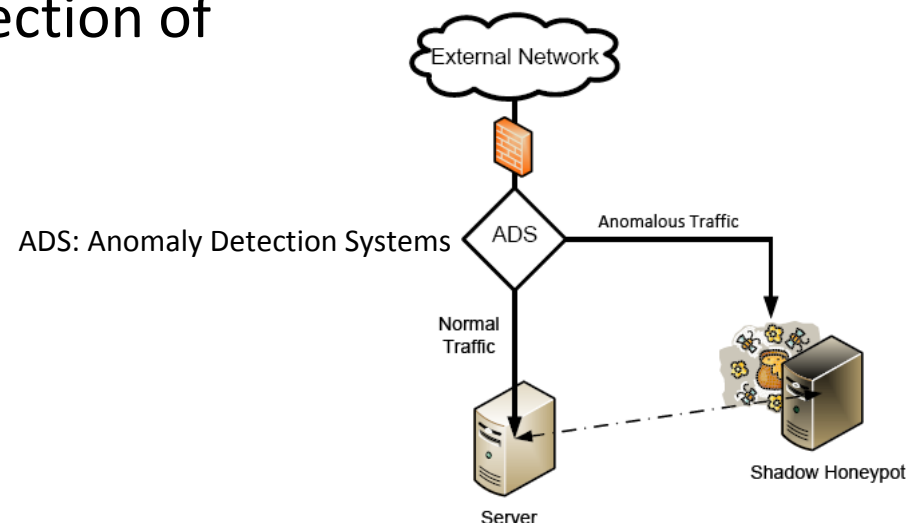
## ■ Honeytrap

- Pretend vulnerability to lure the hackers, but no real information inside
- enable administrator to know any potential attack is happening
- **enticement** (legal): open ports
- **entrapment** (illegal): saying web page to download illegal software

## ■ Honeynet

- **Two or more honeypots** on a network form a honeynet.
- Typically, a honeynet monitors a **larger** and/or more diverse network in which one honeypot may not be sufficient.

## ■ Honeyfarm is a centralized collection of honeypots and analysis tools.



## H7. Anti-malware

- Anti-Malware
  - Signature update, version upgrade, patch, procedure

# I. Implement & support patch & vulnerability Mgt.

- patch to production in a controlled fashion and always have a rollback plan
- **Step 1: Infrastructure**
  - create strategy
  - assemble a team
  - including software and hardware
- **Step 2: Research**
  - verify source by fingerprint or digital signature etc.
- **Step 3: Assess and Test**
  - test environment which is close to production
  - test plan
- **Step 4: Mitigation (Rollback)**
  - all necessary step to get back to the operational state prior to the installation



# Patch Management

- **Step 5: Deployment (Rollout)**
  - phased approach
  - pilot less critical group first
  - use automated script or deployment tools to reduce human error
  - patching windows should be outside of peak hour
- **Step 6: Validation, Reporting and Logging**
  - log what, where when and how
  - document standard build and configuration
  - confirmation of all systems: manual inspection or scanning tools

# Patch Management

## ■ Limitation to Patching

- doesn't guarantee success
- incompatible or inoperable with unpatched system

## ■ Best Practices

- patch management tools
- backup before patch
- update inventory

## ■ Anything else?

- to buy time for patch, ensure other measures such as hardening, least privilege, firewall and end-point security

# Question

A system has been patched many times and has recently become infected with a dangerous virus. If antivirus software indicates that disinfecting a file may damage it, what is the correct action?

- A.** Disinfect the file and contact the vendor
- B.** Back up the data and disinfect the file
- C.** Replace the file with the file saved the day before
- D.** Restore an uninfected version of the patched file from backup media

# J. Participate in and understand change management processes

## ■ Change Management

- Request
- Impact assessment
- Approval/Disapproval
- Build and test
- Notification: notify users about proposed change and schedule of deployment
- Implementation
- Validation
- Documentation

## ■ Configuration Management

- Record or inventory of Configuration Item (CI)
- **Hardware:** Make, model, MAC, Serial number, OS, Firmware, Location, IP, CPU, HD size, etc.
- **Software:** Name, Vendor, Version, License expiration, Contact, etc.
- Extension of Change Management

## K. Implement recovery strategies

### K1. Backup storage strategies

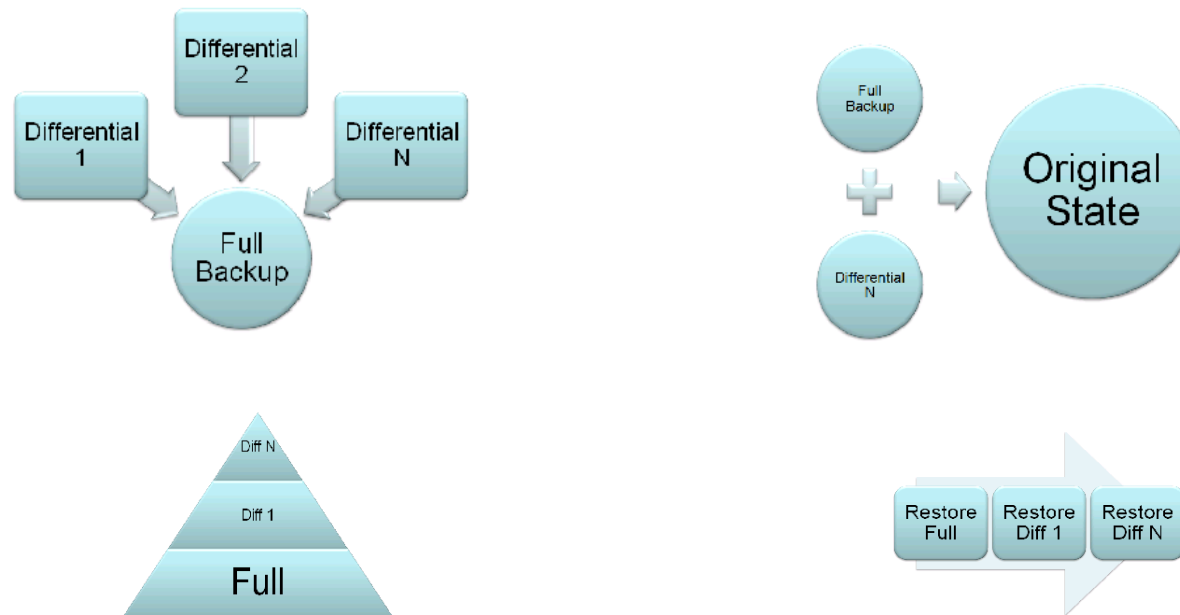
- **Choosing Offsite storage facility:**
  - Balance the risk of site lost and convenience of offsite access (such as single disaster damage vs. access timeframe)
  - Physical security: cannot be lowered
  - Bonded transport and storage service
  - Administrative control: how, who, when can get the tapes?

# Electronic Backup Solutions

- **SAN (Storage Area Network) / NAS (Network Attached Storage): own system resilience**
- **RAID (Redundant Array of Independent Disk)**
  - **RAID 0** – No protection
  - **RAID 1** – Mirror
  - **RAID 5** – Data & parity are stored across all drives. If lost one, can be rebuilt
- **RAIT (Redundant Array of Independent Tape)**

# Tape rotation

- **Full:** all data, archive bit is clear
- **Differential:** backup files modified since the last full backup, ***does not change archive bit***. Restore requires Full & Differential backup. Differential backup is getting bigger.
- **Incremental:** backup files modified since last full or differential backup; **change archive bit**. Restore requires Full and n Incremental backup.



# Data Backup

## ■ Considering:

- Backup policy & **procedure**: daily, weekly, monthly, yearly, transaction log, online backup etc.
- Stored onsite and offsite
- Stored in fire-resistant, heat-resistant waterproof safe



## K2. Recovery site strategies

### ■ Different Strategies – Operation Alternatives

- **Surviving Site:** Operated in **at least two geographically** dispersed buildings; fully equipped and staffed; Service level may drop, but never ceased.
- **Self-Service: Transfer work** to another own location
- **Internal Arrangement:** staff travels to training room, cafeterias, conference room of another site
- **Reciprocal agreement (or Mutual Aid Agreement):** company A agrees to allow company B to use its facility if company B is hit by disaster and vice versa. Difficult in configuration management; security issue in missing of operation; not suitable for very specific technology and equipment (newspaper printing);
- **Dedicated alternate sites:** built by company to accommodate business functions
- **Work From Home:**
- **External suppliers:** by Disaster Recovery vendor
- **No arrangement:** for low priority business functions

# Facility Recovery

## ■ Different Strategies – Data Center:

- **Hot site:** A facility is fully configured and ready to operate within a few hours. Equipment and software must be **compatible** from main site. Only missing resources are usually data (need restore), people (relocation). Can be tested annually; **Can be internal (by company) or external (by DR vendor)**
- **Warm site:** usually partially configured with some equipment, but **not computers**; cannot be tested; less expensive
- **Cold site:** supplies **basic environment**, electrical wiring, air conditioning, plumbing and flooring, but none of the equipment or additional services. May take weeks to get ready;
- **Tertiary Site:** secondary backup site if primary backup site failed as well; usually network infrastructure ready (say in frame relay network); backup to the backup; **Plan B if Plan A does not work out.**
- **Redundant Site (or Mirror Site):** is equipped and configured **exactly** like the primary site; most expense;
- **Rolling hot (or Mobile) site:** implemented by truck or trailer has all necessary power, telecommunication and system to allow processing
- **Multiple processing centers (or Dual data center):** backup by other data center in the organization; **operationally redundant system**

# Questions

Which of the following is the best way to ensure that the company's backup tapes can be restored and used at a warm site?

- A.** Retrieve the tapes from the offsite facility and verify that the equipment at the original site can read them.
- B.** Ask the offsite vendor to test them and label the ones that were properly read
- C.** Test them on the vendor's machine, which won't be used during an emergency
- D.** Inventory each tape kept at the vendor's site twice a month

Which best describes a hot-site facility versus a warm- or cold-site facility?

- A.** A site that has disk drives, controllers, and tape drives
- B.** A site that has all necessary PCs, servers, and telecommunications.
- C.** A site that has wiring, central air, and raised flooring
- D.** A mobile site that can be brought to the company's parking lot

## K4. Staffing for Resilience

- Considering
  - Proper training
  - Adequate level of staff
  - Cross training for key man dependency
  - Call tree
  - Hotel arrangement

## L. Implement disaster recovery processes

1. Response
2. Personnel
3. Communications
4. Assessment
5. Restoration
6. Training and Awareness

# L1. Response

- **Consideration**, once an event is identified
  - Prepare for **24 X 7** as events happen 24 X 7
  - **Assessment** of damage
  - Notify **senior management**
  - **Declare** disaster if necessary
  - **Call tree**: (1) safety (2) employee need to understand
  - Organize and control **Command Centers**
  - Organize and provide **administrative** support to the recovery effort
  - Administer and direct the **problem management** function
  - Require to predefine **who, when, what, where, how**

## L2 Personnel

- **Human Resource:** get HR involves, say temporary housing; new hire; executive succession Planning; travel different plane; keep senior executive in distance
- **Disaster recovery teams**
  - Various teams: such as Damage Assessment team, Legal team, Media relation team, Network recovery team, relocation team, restoration team, salvage team, security team, telecommunication team understand
  - Pre-assigned and properly **trained** and let team members understand the responsibility, task etc.

# L3. Communications

- **Crisis Communication:** can turn risk to opportunity
- **Rosenthal U. & Charles M.:** “A serious threat which, under **time pressure** and highly **uncertain** circumstances, necessitates making critical decisions.
- Has to be simple, direct & honest
- Predefined Spokesperson(s)
- **Targets:** Employee, Customer, vendor, contractor, regulator, media, External Stakeholder, etc.





## L4. Assessment

- **Assessment:** Preliminary but fairly accurate onsite **evaluation** of damage for **disaster declaration and claim**.
- **Example of Categorization**
  - **Non-Incident:** System malfunction or human error → **minor** disruptions
  - **Incident:** Cause entire facility or service to be **inoperative**
  - **Severe Incident:** **Significant** interruption to organization's mission, facility and personnel.



## L5. Restoration

- **Restoration** of the **primary** environment and transition back to normal operations
- **Pre-planned** and documented
- Need to **contact legal and insurance** companies
- Evidence & **photo** for damage before anything is removed, repaired, or replaced

## L6. Training & awareness

- Assist in providing an understanding of, as well as developing skills and competencies in, business continuity management.



## M. Exercise, Assess, and Maintain the Plan

- test regularly (**at least annually**) or **significant changes** in the organization
- **Tabletop Exercise / Structured Walk-Through Test:** through discussion; **purpose:** responsibility, training, awareness
- **Walk-Through Drill / Simulation Test:** practice and validation specific functional response
- **Functional Drill / Parallel Test:** a full drill, parallel processing is performed and compare to production results
- **Full-Interruption / Full-Scale Test:** *shut-down original site* and processing takes place at the alternate site for **longer period of time**; a lot of planning, but can reveal many holes

# Question

How often should a business continuity plan be tested?

- A.** At least every ten years
- B.** Only when the infrastructure or environment changes
- C.** At least every two years
- D.** Whenever there are significant changes in the organization.

## N. Participate in BCP and exercises

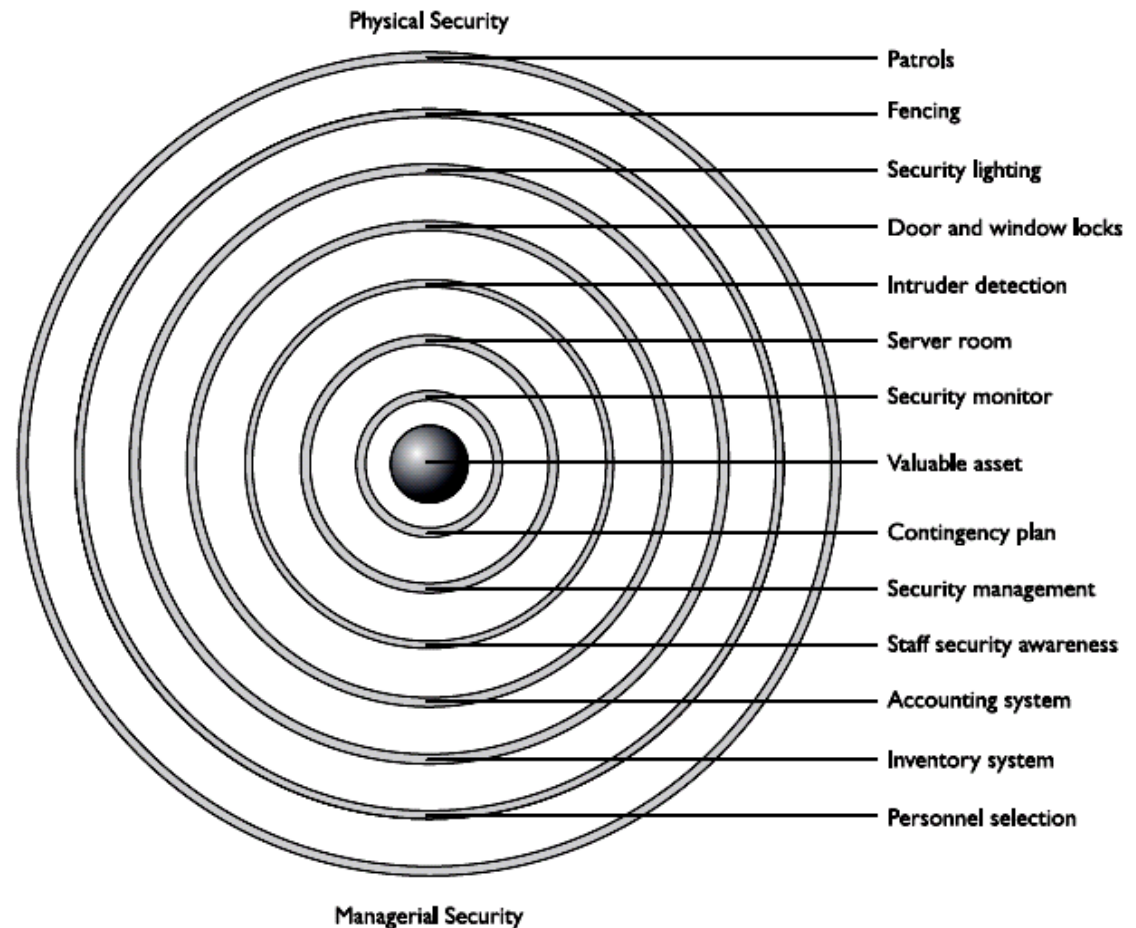
- BCP is company specific and **company wide** project.
- Departments should participate in every part of BCP, such as BIA, planning, developing, exercising, training, revising etc.
- The purpose of BCP is **not from audit**.
- BCP Drill is **not just a rehearsal**, but to ensure the company ability.
- Participants should **follow the plan** during exercise.



# O. Implement & manage physical security

- **Layer defense approach**, from outer to the protected asset
- **Two modes**: One for **normal operation**, another one for facility is **closed**

§ Deals with facility, personnel access control, external boundary protection mechanism, intrusion detection and corrective actions



# O1. Perimeter

- **External boundary Protection Mechanism**
- control types:
  - access control mechanism: lock, key, card, personnel awareness
  - Physical barrier: fence, gate, wall, door, window....
  - Intrusion detection: sensor
  - Assessment: guard, cctv
  - Response: guard, local law enforcement
  - Deterrent: sign, lighting, environmental design



# External

## ■ Barriers

- **Natural:** River, dense growth (of brushwood), culvert, ditch (溝)
- **Man-made:** Wall, **Fence**, door, gate, building itself

## ■ Fences

- Effective physical barrier
- Only delay or psychological deterrent
- Crowd control and access control
- Can be costly (maintenance) and unsightly (not good looking)
- **Gauge of the metal:** thickness of the wire diameter
- **Mesh size:** distance between the wires
- **Height of fence**

# External

- **PIDAS** (Perimeter Intrusion Detection and Assessment System): sensor located on the wire mesh and the base of the fence; detect cutting and climbing
  - **Infrared Sensors**: detect heat; consider change in temperature
  - **Microwave**: detect by sending and receiving wave
  - **Coaxial Strain-Sensitive Cable**: Detect climbing or cutting
  - **Time Domain Reflectometry (TDR) System**: send radio frequency (RF) signal to fence fabric; when climbing or flexing will create signal path flaw
  - **Video Content Analysis and Motion Path Analysis**
- **Bollard**
  - small concrete pillar outside the building
  - prevent vehicle driving to exterior wall



# Lighting

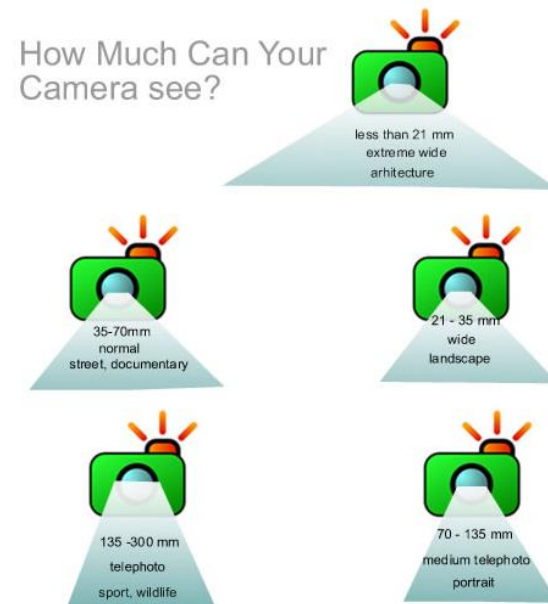
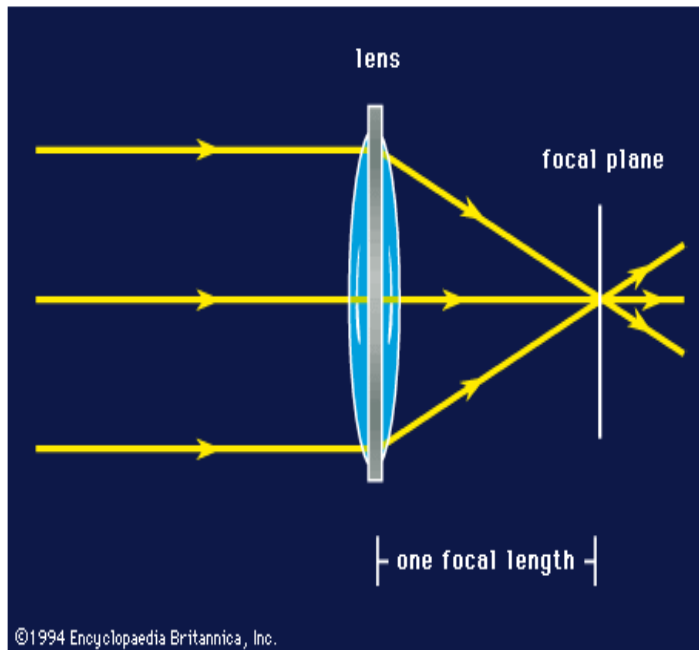
- criminal in dark area
- **Light coverage:** depending on wattage capacity of the bulb, should be positioned in correct distance
- **Continuous lighting:** provide even amount of illumination across an area
- If near airport, highway, railway, does not “bleed over”
- **Standby lighting:** even when resident are away
- **Responsive area illumination:** IDS detect something and turn on the light
- Lighting control and switch should be protected, locked and centralized area
- **Glare Protection:** light directed toward intruder coming from and directed away from the security force.

# CCTV

- can be visual detection or sophisticated means of detecting abnormal behavior.
- **Visual Recording Devices**
  - Closed-circuit TV (**CCTV**): commonly used monitoring device
  - **Consider**: purpose, internal or external, large or small area, lighting, guard, ids, alarm etc.
  - CCTV made of camera, transmitter, receiver, recording system and monitor
  - **Provide**: Surveillance, Assessment, Deterrence, Evidentiary Archives
  - Multiple camera connect to one **multiplexer**
  - Camera's transmitter to the monitor's receiver, usually a coaxial cable, **closed circuit**
  - Common **attack**: replay previous recording
  - CCTV camera use light-sensitive chips called "**Charged-Coupled Device (CCD)**"
  - CCD receive light from lens and convert into electronic signal.
  - CCD also use in fax, photocopier, barcode reader...

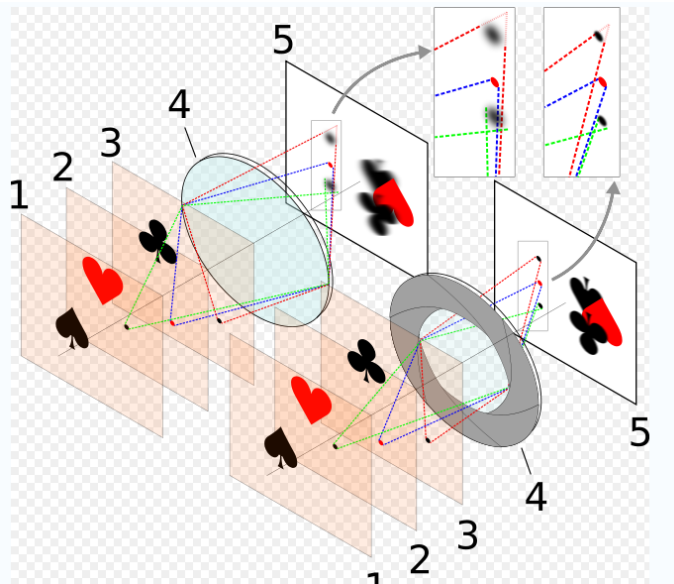
# CCTV

- **Focal length of a lens** defines effectiveness in viewing object
  - Short focal length provide wider-angle view
  - Can be fixed and zoom (varifocal) of focal length



# CCTV

- **The depth of field:** the portion of environment that is in focus
  - Depth of field increase as the size of lens opening decrease, the subject distance increase or the focal length of the lens decrease
  - If want to cover large area and not focus on specific items, better use wide-angle lens and a small lens opening.



- **Iris:** control the amount of light that enter lens
  - Iris can be manual or auto
  - Manual: fix lighting or normal inside
  - Consider Lighting requirement;
    - **Light-to-Dark Ratio**
    - **Black/White Switching:** auto switch to color at day and B&W at night
- **Mounting camera:** can be fixed or movable
- **PTZ** capabilities: Pan (up/down/left/right), tilt (rotate), zoom (in/out)

# CCTV

- Other specification: **Resolution, Frames per Second (FPS) and Compression**
- **Annunciator** system: Notification system; either “listen” or motion detector, then activate lights, sirens, or cctv camera
- **Internet Protocol (IP) Cameras:** different from CCTV
  - **Pros:** can view anywhere in the network (ie internet)
  - **Cons:** least secure (within internet), high bandwidth,



# IDS

## ■ Intrusion detection system

- Surveillance to watch unusual behavior; IDS sense changes
- IDS can detect changes in the followings:-
  - Beams of light
  - Sound and vibration
  - Motion
  - Electrical circuit
  - Different type of field (microwave, ultrasonic, electrostatic)

## 2 X IDS

### 1. Volumetric System (by Wave)

- **Photoelectric system (or photometric system or Infrared Linear Beam Sensors):** detect change in infrared light beam; emit a beam hits the receiver; can be invisible or visible beam (or use special goggles); can be cross sectional by mirror; like Mission Impossible or James Bond movies
- **Passive infrared system (PIR):** detect change of heat wave
- **Acoustical detection system:** to detect sound; install floor, wall; false alarm by picking up noises from Air Conditioner or telephone ringer.
- **Wave-pattern motion detector:** send diff waves (microwave, ultrasonic and low frequency), reflect back, if return pattern altered, something is moving.
- **Proximity detector (or capacitance detector):** emit measurable magnetic field, alarm if the field is disrupted, used to protect specific objects (eg. artwork or safe)

## 2 X IDS

### 2. Electromechanical system: break circuit

- **Magnetic contact switch (or Balanced Magnetic Switch [BMS]):** alarm if contact is separated, used in window, door
  - **Vibration detector:** detect movement on wall, ceiling which wires embedded with the structure are broken
  - **Pressure pad:** someone step on the pad
- **Dual-technology Sensors:**
    - two independent technology devices; such **Microwave + Passive infrared system (PIR)**
  - IDS: expense, **human intervention is required;** redundant power, **fail-safe** (default to “activated”)

# Question

If an access control has a fail-safe characteristic but not a fail-secure characteristic, what does that mean?

- A.** It defaults to no access
- B.** It defaults to being unlocked
- C.** It defaults to being locked
- D.** It defaults to sounding a remote alarm instead of a local alarm

# Patrol & Dog

## ■ Patrol force and guard

- one of the best security mechanism
- more **flexible**; provide good **response**
- costly, sometimes unreliable
- fully trained
- IDS and physical protection ultimately require human intervention
- Consider: **Proprietary (employee), Contract & Hybrid**

## ■ Dogs

- proven highly useful in detecting intruder
- hearing and sight and intelligence and loyalty
- intensive training, can smell smoke
- provide good supplementary security mechanism

# Audit & drill

## ■ Auditing Physical Access

- **log**: should include date, time, entry point, user id, unsuccessful access.....
- periodically review
- **detective not preventive**

## ■ Testing & drills

- evacuation and emergency response plan must be developed and documented
- easily accessible
- provide training
- test or drill at least once a year
- predetermined scenario and specific parameter and scope

# Questions

When is a security guard the best choice for a physical access control mechanism?

- A. When discriminating judgment is required
- B. When intrusion detection is required
- C. When the security budget is low
- D. When access controls are in place

What is a common problem with vibration-detection devices used for perimeter security

- A. They can be defeated by emitting the right electrical signals in the protected area.
- B. The power source is easily disabled
- C. They cause false alarms
- D. They interfere with computing devices

# Questions

Which of the following is an example of glare protection?

- A.** Using automated iris lenses with short focal lengths
- B.** Using standby lighting, which is produced by a CCTV camera
- C.** Directing light toward entry points and away from a security force post
- D.** Ensuring that the lighting system uses positive pressure



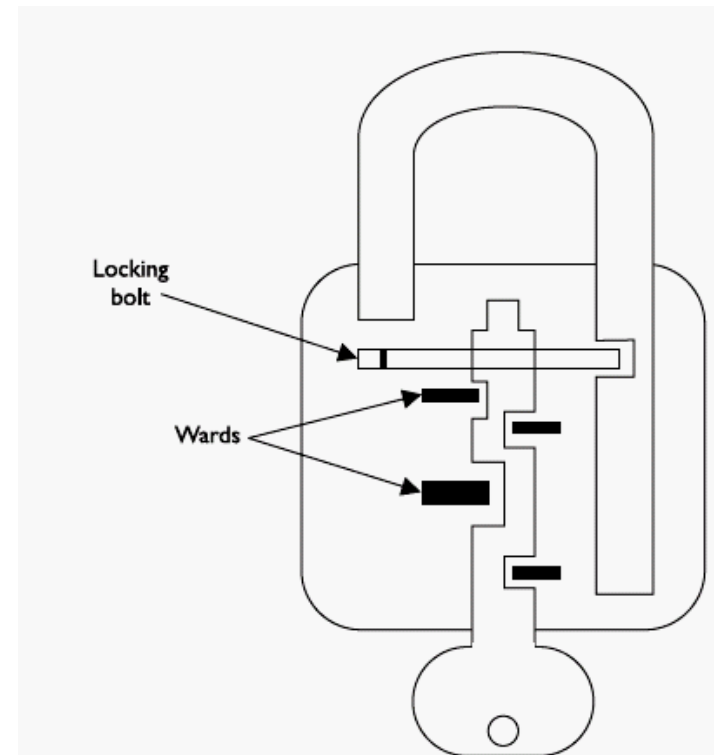
## O2. Internal security

### ■ Facility access control

- enforced through physical and technical components here

### ■ Locks

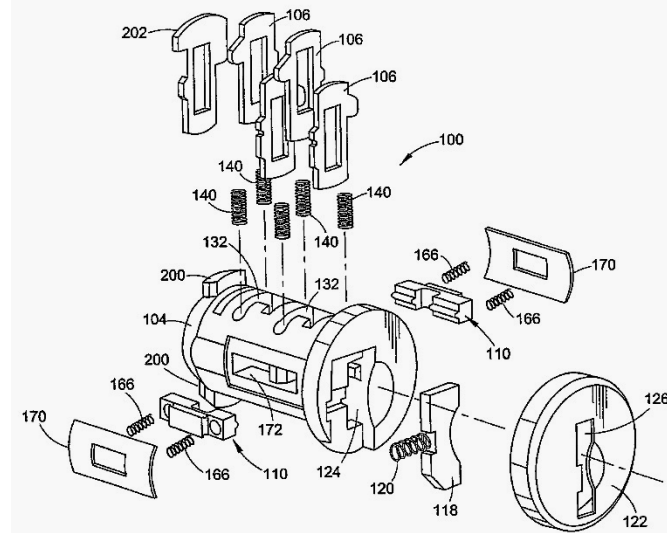
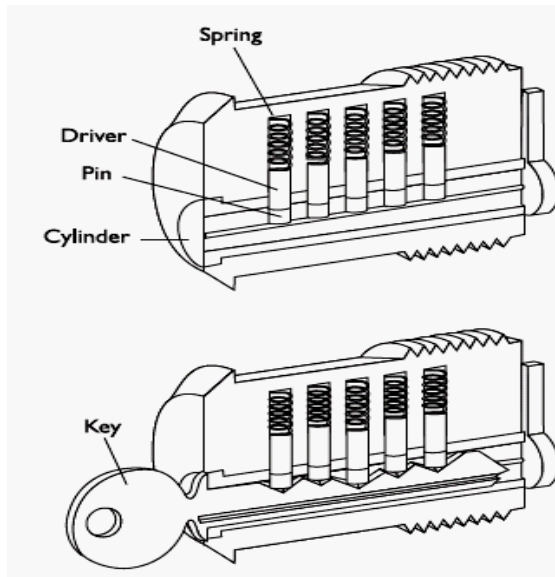
- inexpensive; widely accepted,
- **delaying** device to intruder, not a deterrent
- **Mechanical Locks**
  - **1. Warded lock:** has spring-loaded bolt with a notch cut in it. Cheapest locks, easiest to pick,



# Lock

## ■ 2. Tumbler lock (or Locking Cylinders):

- key fits into a cylinder, which raises the lock metal pieces to the correct height so the bolt can slide to the locked or unlocked position.
- 2 types of tumbler locks: **Pin** tumbler, **Wafer** tumbler (or **Disc** tumbler)



§ **Combination lock:** use combination of number, left and right spin;

# Lock

## ■ Electronic Locks

- **Electronic Combination Lock** has key pad
- **Cipher lock:** or programmable lock, keyless, use keypad, combination + possibly swipe card
  - **Door delay:** alarm if door open for a given time
  - **Key override:** programmed emergency combination to override normal procedure
  - **Master Keying:** enable supervisor to change access code and other features
  - **Hostage Alarm:** a combination can open and alarm to guard or police station, in case under hostage
  - Can be same combination or unique individual and audit log
  - Or call “smart lock”
- Must have backup battery system and set to unlock during a power failure (for person safe)

# Other Locks

## ■ Device Locks

- **Slot locks:** use of steel cable, eg notebook, projector etc
- **switch control:** cover on/off power switches
- **Port control:** block access to disk driver and ports
- **Peripheral switch control:** Secure keyboard by inserting an on/off switch
- **Cable traps:** prevent the removal of input/output devices by locking cable

## ■ Biometric Readers

- Fingerprint, Facial Image, Hand Geometry, Voice Recognition, Iris Patterns, Retinal Scanning, Signature Dynamics, Vascular Patterns (血管), Keystroke Dynamics

# Lock

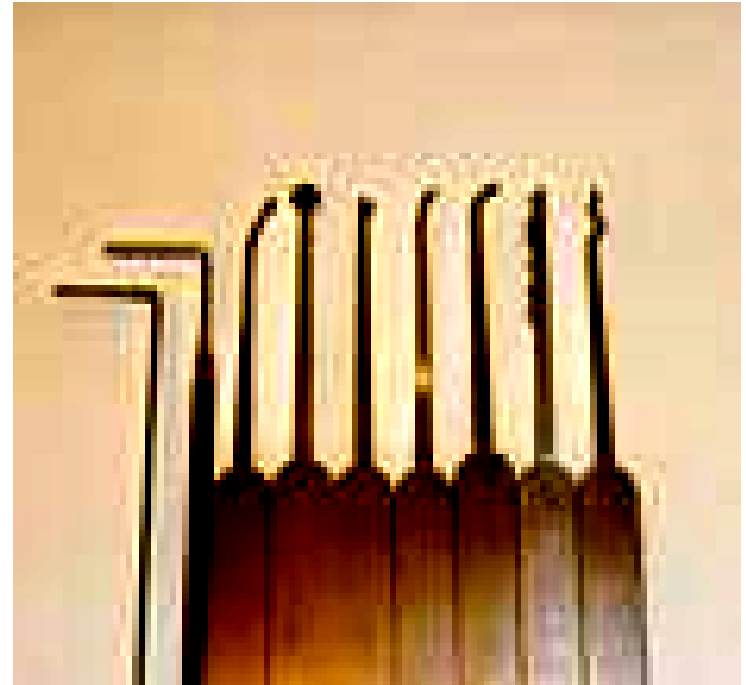
## ■ Administrative Responsibilities

- **procedure** how to assign, inventory, destroy the key and document key holder
- master key: open all locks
- sub-master key: open one or more locks
- key should be properly guarded and **not widely share**

# Lock

## ■ Circumventing Lock

- **Pick** the lock: open without the key
- **Tension Wrench**: a tool; L shaped, use to figure out the correct setting for each pin
- **Raking**: a technique; push to the back of the lock and quickly slid out while providing upward pressure
- <http://www.youtube.com/watch?v=JZJe23UD8wU>



# Question

Which of the following best describes the difference between a warded lock and a tumbler lock?

- A.** A tumbler lock is more simplistic and easier to circumvent than a warded lock
- B.** A tumbler lock uses an internal bolt and a warded lock uses internal cylinders
- C.** A tumbler lock has more components than a warded lock
- D.** A warded lock is mainly used externally and a tumbler lock is used internally

# Escort requirement / visitor control

- Understand visitor's purpose and SOW.
- Visitor need to be **registered** and **authenticated**, say checking contract, name card, staff card etc.
- Provide visitor **minimum** physical and logical **access** (such waiting area, meeting room, broadband, visitor pass etc.)
- **Detective**: Visitor log and log review
- **Preventive**: Escort





## P. Participate in addressing personnel safety concerns

- CISSP #1 concern is people safety and life
- **Duress** (or coercion): a situation whereby a person performs an act as a result of violence, threat or other pressure against the person.
- **Travel restrictions:** government announced alert or warning
- Do not travel on the **same plane** for senior managements
- Put the senior managements in **different locations**