



Cloud Governance

➤ Digital Framework for Agile Cloud Governance

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USAA Chief Technology Office

History

USAA was founded in 1922 by a group of Army officers who decided to self-insure each other, forming the United States Army Automobile Association. In 1923, the company began to extend eligibility, and was renamed United Services Automobile Association (USAA) the following year.



USAA staff in the Calcasieu Building office, Dec. 26, 1923

Who We Are



- Nearly **34,000** employees
- 13 campuses in 7 cities
- 3 international offices
- 20% employees work from home
- **1 in 4 employees** are veterans or military spouses
- **No. 19** in 2018 FORTUNE 100 Best Companies to Work For®

USAA employees work outside the Social Exchange at USAA headquarters in San Antonio

Membership

- 12.8+ million members
- More than 97% member retention
- In 2018, returned more than **\$1.8 billion** to members
- 2018 World's Most Ethical Companies®



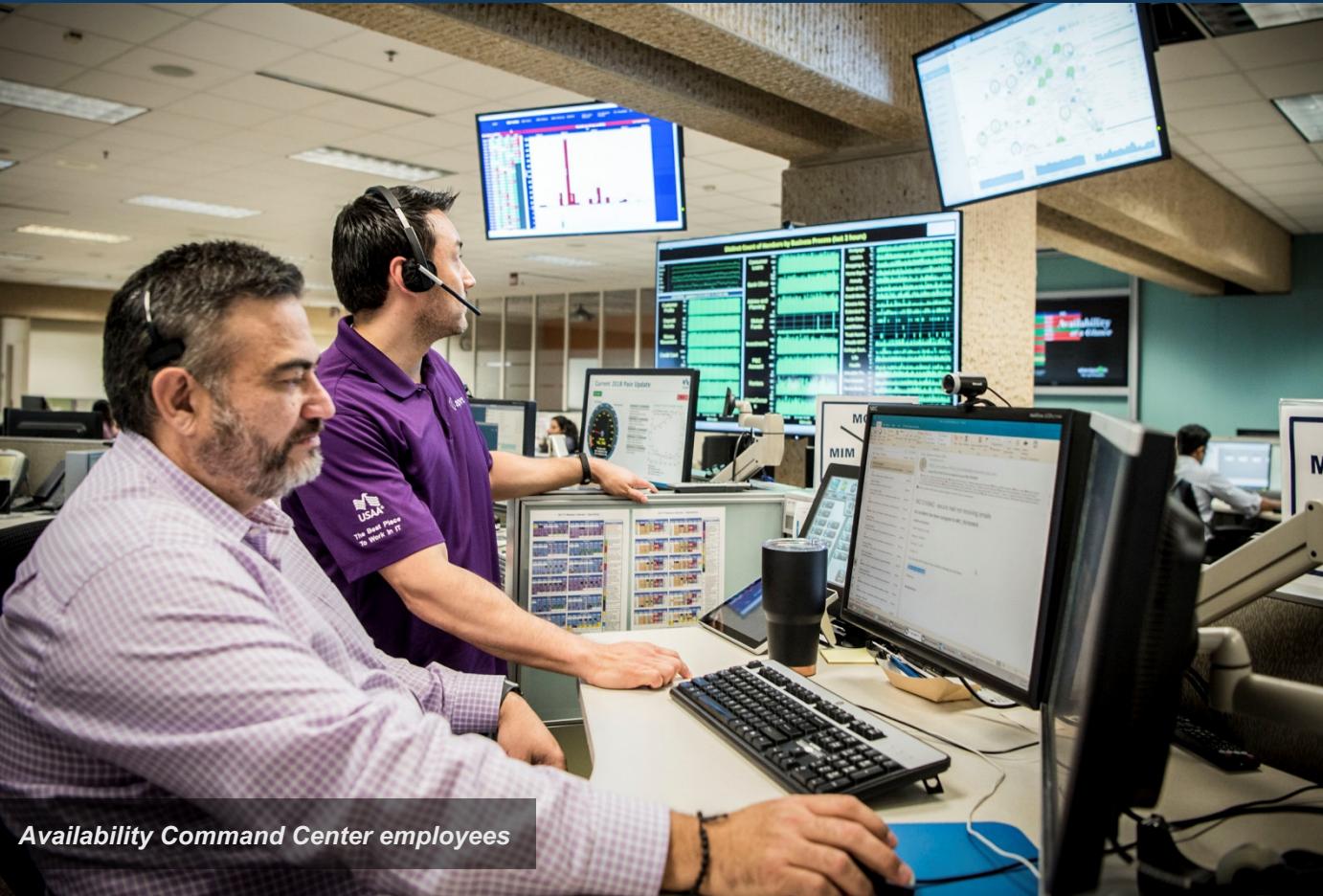
Business Recognition



- Handled **290,000+** disaster claims in 2018 with more than \$2 billion paid in disaster-related claims
- USAA Bank ranks **29th** **largest U.S. bank** based on deposits at \$71.8 billion
- Satmetrix Net Promoter Score – highest score in home insurance, auto insurance and banking for **8 consecutive** years

USAA member home in the aftermath of 2017 Hurricane Harvey in Rockport, Texas

Tech, Innovation & Security



- 93% of employees participated in employee innovation in 2018
- **2.2 million members** used mobile exclusively in 2018, an increase of 27% over 2017
- Helped stop an average of **13+ million** cyber attacks and **\$11.1 million** in fraud loss daily

OUR MISSION



The mission of the association is to facilitate the financial security of its members, associates and their families through provision of a full range of highly competitive financial products and services; in so doing, USAA seeks to be the provider of choice for the military community.

THE USAA STANDARD



Keep our membership and mission first

Live our core values: **Service, Loyalty, Honesty, Integrity**

Be compliant and manage risk

Build trust and help each other succeed

Embrace diversity and be purposefully inclusive

Innovate and build for the future

Welcome



Brian knows Dev and Ops, with deep experience building and supporting mission critical banking and financial systems. He is proud to have had the opportunity to serve on innovation teams whose mission is to facilitate the financial security of the military community and their families. Brian is now focused on applying engineering discipline to the next evolution of Agile, Technology Business Management and Cloud Governance capabilities.



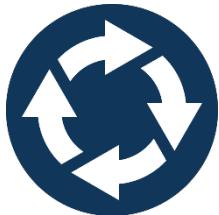
Cloud Governance



Architecture



TBM



Agile

Disclaimers

Platform

Statistics

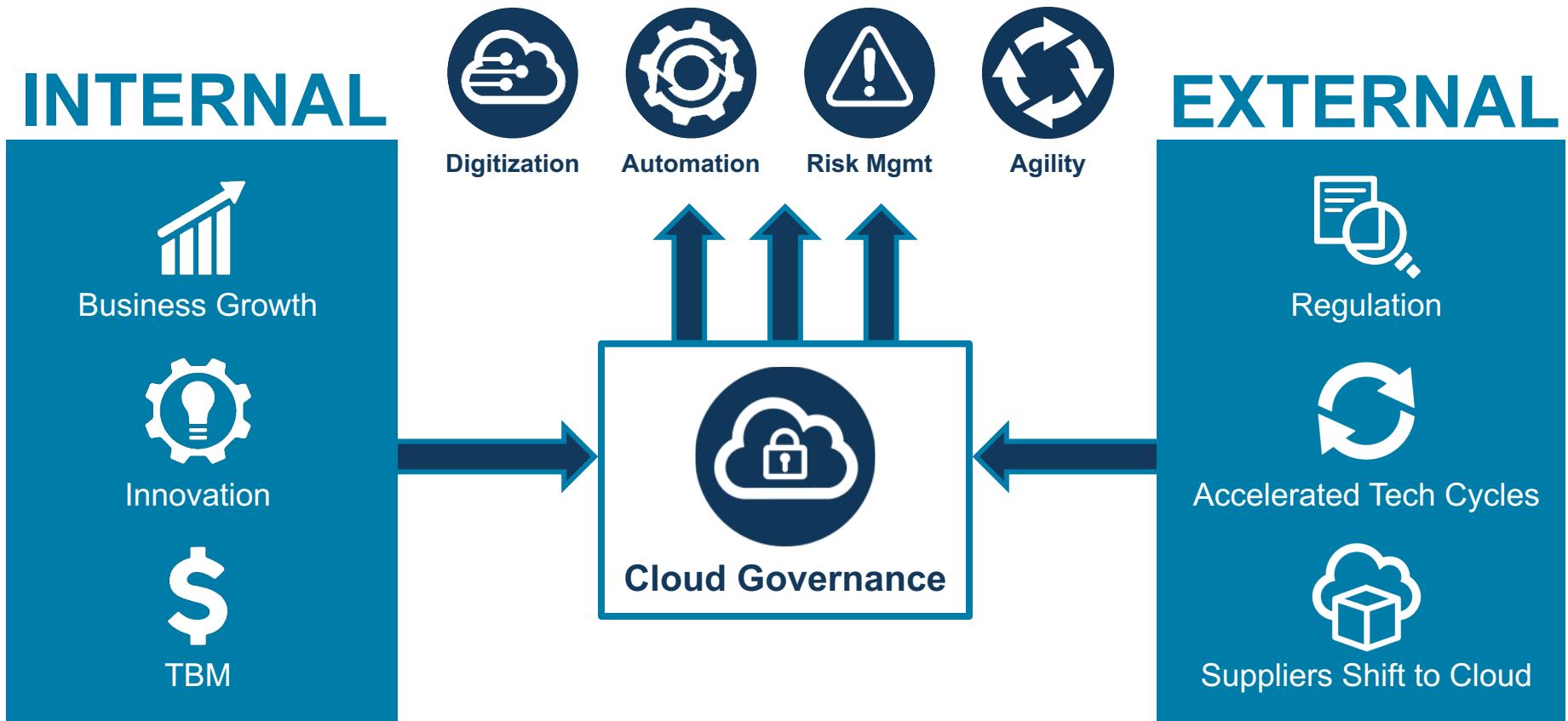
Redactions

US

Jet Lag



Motivational Forces



Examples To Consider (in the US)



FFIEC: Outsourcing Technology Services

<https://ithandbook.ffiec.gov/it-booklets/outsourcing-technology-services.aspx>

FFIEC: Outsourced Cloud Computing

https://ithandbook.ffiec.gov/media/153119/06-28-12 - external_cloud_computing - public_statement.pdf



OCC: Risk Management Guidance

<https://www.occ.gov/news-issuances/bulletins/2013/bulletin-2013-29.html>

Program Establishment



Mission & Standard



Corporate Strategy



Cloud Strategy



Cloud Governance



Privacy



Data



Risk



Architecture



Audit



Security



Safe Landing



Dev



Sec



Ops

Plan of Attack



Establish enterprise policy for Cloud services approved by the board



Identify applicable control partners and solicit executive support



Create a small team to ensure consistency and manage data hygiene

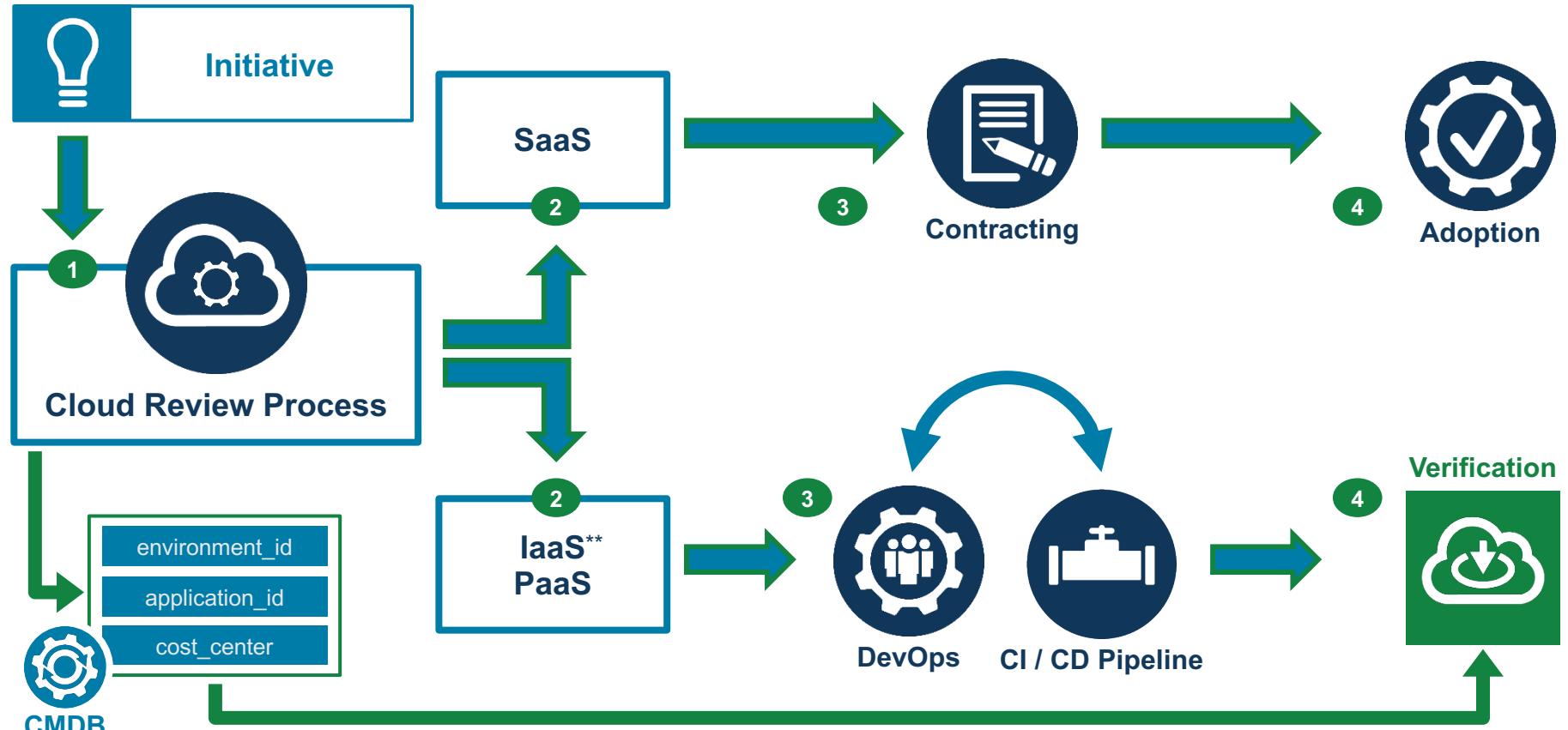


Define an approval process using a risk based approach with measurements



Digitize data collection and automate, automate, automate

Turning Ideas Into Reality



****1 and only 1 enterprise level agreement allowed with IaaS / PaaS providers (centralized)**

Risk Based Approach



Corporate Leaders



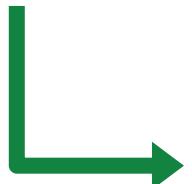
Cloud Enablement Group



Cloud Review Panel



ESCALATE



Cloud
Review
Process



Review



Approve



Retire

IaaS and PaaS Safe Landing

Governed set of controls and accounts

Centralized controls and monitoring

Enforced tagging standard

Change implemented at source

Automated CI / CD pipeline



Cloud Service Catalog

Cloud Service Catalog

About Us Contact Us



New Request



My Requests



All Requests



Panel Agenda



Dashboard



Process



Release Notes



FAQs



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11/28/2017



Data Capture Example

CRP0002055

Draft ✓ Submitted ✓ Pending Updates ✓ Cancelled ✓ Validated ✓ Scheduled ✓ Follow-up ✓ Withheld ✓ Reviewed

Cloud service title: Cloud Service Provider and Name of the Initiative

Service description: Accountable description of the initiative, intended purpose, business benefit and expected outcome.

Draft → **Reviewed**

Notes: Any interesting notes on the solution or information not captured as fielded data.

Service model: SaaS → **Service Model**

Phase: Pilot → **Phase**

Trial start date:

Trial end date:

* Pilot start date: 2019-04-01 → **Dates**

* Pilot end date: 2019-05-31

Production Start Date:

Retired Start Date:

Retired End Date:

Cloud Interview → **Cloud Interview**

Interviewer:

Cloud Review Meeting → **Cloud Review Meeting**

Risk Assessment | Additional cloud services details | Activity Log → **History**

Submitted date: 2019-03-08 15:35:20

Updated: 2019-03-25 08:56:28

Submitter:

* Primary contact:

* Technical architect: → **Technical Architect**

Title: Technical Architect Lead

Risk: 18

Risk level: Low

 **Review Cycle Repeats on Phase Change**

 **Fully Auditable History**

 **Current Status is Never Ambiguous**

Information Captured From Sources of Truth

Inventory of Information Released



Classification assigned to all data types



Increased scrutiny on PII, PCI, PHI, Confidential and Restricted



Requires executive ownership and accountability

Technology and Asset Management



SaaS is Software, requires Software Asset Management



Application Portfolio Management via CMDB



Technical Decision & Architecture

Verification of Global Standards



Single Sign On (SSO)



Cloud Access Security Broker (CASB)



Privacy and GDPR

Third Party Risk and Financials



Contracts



Hosting Provider



Cost Centers

Ex: Sources of Truth

Contracting

Supply chain manager [REDACTED]

Contract number [REDACTED]

Funding

Cost center [REDACTED]

Architecture

| | | |
|----------------------------|---|---|
| Technology decision | Yes <input type="button" value="▲"/> | Technology decision title [REDACTED] |
| Business application (TPM) | [REDACTED] <input type="button" value="🔍"/> <input type="button" value=" ⓘ"/> | Hosting proximity Off-premise (outside USAA) [REDACTED] <input type="button" value=" 🔒"/> |
| Hosting provider | [REDACTED] <input type="button" value="🔍"/> <input type="button" value=" ⓘ"/> | Architecture artifact https://wiki.usaa.com/display/ITARCH/Work+ <input type="button" value=" 🔒"/> |
| TPM Domain | [REDACTED] | TPM Portfolio Corporate Portfolio |

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Architecture Artifacts

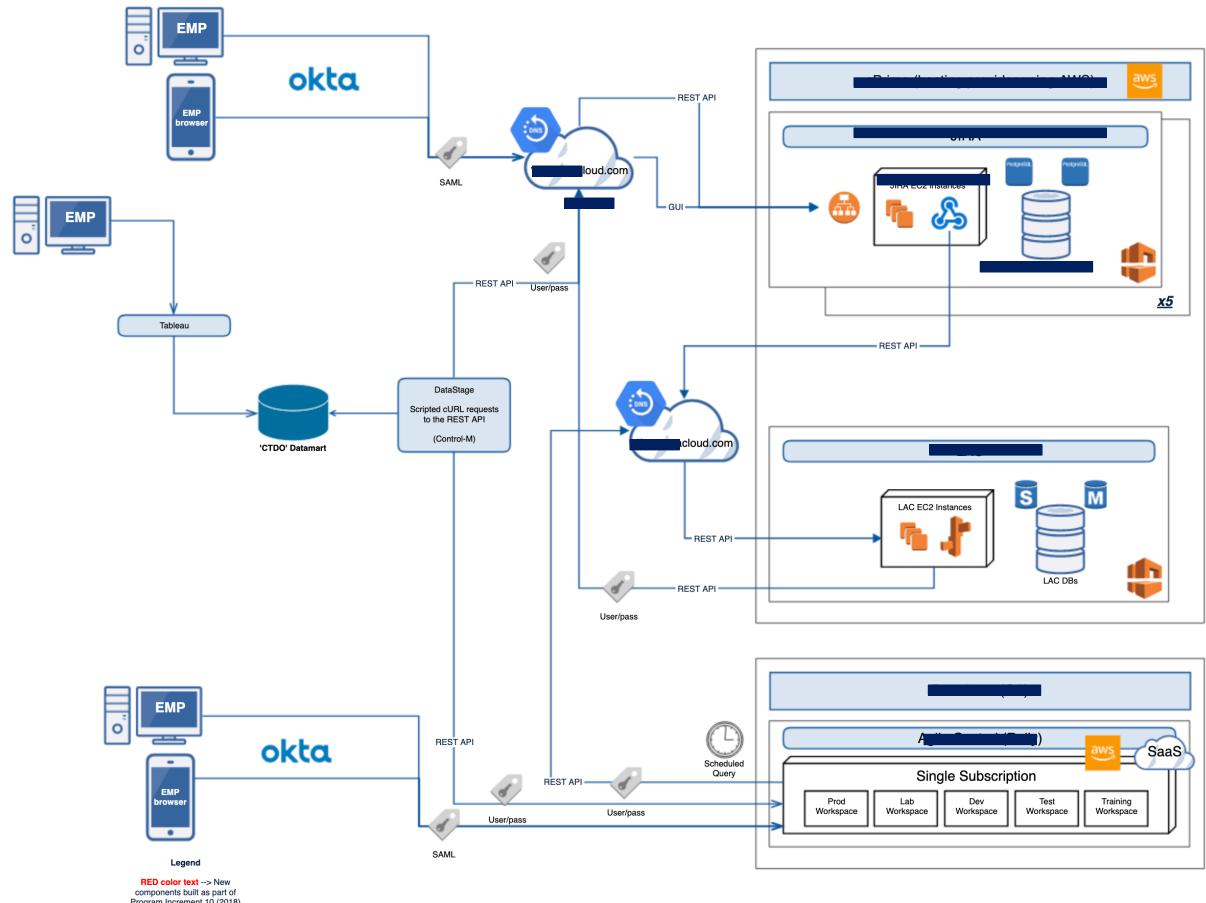
Solution Description

Architecture Overview

Architecture Views

Functionals/Non-Functionals

Risks and Decisions

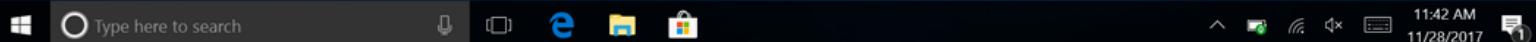


Digitized Cloud Review Panel Meetings



| ▶ | Number | Cloud service title | Submitter | Primary contact | Cloud review meeting | State | Phase | Risk |
|---|----------------|---------------------|-----------|-----------------|----------------------|-----------|------------|------|
| ▼ Cloud review meeting: 2019-04-04 10:00:00 (5) | | | | | | | | |
| | (i) CRP0002044 | | | | 2019-04-04 15:00:00 | Scheduled | Production | ● 38 |
| | (i) CRP0001222 | | | | 2019-04-04 15:00:00 | Scheduled | Production | ● 35 |
| | (i) CRP0002045 | REDACTED | | | 2019-04-04 15:00:00 | Scheduled | Trial | ● 6 |
| | (i) CRP0002062 | | | | 2019-04-04 15:00:00 | Scheduled | Trial | ● 8 |
| | (i) CRP0002048 | | | | 2019-04-04 15:00:00 | Scheduled | Pilot | ● 19 |

- Unique IDs for Every Initiative
- Automatic Attendee Notifications
- Clear Date/Time of Every Review/Approval



Cloud Review Process Workflow

