Section 2: Week 4: Design a Control Model for Secure Development

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# Design a Control Model for Secure Development

NCU Financial (NCU-F) is a matrix organization that uses decentralized development teams to build FinTech solutions. This approach to software enables the business to release features rapidly but at the cost of inconsistent process maturity levels. The senior leadership team wants a model that promotes best practices around controls and secure software design. An upcoming project replaces the Enterprise Resource Planning (ERP) system. This ERP system will serve as the example basis for that model, and used across future deliverables.

# Section I: Building the Model

## Identify Stakeholder Incentives

Implementing enterprise software solutions requires teams of professionals from across multiple disciplines, each with a unique perspective. Alignment and inclusion of these different perspectives are critical, or it results in distortion, leading to political confrontation and critical misses. These diverse ideas originate from industry norms that seek to improve consistency, accuracy, and efficiencies for different aspects of the business (see Table 1). While there are advantages for teams to operate in vertical silos, such as the speed of decisions, an integrated framework draws on the expertise across the company (Nicho, Khan, & Rahman, 2017). When all stakeholders can participate in the process, it culminates in releasing the right product at the right time.

Table 1: Stakeholders

|  |  |
| --- | --- |
| Team/Role | Focus Areas |
| Customers and other end-user | Privacy, reliability, usability, and available |
| Security Engineers | Confidentiality, integrity, and availability |
| Software Engineers | Reliability, observability, and performance |
| Program Managers | Functionality, predictability, and extensibility |
| Support Engineers | Observability and supportability |
| User Experience (UX) | Convenience and performance |
| Legal and Compliance | Privacy and confidentiality |
| Marketing and Sales | Functionality and consistency |
| Accounting and Finance | Economical and profitable |
| Senior Leadership | Connects with the broader company strategy |
| Technical Writers | Consistency and explainability |
| Network Security Engineers | Authentication, authorization, and auditing |
| Operations | Observability, reportability, and discoverability |

## Identify Enterprise Context

The stakeholders need to reach a consensus on the overarching strategy for implementing the ERP system. This strategy must be cognizant of the enterprise context (see Table 2), as part of appropriate scoping and costing decisions (Rafeq, 2019). For instance, building a custom solution from scratch requires more resources than NCU-F has available, and forces the business to consider acquiring and extending third-party software. Next, the organization must split the custom development into work for performing in-house versus outsourcing. While in-house sourcing provides the most oversight and control, it can detract from other commitments and core competencies. For example, the ERP must schedule the execution of a sophisticated credit processing framework. Building the job scheduling component a generic problem and easily outsourced, freeing up NCU-F engineers to focus on the value differentiating aspects of the feature.

Table 2: Enterprise Context

|  |  |
| --- | --- |
| Aspect | Questions |
| Company Mission | Why does the company exist |
| Company Strategy | Which markets and approaches are acceptable |
| Risk profile | How aggressive or conservative is appropriate |
| Existing commitments | What other deliverables are competing for resources |
| Industry-specific challenges | Which compliance, regulatory, and competitive analysis needs consideration |
| Resource Availability | Does the business have sufficient capital and human capacity to execute the plan |
| Core Competencies | What talents and expertise does NCU-F possess |

## Establish Timelines and Priorities

Inadequate planning, scope creep, and poor communication are three common reasons that projects fail (Jain, 2018). Partially mitigating these challenges is possible through iterative design that articulates the barebones solution and lays out a path through multi-release strategies. For instance, a hard requirement of the ERP system is handling mortgages, individual retirement accounts, and private equity investments. Not enough time exists to deliver all three scenarios, so the company must address the schedule risk through acceptance, transference, or avoidance strategies (Baskerville, Rowe, & Wolff, 2018). Choosing between these options requires an assessment of the inherent risks, and then deciding which outcome is most palatable (see Table 3).

Table 3: Schedule Risk

|  |  |  |
| --- | --- | --- |
| Strategy | Examples | Inherent Risks |
| Acceptance | Extend the deadline Apply additional pressure to teams | Nothing can release Missed sales opportunities Increased team attrition rates |
| Transference | Shift resources from other projects | Context switching is expensive Other commitments missed Outside assistance adds drag |
| Avoidance | Cut the new feature Parallelly run legacy/new systems | Customer expectations missed Increased operational costs |

## Performing Database and Application Testing

The credit card processing module takes one minute to complete and succeeds 99% of the time, is that good or bad? Answering this question in a vacuum is impossible. It requires an agreed-upon Service Level Objective (SLO) and accompanying measurements for Quality of Service (QoS). QoS models measure a scenario in terms of reliability, availability, response time, and throughput (Jammal, 2017). If these measurements are highly variable, then it indicates controls are missing from the system (see Table 4). For instance, when a customer uploads their mortgage application, they expect to perform that action exactly once and the system to respond with a confirmation number promptly. However, if that application becomes lost due to an internal service rebooting, then artificial processing delays are introduced. These classes of issues increase support costs and reduce the credibility of NCU-F. While impossible to discover every defect in advance, controls such as service replicas and message durability can improve the likelihood of presenting a positive experience.

Table 4: Measurements of QoS

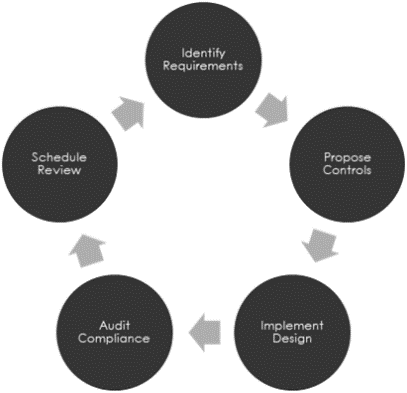
|  |  |  |
| --- | --- | --- |
| Measurement | Description | Example Controls |
| Reliability | The likelihood of a valid transaction succeeds | Event durability and retry policies |
| Availability | An endpoints ability to respond to service requests | Load balancers and eventual consistency models |
| Response Time | Time to complete the transaction | Quota Management |
| Throughput | Number of supportable parallel transactions | Elastic and virtual compute solutions |

## Completeness, Compliance, and Accreditation

Businesses within regulated environments can only transact with vendors that meet specific compliance and accreditation standards. These regulations come from industry, states, and national levels, like health care’s Health Insurance Portability and Accountability Act (HIPPA) or Europe’s General Data Protection Regulations (GDPR). Navigating these legal frameworks is highly-complex and requires experts to provide guidance and review decisions. While implementing these controls, a Plan-Do-Act-Check (PDAC) feedback loop can be appropriate for ensuring the controls are sufficient (see Figure 1).

For instance, GDPR states that businesses must secure user privacy or pay severe fines (Kovacs, 2017). Perhaps the initial release has sufficient controls, but future features might increase the attack surface and cause the system to fall out of compliance. Alternatively, the European Union might change their definition of user privacy or include additional control requirements (e.g., auditing). Detecting and preventing these policy drifts necessities periodic auditing and compliance assessments.

Figure 1: Accreditation Loop



## Usability Testing

The system’s audience can include people with international addresses, Unicode characters in their names, and similar locale-specific data entry decisions (see Table 5). Mitigating these challenges requires the stakeholders to identify which markets will consume the product and what cultural norms might exist. For instance, if the ERP system must service customers with slow and unreliable networks, then specific design decisions must be made. These decisions might include limiting the inclusion of high-resolution graphics, audio files, and streaming video. When these bandwidth considerations are lacking, the product is effectively unusable and unavailable, preventing that market from being served.

Table 5: Usability Challenges

|  |  |  |
| --- | --- | --- |
| Aspect | Description | Challenges |
| Internationalization (I18N) | Supportability of foreign standards | Text encoding  Validation Patterns |
| Localization (L10N) | Support for different languages | Date time formats Text widths |
| Device Specifications | Norms at the physical layer | Slow internet connections Small screens |
| Tediousness | Are everyday tasks trivial | Varying technical user levels  Guessing over measuring |

## Software Development Lifecycle (SDLC)

The SDLC includes planning, analysis, design, implementation, maintenance, and termination. Discovering and resolving issues earlier in this development lifecycle are substantially cheaper that later on. For instance, correcting an issue during the planning phase might entail updating a Microsoft Visio diagram. Meanwhile, changes in the maintenance cycle could require multi-release updates to correct production environments without encountering downtime. Introducing controls and processes between each step will improve the chances of a successful project (see Table 6). For example, changing the scope during the implementation phase or lacking executive sponsorship early on will jeopardize a timely release.

Table 6: SDLC

|  |  |  |
| --- | --- | --- |
| Phase | Description | Controls |
| Planning | Abstract proposal of feature | Procedural approval processes Executive sponsorship |
| Analysis | Investigation into feasibility | Forecast market interest Forecast acceptable budget |
| Design | Formalization of the plan | Agreement on scope, timelines, and iterative release strategy Acceptable QoS/SLO metrics |
| Implementation | Execution of the plan | Periodic checkpoints Stakeholder audits |
| Maintenance | Available into production | Maintenance and Release windows Authorized deployment team |
| Termination | Decommission and replacement | Archival procedures Data migration validation |

# Section II: Recommendation for data and application controls

# Section III: Comparison of development strategies

* 1. Waterfall
  2. Spiral
  3. Rapid development
  4. Reuse
  5. XP