

# Central Credit Union Case Study

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## 1 CASE STUDY PROBLEM

Plan the implementation of Enterprise Security Architecture (ESA) at Central Credit Union by answering the following questions: What organizational structure should be used to support the development of the ESA (1.1), what will be the key components to Central Credit Unions ESA (1.2), who in the organization should be ultimately responsible for information security and why (1.3), what will be some CFS's is the ESA's development (1.4), and where should Central Credit Union starts and what are the priorities (1.5).

### 1.1 ESA ORGANIZATIONAL STRUCTURE

For the organizational structure of the ESA development, I would create a security committee as well as a security team with a liaison between the two groups. The committee will consist of all employees at the "C-level", being the corporate security officer, chief information officer, chief operating officer, and chief financial officer. The team will consist of each manager listed in the given organizational figure. The liaison between the two security groups would be the corporate security officer Linda McDougall. Linda is in the best position to be the liaison for these groups as she already is involved in company security and has the ability to create effective change at both the managerial level as well as the "C-level". If a budget permitted, it may be favourable to have a new hire become the liaison and whose sole purpose is the organization of the ESA as well as communicating change between the higher and lower powers. This may have the consequence of

the ESA becoming stronger as a whole job is dedicated to the ESA as opposed to having it tacked onto pre-existing work.

#### 1.1.1 KEY COMPONENTS

The key components can be broken down into two sets: technical and plans. The technical components which are key will be internet security. As the Central Credit Union offers extremely high risk services and highly targeted services (online banking), their online security will be the highest of their concerns. Other technical concerns which are lower risk but still technical concerns non the less would be internal technical structures such as data confidentiality and accessibility to employees.

As for key components of plans, seeing as the Central Credit Union offers services to end users, training of new security components to those end users will be critical to ensuring the regular business flow continues. Regular interval testing will also be key to ensure the ESA is moving forward in its development and to ensure that standards are being met as well as intermediate and end goals. Finally, interval training will be key as employees inside of the Central Credit Union must become aware of new security standards and understand their impact on personal job performance as well as business goals.

#### 1.1.2 RESPONSIBILITY

Ultimately, I believe that the person responsible for the outcome of the ESA should be Linda McDougall. Linda as being designated the liaison between the security committee and security team is in the best position to be fully aware of the project's developments and status. She also is in the best position as being at the "C-level" to effectively change the processes and thoughts of the company when it comes to the ESA. Another potential candidate would be the CEO Bob Smith. With the CEO becoming the responsible party for the ESA, the business end of the ESA is brought more to the forefront and may be taken more seriously by internal structures inside the company.

A side note on this matter is of course that everyone in the company is ultimately responsible for the success and outcome of the ESA. Any employee could be responsible for a security breach and a failure of the ESA and thus assumes some level of responsibility.

#### 1.1.3 CRITICAL SUCCESS FACTORS

Some critical success factors include the following. Linda's ability to communicate and cause actual change among the "C-level" employees who are responsible for the business goals of the rest of the company. Lower employees ability to adapt and effectively follow new ESA rules and procedures which will be soon put in place. Interval testing of the ESA to ensure that the development of the ESA is moving forward toward end goals laid out by the security committee and team. In with interval testing is being able to properly evaluate the company's base line of their current security measures in order to properly identify weaknesses both technical and procedural in order to set meaningful

goals.

I believe a success factor of any organization which is commonly overlooked is the ability not only to document proper procedures, but also make it easily available to all employees where needed and easy to understand. Too many times are procedures either not documented or are hidden or difficult to find certain procedures for a given employee or task.

#### 1.1.4 WHERE TO START AND PRIORITIES

The Central Credit Union should start by forming the appropriate committee and security team as well as finding an appropriate sponsor without whom the project would be taken lightly. Once the organizational aspects have been assigned, the ESA should work to establishing a base line of where security currently stands as well as determining goals for the near and distance future. Base lines can be determined with current penetration testing and internal surveys to the employees. Goals can be used to determine how interval testing should be accomplished in order to test and meet end goals.