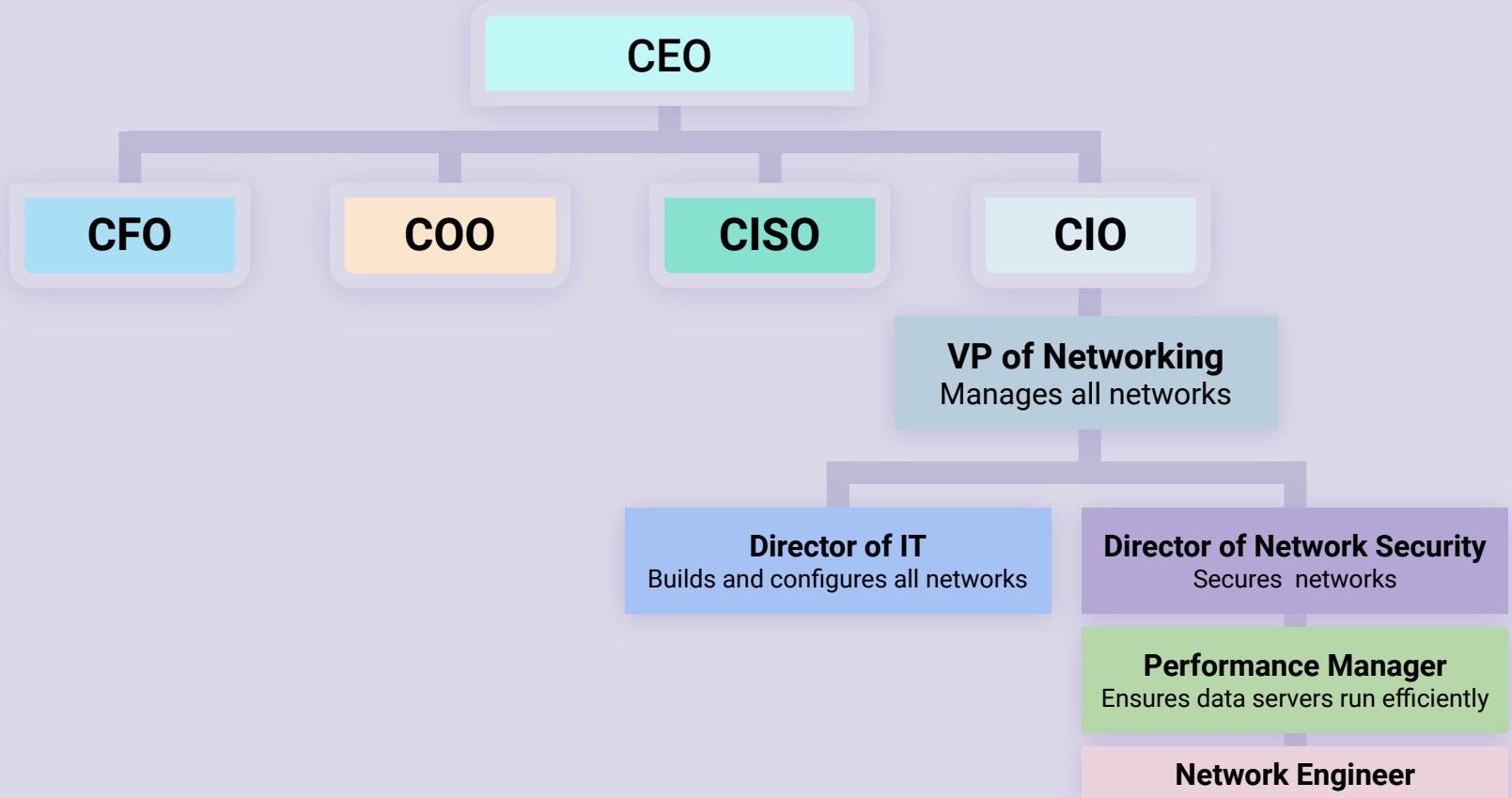


# Organizational Structure

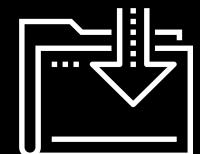
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# GR C: Security Within an Organization

Cybersecurity  
GRC Day 1



# Class Objectives

---

By the end of today's class, you will be able to:



Identify at least three concrete benefits of a healthy security culture.



Articulate the responsibilities of common C-Suite officers, including the CISO.



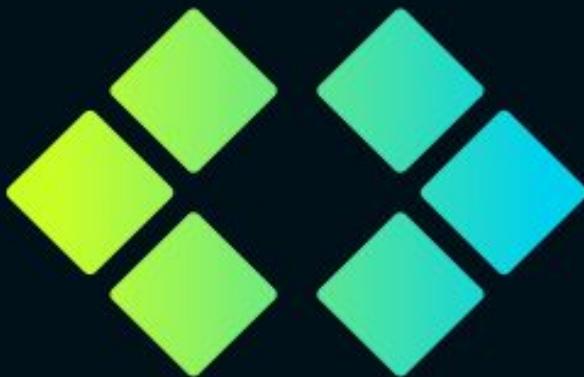
Explain the responsibilities of a security department.



Identify appropriate security controls for a given resource and situation.

# Security Aligning with an Organization

Throughout this course, you will be equipped with the tools needed to perform in common technical roles.



**Today, we will see how these roles interact with each other and within the larger organization.**



Let's briefly look at some of this bootcamp's modules and their corresponding professional roles.

## Modules: Linux and Windows

These units introduce the fundamentals of systems administration.

### What We'll Learn

How to manage users, control file permissions, schedule tasks with cron, manage installed software with apt, and configure system services.

### Job Context

These are all common tasks for systems administrators.

## Module: **Networking**

These units introduce the fundamentals of networking and network security.

### **What We'll Learn**

How to configure firewalls, port-scan remote hosts, use Wireshark to capture live traffic, and analyze network protocols found in traffic captures.

### **Job Context**

These are common tasks for network administrators. Traffic analysis is required in SOC analysis, network forensics, and threat hunting roles.

## Module: Web and Web Vulnerabilities

These units introduce the network structure and protocols used on the modern web, and familiarize us with the most common vulnerabilities found on live web servers.

### What We'll Learn

How to use Burp Suite to hunt for vulnerabilities in web applications.

### Job Context

These are important skills for penetration testers and SOC analysts, as well as network administrators who maintain web servers.

## Module: Offensive Security

These units introduce the basics of assessing a network's security with penetration testing.

### Job Context

These skills are relevant to penetration testers, but knowledge of attack methodologies is also useful for SOC analysts and network forensics roles.

## Module: **Defensive Security**

These units introduce Splunk, incident response procedures, and forensics.

### **Job Context**

These skills are most relevant to SOC analysts and network forensics roles.

# Security Team Alignment

Multiple security teams work together to protect the larger organization.

**Example:** An organization's Incident Response team needs to work closely with its IT and Networking department to report breaches and recommend how to better secure systems.

Linux  
and  
Windows

Networking

Defensive  
Security

Web  
and Web  
Vulnerabilities

Offensive  
Security

# Security and the Larger Organization

---

**Security operations will interact with other non-security teams departments within the organization.**

**For example:** An organization's Marketing and Communications teams use the networks and accounts that IT and Networking manage.

What other examples  
can you think of?

# Security Concerns vs. Business Concerns

The most profitable decision isn't always the most secure.  
Security objectives may be at odds with those of the business.

## Security Team's Main Goal:

Protect the  
business's data

## Business-At-Large's Main Goal:

Maximize profit  
and improve efficiency

# What Should the Security Team Do?

An organization's engineering team proposes an innovative but insecure new feature for their flagship product.

## Security Team:

The security team would probably advise against the new feature due to its poor security.



## Business-At-Large:

The business might decide to develop it anyway, believing the potential profit is worth the risk.



# What Should the Security Team Do?

The security team must adapt its operations to accomodate a product they know is insecure.

## Potential Solutions:

Put in place more aggressive monitoring on data servers likely to be exposed by the new feature.

Advise IT and Networking to put in place more sophisticated access controls on important servers and proxies.

100% security is not  
the *business's* goal.

To limit spending and increase  
profit, businesses often provide  
only *adequate protection* for  
their most *important assets*.



# GR&C Framework

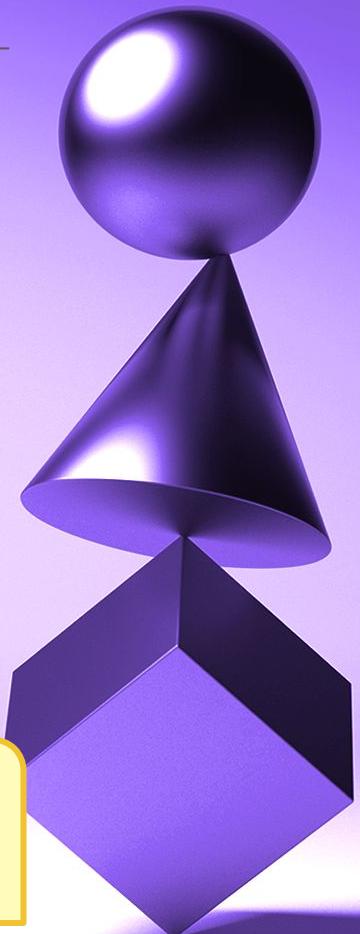
GR&C is a framework for answering the questions: *What assets are most important?* and *What is adequate protection?*

- **Governance:** Creating management processes for implementing security practices across the organization.
- **Compliance:** Making sure the business follows internal security policies and adheres to relevant security laws.
- **Risk Management:** Identifying an organization's most important assets and determining how they might be compromised.



We define "important" by asking: *How would a security compromise of this asset affect the profits of the business?*

**The more significant the loss, the more important the asset.**



# Security vs. Business: Is the Feature Worth the Risk?

An organization's engineering team proposes an innovative but insecure new feature for their flagship product.

The organization performs a **risk assessment** and concludes that the feature could lead to a 25% increase in quarterly profits. The feature would also risk exposing an isolated data server containing customer names, usernames, and email addresses, but no other PII (personally identifiable information).

# Security vs. Business: Is the Feature Worth the Risk?

In this case, the **business objective** of achieving profit targets overrides the **risk** of the strategy.

## Business Wins!

The security team objects to the feature on the grounds of insecurity. But the business decides that the cost of the potential breach—of an isolated server with no sensitive PII—would be less than the potential profit of the feature.



After making a decision, the business updates its security practices to account for the risk they've undertaken, and regularly confirms everyone is following the rules.

This is **governance** and **compliance**.



## Activity: Weighing Security and Business Objectives

In this activity, you'll play the role of a security consultant hired to help a business determine how risky its plans are.

**Suggested Time:**  
**10 Minutes**





**Times Up! Let's Review.**

Weighing Security and Business Objectives

# Activity Review: Weighing Security and Business Objectives

---

## Business Plans

1. The director of Engineering suggested giving all developers access to all data.
2. The director of IT suggested exposing administration servers to the public internet.
3. An SOC analyst recommended merging all of the company's mail servers into a single server, in order to cut costs and improve efficiency.



# Activity Review: Weighing Security and Business Objectives

---

## Business Plans

1. The director of Engineering suggested giving all developers access to all data.

**Benefits:** Makes development easier.

**Detractors:** Allows any developer to access any user data, including sensitive PII that has nothing to do with their jobs.

**Recommendation:** Reject on grounds of privacy.

2. The director of IT suggested exposing administration servers to the public internet.

3. An SOC analyst recommended merging all of the company's mail servers into a single server, in order to cut costs and improve efficiency.



# Activity Review: Weighing Security and Business Objectives

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2. The director of IT suggested exposing administration servers to the public internet.

**Benefits:** Administrators can work from any computer they choose.

**Detractors:** The servers would be publicly accessible, which is unacceptable for a private network.

**Recommendation:** Reject this request. A VPN would be a better solution to this problem.

3. An SOC analyst recommended merging all of the company's mail servers into a single server, in order to cut costs and improve efficiency.



# Activity Review: Weighing Security and Business Objectives

---

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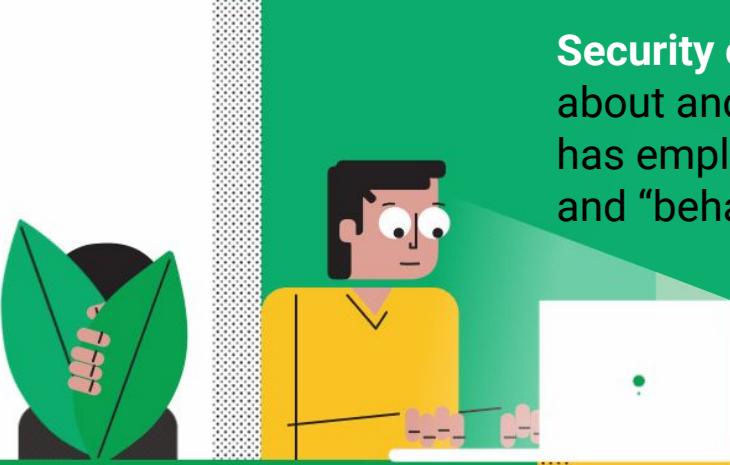
If the company has so many emails that it *needs* to maintain multiple servers, this suggestion is not possible. Otherwise, hosting all of the data on a single server makes sense.



# Security Culture Framework

# Security Culture

Strong organizational security begins with making sure employees both consider security *important* and *understand the security implications of their decisions*.



**Security culture** is the way members of an organization think about and approach security issues. A healthy security culture has employees who are invested in the organization's security and "behave securely."

The health of an organization's security culture is determined by:

- How important employees consider security
- How aware employees are of common security risks
- Whether employees know how to avoid insecure behavior



A healthy security culture requires motivating employees to value security, and training them on how to avoid insecure behavior.

# Security Culture Framework Steps

---

The **Security Culture Framework** identifies problems in an organization's security culture and develops plans to solve them.

01

Measure and Set Goals

02

Involve the Right People

03

Create an Action Plan

04

Execute the Plan

05

Measure Change

# Applying the Framework: Security Scenario

Employees are receiving emails to their work accounts from external sources.

- Employees are clicking on links and downloading attachments in these emails.
- The organization's security team determined that many of the links and attachments contain malware.



# Step 1: Measure and Set Goals

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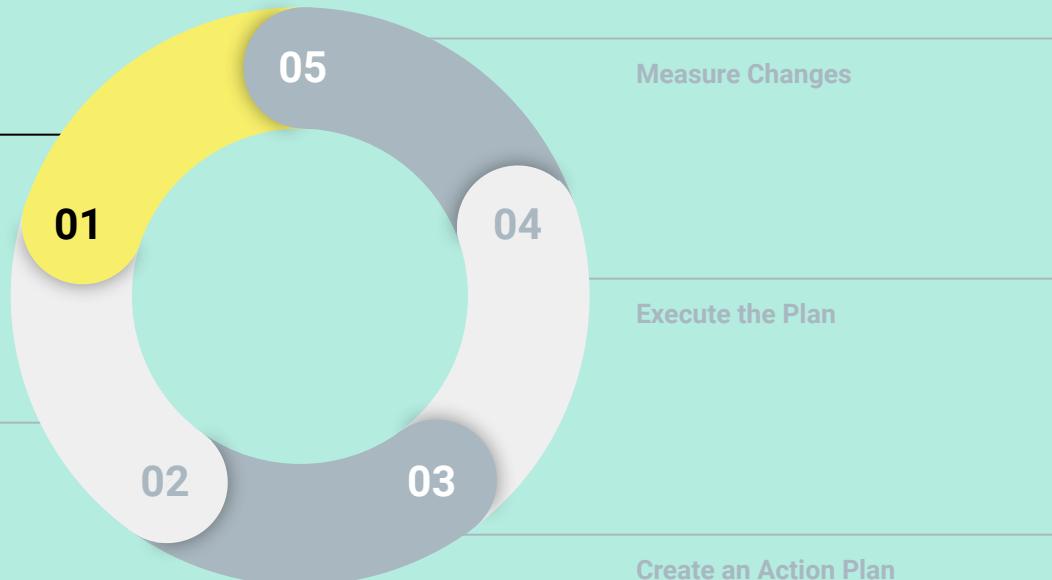
Hire a pentester to run a phishing campaign against your organization. They will send malicious files to everyone in the organization and keep track of who downloads them.

## Measure and Set Goals

Set a click rate goal of 5%.

Measure this data to determine (1) what percentage of employees download the files and (2) which employees download them.

Involve the Right People



# Step 2: Involve the Right People

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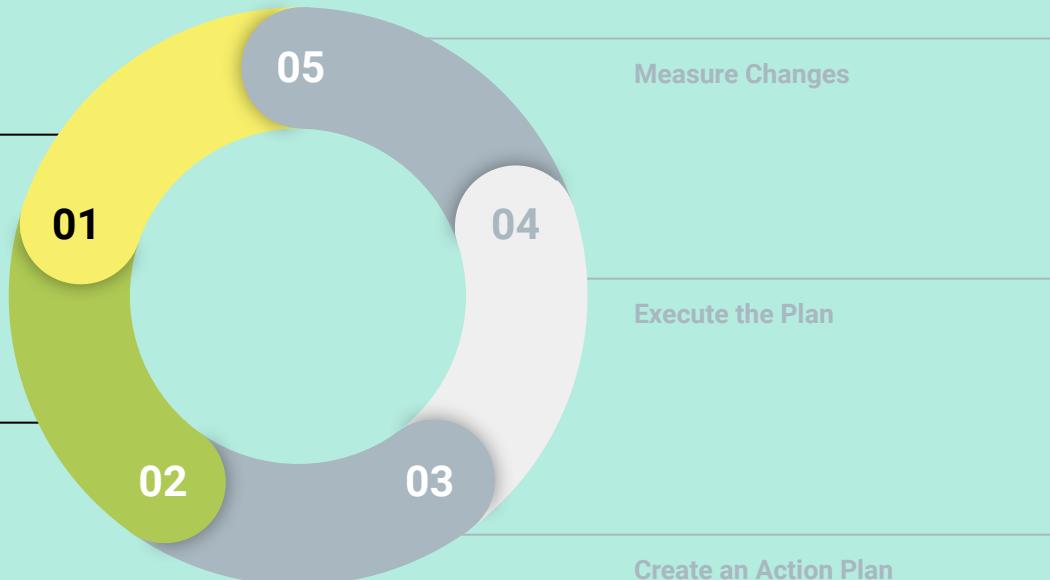
Since this training will affect all members of the organization, inform the executive team about the problem and your decision to implement training.

## **Measure and Set Goals**

Measure how employees interact with the campaign, determining the percentage of employees who download the files and who they are. Set goals based on this data.

## **Involve the Right People**

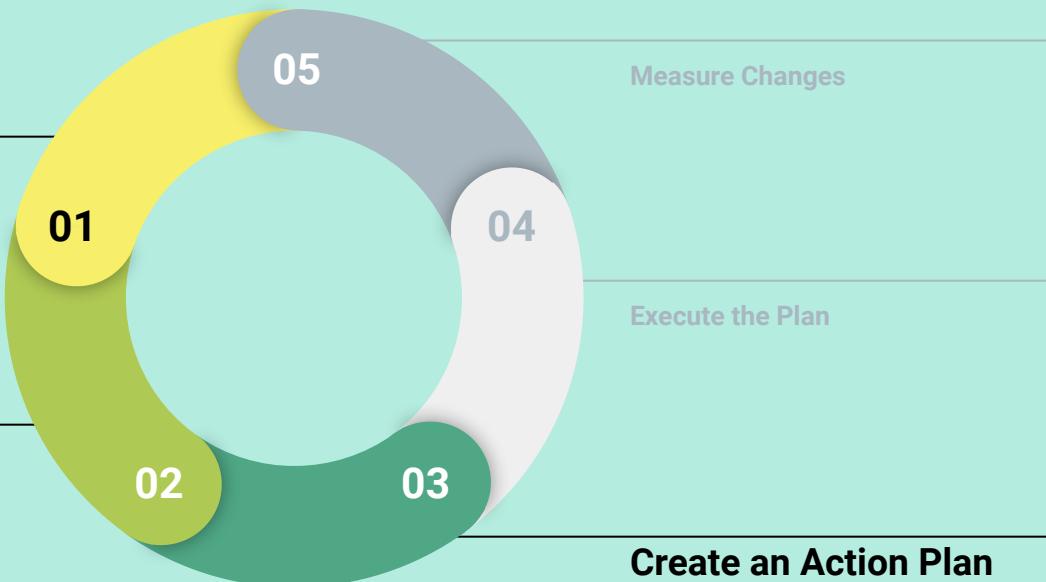
Inform at least the **CEO and/or CIO, director of HR**, and the person in charge of internal training and communication.



# Step 3: Create an Action Plan

---

After getting clearance to run the training, plan to deliver an annual Cybersecurity Awareness Training event.



## Measure and Set Goals

Measure how employees interact with the campaign, determining the percentage of employees who download the files and who they are. Set goals based on this data.

## Involve the Right People

Inform at least the **CEO** and/or **CIO, director of HR**, and the person in charge of internal training and communication.

Measure Changes

Execute the Plan

## Create an Action Plan

Develop training to cover dangers of malware and how malware can spread through phishing and vishing.

# Step 4: Execute the Plan

---

After developing the training, run it with the goal of training 25% of employees every quarter.



# Step 5: Measure Change

---

After training the entire company, have the pentesters rerun the original phishing campaign.



---

## Measure and Set Goals

Measure how employees interact with the campaign, determining the percentage of employees who download the files and who they are. Set goals based on this data.

---

## Involve the Right People

Inform at least the **CEO and/or CIO, director of HR**, and the person in charge of internal training and communication.

---

## Measure Changes

Determine success or failure based on goals set in Step 1.

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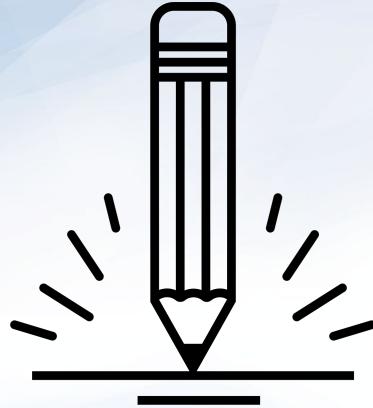
## Execute the Plan

Run training with a goal of training 25% of employees each quarter.

---

## Create an Action Plan

Develop training to cover dangers of malware and how malware can spread through phishing and vishing.



## **Activity:** Applying the Security Culture Framework: Part 1

You'll play the role of a security consultant contracted by a local bank to develop a plan for strengthening physical security.

*Instructions shared on Slack.*

**Suggested Time:**  
15 minutes





**Times Up! Let's Review.**

Applying the Security Culture Framework: Part 1

# Security Roles and Responsibilities

# Security Roles and Responsibilities

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In the next section, we'll cover the following:

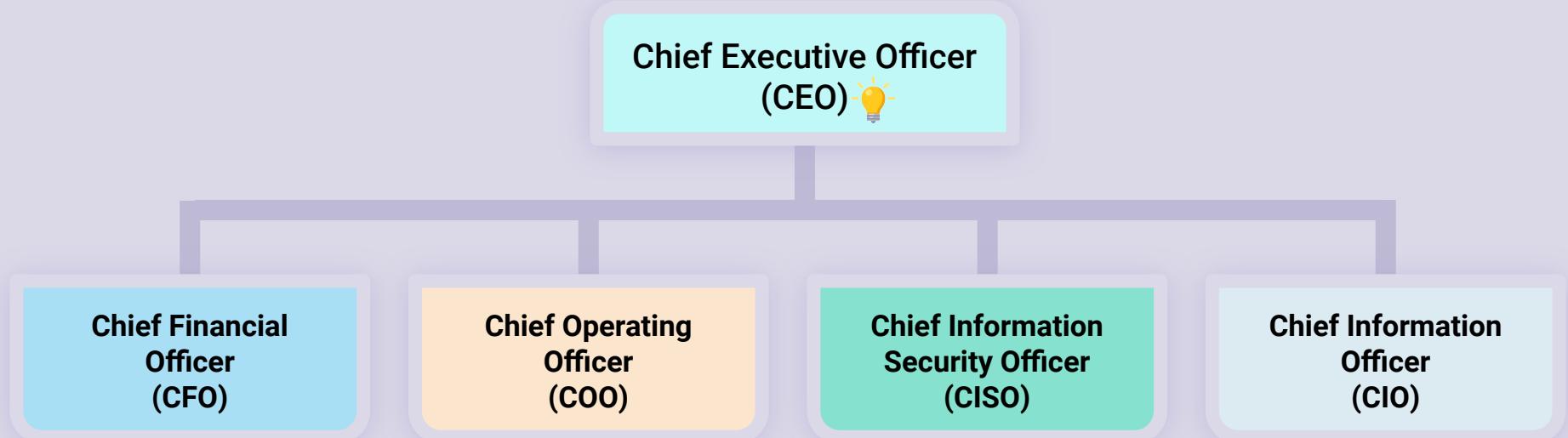
Executive roles  
existing in  
most companies

Executive roles  
relevant to  
security  
departments

The responsibilities  
of the security  
department

The structure  
of the security  
organization

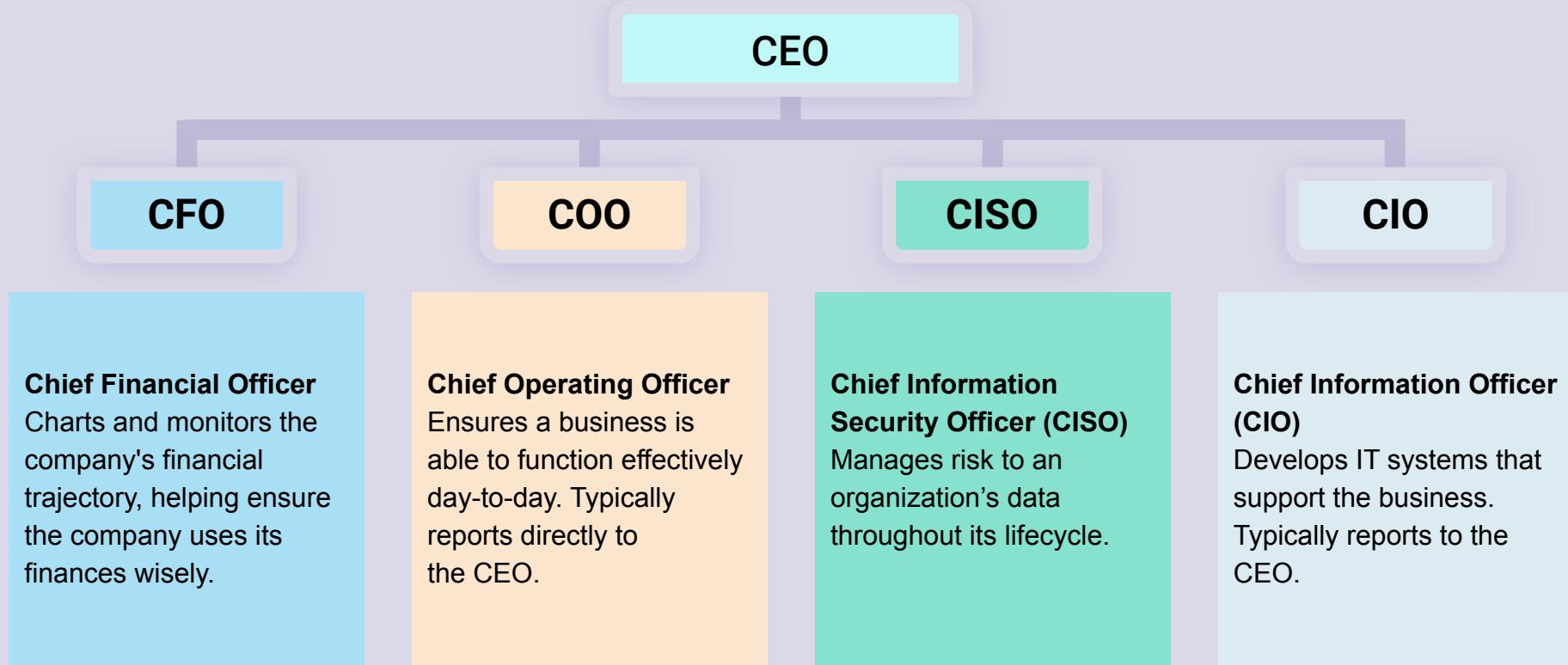
# Executive Roles: The Core Leadership Teams



The **Chief Executive Officer (CEO)** is responsible for plotting the overall direction of the company. The CEO reports to the **Board of Directors**. This group is elected by shareholders and holds the CEO accountable for meeting their demands.

# Executive Roles: The Core Leadership Teams

---



# Sample Reporting Structure

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**Network Engineer**

**Performance Manager**

**Director of IT**

**VP of Networking**

Reports their progress to the Performance Manager.

Receives reports from several Network Engineers, each working on different tasks.  
Uses these reports to inform the Director of IT if the organization is meeting network performance targets.

Receives reports from several managers, each in charge of a different aspect of the network.  
Uses these reports to tell the VP of Networking which functions of the IT department are going well.

Receives reports from all of Directors and uses these to determine the overall health of the company's networking teams and infrastructure, and how they're helping the organization achieve its goals.

# The Responsibilities of the Security Department

CISO is responsible for protecting the company's data, often overseeing the following teams, roles and responsibilities:

## Network Security

**Director of Networking or Director of Network Security** is in charge of networks.

A Director of Networking often has **system administrators**, **network administrators**, and **physical network technicians** on staff. They may also manage a Help Desk.

## Incident Response

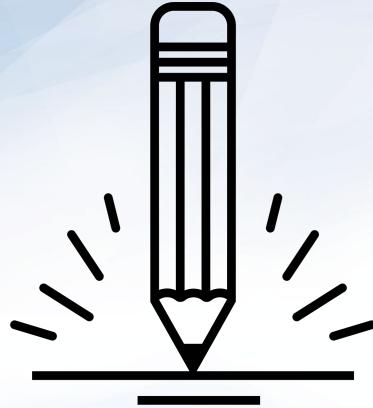
**IR Manager or SOC Manager** manages and Incident Response unit.

An SOC Manager employs **SOC analysts**, also known as **security analysts** or **incident handlers**.

## Application Security

**Security Architect** is in charge of application security.

A Security Architect typically manages **security engineers** and **software engineers**.



## Activity: Designing a Security Org Chart

In the next activity, you will create an organizational chart based on a description of the client company.

*Instructions shared on Slack.*

Suggested Time:  
20 Minutes





**Times Up! Let's Review.**

Designing a Security Org Chart



4:46

Break

# Security Culture Framework: Action Plan

# Back to Our Security Scenario...

---

Employees are receiving emails to their work accounts from external sources.

- Employees are clicking on links and downloading attachments in these emails.
- The organization's security team determined that many of the links and attachments contain malware.



# Security Culture Framework Steps

## Step 1: The Security Culture Framework (SCF)

Team meets to assess the impact of the phishing incident and the risk posed by future campaigns. This discussion includes:

- An assessment of the damage done by the previous phishing incident.
- Using a pentesting phishing attack to show how many employees download malicious files. This assessment might find a 10% click-through rate, meaning that 10% of employees downloaded malicious email attachments.
- Setting a target click-through rate. The team might decide that a 5% click-through rate is acceptable.



# Security Culture Framework Steps

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**Step 2:** The SCF Team Manager (in this case, the IR manager) meets with the CISO to explain that the previous phishing attack was successful because 10% of employees downloaded files from unknown email addresses. They request a budget to carry out a plan that will bring this number down to 5%, and explain how it will profit the business.



# Security Culture Framework Steps

---

## Step 3: The SCF Team develops a training plan to educate employees.

In addition, the SCF Team develops a Supplemental Security Awareness training plan. This plan will only be delivered to employees who continue to click malicious links after training.



# What's the (Action) Plan?

---

Some important considerations when developing a plan:

When will  
the plan be  
executed?

When will  
you measure  
progress?

How will  
you quantify  
progress?

# What's the (Action) Plan?

---

Questions you should ask when developing a plan:

- **When will the plan be executed?**

The SCF and HR Teams will run the training once every quarter, training 25% of employees each time. This ensures 100% of employees will be trained by the end of the year.

- **When will you measure progress?**

The SCF Team will run a phishing campaign each quarter, targeting only the most recently trained cohort. After all cohorts have been trained, a final campaign will test how well everyone follows the new guidelines over time.

- **How will you quantify progress?**

The SCF Team decides to quantify the *click-through rate*, which is the percentage of employees who download malicious links from emails. Their goal is to decrease this number from 10% to 5%.





## **Activity:** Security Culture Framework: Part 2

In this activity, you will complete the plan  
you began drafting in Part 1 earlier today.

*Instructions shared on Slack.*

**Suggested Time:**  
**20 Minutes**





**Times Up! Let's Review.**

Security Culture Framework: Part 2

# Review: Security Culture Framework: Part 2 - Sample Solution

---

**Involve the Right People:** The planning team involves **HR, Security, Finance, and Communications.**

## Action Plan:

- Schedule quarterly trainings
- Design and develop training
- Run quarterly training
- Evaluate impact after each training
- Evaluate overall impact after one year

**Schedule:** The Security and HR Teams decide that *quarterly* training makes the most sense.

**Metrics and KPIs:** The Security team is aiming for 0% of employees to allow tailgating after training.

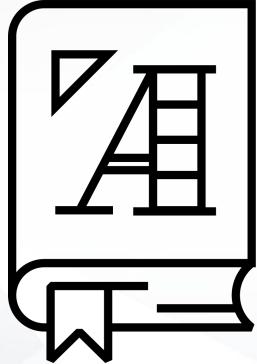
**Measurements:** One month after each quarter's training, security personnel will audit security cameras, and identify the employees allowing tailgating. Those who have already been through training will be disciplined. Those who follow training guidelines will be rewarded. Those who have not yet been trained will be notified that they should stop, but will *not* face disciplinary action.



# Security Controls

In addition to improving security culture over the *long term*, the security team should enforce **security controls** that address issues in the *short term*.





A **security control** is any system, process, or technology that protects the confidentiality, integrity, and accessibility of a resource.

# Security Controls and Control Types

---

Security controls can be administrative, technical, or physical in nature.

## Administrative

### Example

Requiring employees to follow training guidelines.

## Technical

### Example

Requiring developers to authenticate using SSH keys rather than passwords.

## Physical

### Example

Protecting a building by requiring key-card access.

# Security controls can have different goals.

---

01

**Preventative** controls *prevent* access with physical or technical barriers.  
(Key-card access is an example of a preventive control.)

02

**Deterrent** controls *discourage* attackers from attempting to access a resource.

03

**Detective** controls *identify and alert* attempts at access to a resource.

04

**Corrective** controls attempt to *fix* an incident, and possibly stop it from happening again.

05

**Compensating** controls *restore* the function of compromised systems.

# We'll see more security controls in future units.

---

Regardless of their type, all security controls seek to restrain or respond to access of a resource. The following *access controls* determining who can access specific resources:

## Linux

### Example:

File permissions act as access controls by preventing users from modifying files they don't own.

## Networks

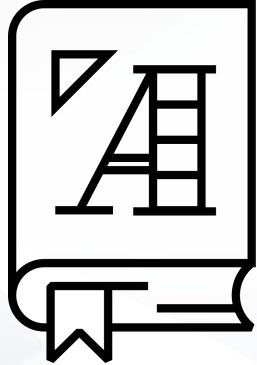
### Example:

Firewalls control access to networks.

## Incident Response

### Example:

Monitoring systems act as detective control.



**Defense in Depth** is a practice  
using multiple defenses to secure  
a resource.

# Defense in Depth

For example, a secure network may protect an SSH server in three ways.

01

Hiding the server behind a firewall that only forwards connections from the corporate VPN (**technical control**)

02

Forcing users to authenticate with SSH keys and passwords (**technical control**)

03

Requiring users to generate new keys, with new strong passwords, every quarter (**procedural control**)



# Control Diversity

A system with multiple layers of protection is said to have **control diversity**, because it is protected in multiple ways.

01

Protecting the SSH server with a firewall prevents unwanted connections from unintentional attackers.

02

If an attacker bypasses the VPN, it will still be difficult to compromise the server. Users must authenticate with SSH keys *and* passwords, so attackers can't easily brute-force the login.

03

If an attacker does steal both a valid SSH key *and* its password, they will only be able to compromise the server for a limited time, since the stolen key will expire after, at most, three months.

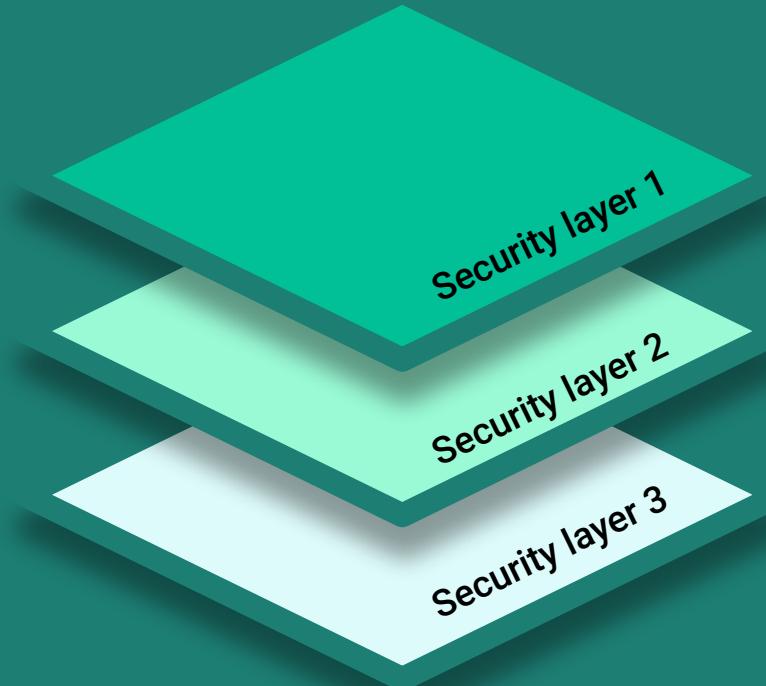


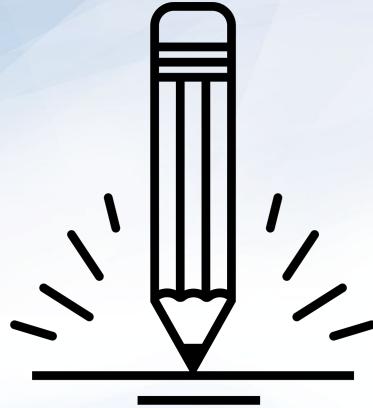
# Redundancy and Single Points of Failure

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Defending the system with multiple methods ensures that it remains protected even if one of them fails. This concept is known as **redundancy**.

- If the system only has a single control, that control is its **single point of failure**. An attacker can compromise the system by breaking just a *single* control.
- Ensuring redundancy eliminates the inherent risk of single points of failure.





## Activity: Implementing Security Controls

In this activity, you will draft the final piece of security recommendations for GeldCorp.

*Instructions shared on Slack.*

Suggested Time:  
20 Minutes



# Activity Instructions: Implementing Security Controls

---

In this activity, you'll draft the last piece of the recommendations you'll submit to GeldCorp.

The training plan you developed earlier is a personnel security measure, and won't drastically reduce tailgating rates until at least next year. Consider *physical*, *technical*, or *procedural* controls that will immediately reduce employee tailgating.

Record *three* different controls of any type. For each, answer the following questions:

- How does this reduce piggybacking?
- How much will this control cost to implement?
- What percentage reduction in piggybacking rates do you expect?

Suggested Time: 20 Minutes





**Times Up! Let's Review.**

Implementing Security Controls

# Review: Implementing Security Controls - Sample Solutions

---

## Install a Turnstile

- Implement turnstiles at all of the organization's data centers. These turnstiles require employees to scan an ID card and allow one person into the building at a time.
- The system will need to be installed at all sites, and key cards issued to all employees. These measures will be a significant expense. However, a financial organization might deem the added security of these *physical access controls* well worth the cost.

## Encrypt Top-Secret Data

- Encrypt all top-secret data, and only allow it to be decrypted by a single server, verified by digital signature. (The attacker would not have been successful if they'd stolen *encrypted* financial records.)
- As an advanced measure, the organization can choose to only allow access to that decrypted data through API, and restrict access to this API to only trusted individuals. This is a *technical control*.

# What We've Covered

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Today's activities put you in the role of a security consultant hired to help a financial technology firm respond to a major security breach. You had to:



Identify the source of the breach.



Develop a plan to improve security and security culture.



Define metrics to measure whether the plan was successful.



Propose controls, in addition to training, that can mitigate risk.

# Looking Forward...

---

What we learned today will prepare us to learn about **governance later in the week.**

Governance is the portion of the GRC Framework used to enforce security standards, policies, and procedures.

Now that we have a good understanding of how organizations develop best practices for security, we can learn how it uses governance methods to codify and enforce them.



# Class Objectives

---

By the end of today's class, you will be able to:



Identify at least three concrete benefits of a healthy security culture.



Articulate the responsibilities of common C-Suite officers, including the CISO.



Explain the responsibilities of a security department.



Identify appropriate security controls for a given resource and situation.