

# Developing Security Policies

CSH5 Chapter 66  
"Developing Security Policies"  
M. E. Kabay & Sean Kelley

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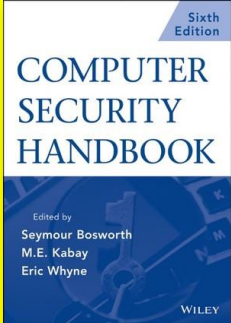
## Topics

- Introduction
- Collaborating in Building Security Policies
- Phase I: Preliminary Evaluation
- Phase 2: Management Sensitization
- Phase 3: Needs Analysis
- Phase 4: Policies and Procedures
- Phase 5: Implementation
- Phase 6: Maintenance
- Some Resources for Policy Development

## Introduction

Many chapters in CSH5 deal explicitly with policy; e.g.,

- 22/23 – Physical Security
- 25 – LANS
- 44 – Guidelines
- 47 – OPSEC
- 45 – Employment
- 48 – E-mail / 'Net Usage
- 49 – Awareness
- 50 – Social Psychology
- 52 – Application Controls
- 54 – Audits
- 56 – CSIRTs
- 57-59 – BU, BCP, DRP
- 66 – Developing Security Policies
- 67 – Developing Classification Policies




Sixth Edition  
**COMPUTER SECURITY HANDBOOK**  
Edited by Seymour Bosworth, M.E. Kabay, Eric Whyne  
WILEY

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## Collaborating in Building Security Policies

- Organizational & individual resistance to policy development
  - ❑ Threats to self-perception, norms, habits, comfort, confidence
  - ❑ Fear of blame, interference, bureaucracy, delay
- Process of development influences acceptance
  - ❑ Must demonstrate personal benefits to all
  - ❑ Involve all parts of organization




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## Phase I: Preliminary Evaluation


- Few organizations have policies that are
  - ❑ Complete
  - ❑ Maintained up-to-date
  - ❑ Understood
  - ❑ Monitored
  - ❑ Applied / enforced
- Must have formal authorization
  - ❑ Upper management support required
  - ❑ Even preliminary study needs explicit permission
    - ✓ Taking employee time and organizational resources



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## Planning Evaluation

- Work Closely with HR Department
  - ❑ Must convince *department managers* to cooperate
  - ❑ HR staff likely to know key managers in each department
- Must design or use survey instruments
  - ❑ Questionnaires / surveys
  - ❑ Focus groups
  - ❑ One-on-one interviews
- Some HR staff may be experts in interview techniques
- May decide to use outside experts




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## Preliminary Evaluation: Inventory





- Inventory precedes approval for full project
  - ❑ Only a few days of work
  - ❑ Ask everyone what *they perceive* as their most important security needs
- **NEVER argue or disagree with subjects!**
  - ❑ Job is to learn about issues from user perspective



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## Introduce Study – Non-Threatening


- Employees may perceive many questions as threatening
- Preamble or introduction should make clear
  - ❑ Not an audit
  - ❑ Not attempt to punish people
- Information should be anonymized
  - ❑ No person targeted for reprisal
- Reassure employees:
  - ❑ Study to learn about facts of security
  - ❑ Improvement
  - ❑ Not a search for culprits who will be punished

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## Preliminary Evaluation Checklist





- Introduce study – non-threatening
- State of current policy?
- Data classification?
- Sensitive systems?
- Critical systems?
- Authenticity issues?
- Exposure (consequences)?
- Responsibility and awareness?
- Physical security?
- Software development security?
- Computer operations security?
- Data Access Controls
- Network and communications security?
- Anti-malware measures?
- Backups, archives, data destruction?
- BCP / DRP?



Use audit checklists on the following pages for details

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## State of Current Policy?

- Does enterprise have any security policies at all?
- Who developed them? Individual? Group?
- Where and how are security policies available (paper, electronic)?
- When were policies last updated? Last disseminated?
- Who, if anyone, has explicit responsibility for maintaining security policies?
- Who implements security policy at enterprise level?
- To whom does chief information security officer report within enterprise?
- Who monitors compliance with security policies, standards, and compliance?

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## Data Classification?

- Levels of security classification that apply to your work? If so, what are they called?
- Are there rules for determining whether information you handle should be classified at a particular level of confidentiality?
- Are documents or files labeled to show their security classification?
- What is your opinion about value of such classification?
- Do people in your group pay attention to security classifications?
- Do you have any suggestions for improvement of how data are classified?

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## Sensitive Systems?

- In your work, are there any kinds of information, documents, or systems that you feel should be protected against unauthorized disclosure? If so, name them.
- How do you personally protect sensitive information that you handle?
- How do others in your department deal with sensitive information? No names, please.
- To your knowledge, have there been any problems with release of sensitive information in your department?
- Do you have any suggestions for improving handling of sensitive data in your area?

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## Critical Systems?



- In your work, are there any kinds of information, documents, or systems that you feel are so critical that they *must* be protected against unauthorized modification or destruction? If so, name them.
- Are there any special precautions you use or know of to safeguard critical data in your area?

13

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## Authenticity Issues?



- Do you know of any cases in which anyone has used someone else's identity in sending out messages such as letters, faxes, or email? If so, were there any consequences?
- Does anyone in your group use digital signatures on electronic documents?
- Does anyone in your group make or use unauthorized copies of proprietary software? If so, do you think there is any problem with that?

14

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## Exposure (Consequences)?



- Worst consequences from publication of most sensitive information you control in newspapers?
- What if key competitors obtained specific confidential information that you use or control in your area?
- Monetary costs associated with scenarios you have described above?
- Worst consequences if critical information altered without authorization or through accidental modification?
- What if you could not access critical information quickly enough for your work?
- Estimate costs of such breaches of data integrity and data availability?
- What if someone forged documents in your name or in enterprise's name? Scenarios and associated costs resulting from such breaches of authenticity?

15

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## Responsibility And Awareness?



- As far as you know, who is responsible for developing security policies?
- Do you know where to find the security policies that apply to your work?
- When, if ever, did you last sign any documents dealing with your agreement to security policies?
- Who is responsible for monitoring compliance with security policy in your work group? In the enterprise as a whole?
- Have you ever received any training in security policies? If so, when was the last time?
- Have you ever seen any written materials circulating in your work group that discuss information security?
- Do you think of protecting corporate information as one of your official responsibilities?

16

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## Physical Security?



- Does anyone check your identity when you enter the building where you work?
- Are there any electronic access-control systems limiting access to your work area? What are they?
- Do people hold a secured door open to let each other into your work area? Do you let people in after you open a secured door?
- Have you ever seen a secured door into your area that has been blocked open (e.g., for deliveries)?
- Do people leave your work area unlocked when everyone leaves?

17

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## Physical Security (cont'd)



- Do staff members wear identity badges at work? Are they supposed to? Do you wear your badge at work?
- Do visitors wear badges?
- Have you ever seen strangers in your area who are not wearing visitor badges?
- What would you do if you saw a stranger in your area who was not wearing a visitor's badge?
- Do you lock any parts of your desk when you leave your workspace?
- What would you do if you heard the fire alarm ring?
- Where is the nearest fire extinguisher?
- Who is the fire marshal for your floor?

18

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## Physical Security (cont'd)

- What would you do if someone needed emergency medical attention?
- Is there an emergency medical station in your area or on your floor?
- Do you know who is qualified in cardiopulmonary resuscitation (CPR) in your group or on your floor? Do such people wear identifying pins?
- Have you had recent training in what to do in the event of an emergency? Have you been trained in how to evacuate the building?
- Is there anything that comes to mind that you would like to see to improve physical security and safety in your work area?



19

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## Software Development Security?

- Are there any security policies that apply to your work? What are they?
- Have you ever discussed security policies in your group?
- Is security viewed positively, neutrally, or negatively in your group? And by yourself?
- Do you and your colleagues discuss security during the requirements analysis and specification phases when developing software?
- How do you see quality assurance as part of the development process?
- Do you use automated software testing tools?
- Tell us about version control in your group. Do you use automated version control software?



20

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## SW Dev't Security (cont'd)

- How do you document your systems?
- Do you think that your source code is adequately protected against unauthorized disclosure and modification?
- What is your opinion about Easter eggs (unauthorized code for an amusing picture or game)?
- Could anyone plant an Easter egg or a logic bomb (unauthorized, harmful functions) in code being developed in your group?
- Have you ever seen an Easter egg or a logic bomb in code from your group? Did it get through to production?
- Can you think of ways you would like to see better security in your work?



21

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## Computer Operations Security?

- How long do you wait after initial release before installing new operating system versions on your production machines?
- How do you put new software into production?
- Can development personnel access production software? Production data?
- How do you handle problem reports? Do you have an automated trouble-ticket system?
- Can people from outside the operations group enter the operations center?
- Are contractors, including repair technicians, allowed to circulate in operations without being accompanied?
- Do cleaning staff ever circulate within the secured areas of operations without operations staff present?



22

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## OPSEC (cont'd)

- Are system components labeled?
- Is there an emergency cutoff switch for main power to the entire data center? Does it include air conditioning?
- Are there uninterruptible power supplies for critical components of your systems?
- Do you keep records of system downtime? What is your downtime over the last three months? The last year?
- What accounts for most of the downtime?
- Who monitors system resource utilization? Are there automated reports showing trends in disk space usage? CPU utilization? Network bandwidth usage?
- What improvements in security would you like to see in operations?



23

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## Data Access Controls

- Do you have to identify yourself to the computers and networks you work with?
- Do you have a user name (ID) that no one else shares?
- Are you required to use a password, passphrase, or personal identification number (PIN) as part of your routine when starting to use your computer?
- Have you ever shared your unique user ID and password or PIN with someone else? Or have you borrowed someone else's user ID and password to get some work done? If so, how often does this happen?
- Do you use a token, such as a physical key or a smart card, to prove who you are to the computer system? If so, have you ever lent or borrowed such tokens? What for? How often?



24

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## Data Access Controls (cont'd)



- In your work, are there any limitations on the data you are allowed to work with?
- Are there data you can see but not change?
- Do you use encryption on any of the data you work with?
- Do you or members of your group use laptop computers? If so, do you encrypt sensitive data on the disks of those portable systems?
- Do you or anyone in your group take work home? If so, do you put corporate data on your own, personal (noncompany) computers? Does anyone else have access to those computers? Are there any controls on accessing corporate data on the home computers?

25

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## Network And Communications Security?



- As a user, do you know what the rules are about using your employer's email system and Internet access?
- Do you know anyone who regularly violates system usage restrictions? No names, please.
- Have you ever seen pornography on corporate systems? Child pornography? Racist and other objectionable materials? If so, did you know what to do? And what did you do?
- Has anyone ever discussed rules for secure email with you? Do you know how to encrypt sensitive messages? Do you ever encrypt messages?
- As a network manager, do you have up-to-date network diagrams, or can you produce them on demand?
- Do you know which services are running on your Internet-connected systems? Are all of the running services needed?

26

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## COMSEC (cont'd)



- How do you determine which patches are appropriate for installation on your systems? How often do you check? Who is responsible for managing patches? How long does it take between notification of a vulnerability and installation of an appropriate patch?
- Does your security architecture include firewalls? If so, what determines the security policies you instantiate in the filtering rules?
- Do you have egress filtering enabled on your firewalls?
- Do you have intrusion detection systems? If so, who responds to apprehended intrusions? How are the responsible people notified of an intrusion?
- What are the procedures for responding to an intrusion?
- If your organization uses passwords, how do you handle requests for new passwords?
- Do you have centralized remote-access controls?
- Do remote users use virtual private networks (VPNs) to access corporate systems from outside the firewalls?

27

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## COMSEC (cont'd)



- Are your users supposed to use encryption for sensitive email that traverses the Internet? Do they? How do you know?
- Do your users apply digital signatures to all communications?
- Are your Web servers protected against intrusion and vandalism?
- Have you kept sensitive information off your Web servers?
- Do you encrypt all sensitive information stored on your Web servers?
- How long would it take you to recover a valid version of the Web site if it were destroyed or vandalized?
- Do your telephone voicemail boxes have unique, nonstandard passwords? How do you know?
- How do you find out if an employee is being fired or has resigned? How long does it take between termination of employment of such an employee and deactivation of all system and network access?

28

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## Anti-malware Measures?



- Do you and all of your users have antimalware products installed on every workstation?
- How often are antimalware products updated? How are they updated?
- How long does it take for all vulnerable systems to be brought up to date?
- Do you or your users open unexpected, unsolicited email attachments?

29

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## Backups, Archives, Data Destruction?



- How often do you do backups of your electronic data?
- Where do you store backup media? Are current copies retained off site as well as on? How do you know which media to use to restore a specific file?
- How long do you keep different types of backups? Why?
- How do you prevent unauthorized access to backup media?
- If you keep data backups for several years, how do you ensure that the old media will be readable and that the data developed for old applications will be usable?

30

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## Backups (cont'd)

- How do you dispose of magnetic and optical storage media after their useful life is over? Are the discarded media readable?
- Do you make backup copies of paper documents? Where are these copies kept? How would you locate a specific document you needed?
- How long do you keep various types of papers? Why?
- When you dispose of paper documents, does their content influence how they are destroyed? How do you dispose of sensitive paper documents?



31

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## BCP / DRP?

- Do you have business resumption planning (BRP) or disaster recovery plans (DRP)? If so, where are they kept?
- Who is responsible for keeping BRP and DRP up to date?
- Have you ever participated in a BRP or DRP testing? If so, how long ago was the last one? When is the next scheduled test?
- During BRP and DRP tests, does anyone use movie cameras or tape recorders to keep track of critical steps in the recovery?
- After a test, have you participated in analyzing the results of the tests to improve the plans?



32

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## Phase 2: Management Sensitization

- Goal: approval for organization-wide audit & policy-formulation project
- Reason: upper management support *sine qua non*
- Tools
  - ❑ Short meeting
  - ❑ Sensitization videos
  - ❑ Present results of preliminary survey
  - ❑ Name working group
  - ❑ Estimate time and costs
  - ❑ Extra readings for managers



33

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## Phase 3: Needs Analysis

- Information Protection Working Group (avoid "Security Group" – bad associations to name)
  - ❑ Reps from every sector of enterprise
  - ❑ Will provide important insights
  - ❑ Serve as ambassadors / cheerleaders / advocates within their own groups
- May need subcommittees if enterprise is large (>10,000 employees)



34

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## Phase 4: Policies and Procedures

- Use existing templates as previously discussed (see next slide)
  - ❑ Avoid reinventing wheel
  - ❑ Usually see alternate versions of policies
  - ❑ Save months of work
- Ask for feedback from employees affected by policies
- Respond to legitimate needs



35

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## Phase 5: Implementation

- Use insights from social psychology (see Ch 50) to aid implementation
- Usually segment ATE (awareness, training and education) by sector and management level
  - ❑ Tailor presentations to audience
  - ❑ Provide most relevant policies and discussions




36

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**Phase 6: Maintenance**

- Continuing security-awareness programs
- UPDATE POLICIES to meet changing needs
- Annual rereading and signing of security agreement
- Monitoring and enforcement of policies




37

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**Some Resources for Policy Development**

**NOT an exhaustive list!**

- ISPME
- NIST CSRC SP 800
- CERT-CC
- BSJ
- SANS



38

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Prof Kabay has no financial involvement with ISPME

**ISPME**

**Information Security Policies Made Easy**

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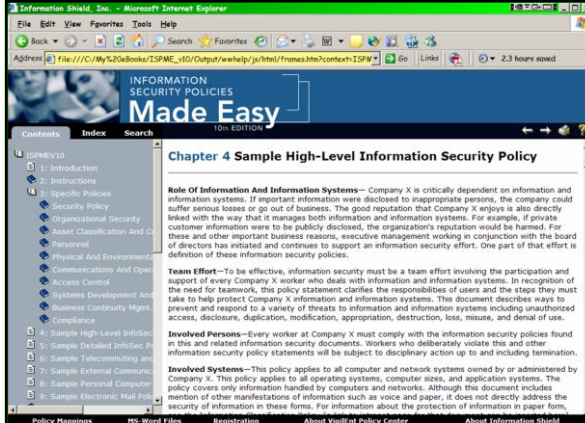
- » Save \$195 Two-Product Bundle
- » Save \$295 Three-Product Bundle

Version 12

- Information Security Policies Made Easy, Version 12
- Charles Cresson Wood
- <http://www.informationshield.com/ispmain.htm>

39

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Information Shield, Inc. - Microsoft Internet Explorer

Address: file:///C:/My%20Documents/ISPME\_v10/Output/wwwhelp/ja/html/frames.htm?context=ISPME

INFORMATION SECURITY POLICIES Made Easy

10th Edition

Contents Index Search

ISPMEV10

- 1: Introduction
- 2: Instructions
- 3: Specific Policies
- 4: Organizational Security
- 5: Asset Classification And Control
- 6: Personnel
- 7: Physical And Environmental
- 8: Communications And Open
- 9: Access Control
- 10: Systems Development And
- 11: Business Continuity Mgmt.
- 12: Compliance
- 13: Sample High-Level Infocac
- 14: Sample Detailed Infocac
- 15: Sample Telecommuting an
- 16: Sample External Commun
- 17: Sample Personal Comput
- 18: Sample Electronic Mail

**Chapter 4 Sample High-Level Information Security Policy**

**Role Of Information And Information Systems**—Company X is critically dependent on information and information systems. If important information were disclosed to inappropriate persons, the company could suffer serious losses or go out of business. The good reputation that Company X enjoys is also directly linked with the way that it manages both information and information systems. For example, if private customer information were to be publicly disclosed, the organization's reputation would be harmed. For these and other important business reasons, executive management working in conjunction with the board of directors has initiated and continues to support an information security effort. One part of that effort is definition of these information security policies.

**Team Effort**—To be effective, information security must be a team effort involving the participation and support of every Company X worker who deals with information and information systems. In recognition of the need for teamwork, this policy statement clarifies the responsibilities of users and the steps they must take to help protect Company X information and information systems. This document describes ways to prevent and respond to a variety of threats to information and information systems including unauthorized access, disclosure, duplication, modification, appropriation, destruction, loss, misuse, and denial of use.

**Involved Personnel**—Every worker at Company X must comply with the information security policies found in this and related information security documents. Workers who deliberately violate this and other information security policy statements will be subject to disciplinary action up to and including termination.

**Involved Systems**—This policy applies to all computer and network systems owned by or administered by Company X. This policy applies to all operating systems, computer apps, and application systems. The policy covers only information handled by computers and networks. Although this document includes mention of other manifestations of information such as voice and paper, it does not directly address the security of information in these forms. For information about the protection of information in paper form, see the related information security documents.

Policy Mappings NS-Word Files Registration About Us/IT Policy Center About Information Shield

**NIST Computer Security Resource Center**

NIST National Institute of Standards and Technology Information Technology Laboratory

Computer Security Division Computer Security Resource Center

CSRC HOME GROUPS PUBLICATIONS DRIVERS FEDERAL REGISTER NOTICES NEWS & EVENTS ARCHIVE

CSRC HOME > PUBLICATIONS > BY SPECIAL PUBLICATIONS

**SPECIAL PUBLICATIONS (800 SERIES)**

Special Publications in the 800 series present documents of general interest to the computer security community. The Special Publication 800 series was established in 1990 to provide a separate identity for information technology security publications. This Special Publication 800 series reports on ITL's research, guidelines, and outreach efforts in computer security and its collaborative activities with industry, government, and academic organizations.

List of current CSO Publications (Final & Draft) (right-click to save file)

[For newer publications, links to "dx.doi.org" will redirect to another NIST website. See more details about DOIs.]

Number	Date	Title
SP 800-188 (Draft)	Jan 27, 2014	DRAFT: Approximate Matching: Definition and Terminology
SP 800-165	Jun 2013	2013 Computer Security Division Annual Report

41

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**NIST Special Publications**

Array of valuable documents – free! E.g.,

- SP 800-18 Rev. 1: *Guide for Developing Security Plans for Federal Information Systems* (Feb 2007)
- SP 800-40 Version 2: *Creating a Patch and Vulnerability Management Program* (Nov 2005)
- SP 800-164 (Draft): *Guidelines on Hardware-Rooted Security in Mobile Devices* (Oct 2012)
- SP 800-161 (Draft): *Supply Chain Risk Management Practices for Federal Information Systems and Organizations* (Aug 2013)
- SP 800-153: *Guidelines for Securing Wireless Local Area Networks (WLANs)* (Feb 2012)
- SP 800-144: *Guidelines on Security and Privacy in Public Cloud Computing* (Dec 2011)

<http://csrc.nist.gov/publications/nistpubs/index.html>

42

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**CERT-CC** <http://www.cert.org/index.html>

- Computer Emergency Response Team Coordination Center of SEI at CMU
- Valuable documentation (free) especially on CIRT-related matters
- CERT Security Improvement Modules <http://www.cert.org/security-improvement/>
  - ❑ Outsourcing Managed Security Services
  - ❑ Securing Desktop Workstations
  - ❑ Responding to Intrusions
  - ❑ Securing Network Servers
  - ❑ Deploying Firewalls
  - ❑ Securing Public Web Servers
  - ❑ Detecting Signs of Intrusion

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**CERT-CC (cont'd)**

- See also complete list of articles, reports and papers at <http://www.cert.org/nav/allpubs.html>
- Examples (of many)
  - ❑ Advanced Information Assurance Handbook
  - ❑ CERT® System and Network Security Practices
  - ❑ Creating a Computer Security Incident Response Team: A Process for Getting Started
  - ❑ First Responders Guide to Computer Forensics

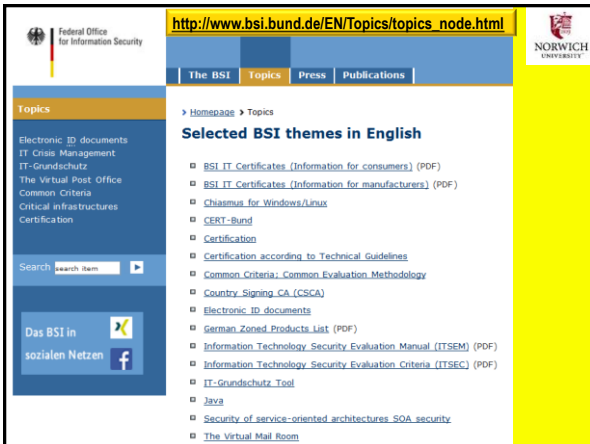
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**BSI: German Federal Office for Information Security**

Bundesamt für Sicherheit in der Informationstechnik

- Vast amount of valuable information in ENGLISH as well as in German
- Particularly good resources for educating managers
- See following slides

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**BSI IT-Security Guidelines**

The BSI IT-Security Guidelines

The Federal Office for Information Security (BSI) has been offering information and assistance on all aspects of IT security for many years. The BSI's IT-Grundschutz has become the most comprehensive standard work on IT security. It is used by numerous companies and public bodies as the basis on which to build their own catalogues of measures. In line with developments in information technology, the IT-Grundschutz has become more complex and wider-ranging. Hence, small and medium-sized organisations, with limited financial and personnel resources, especially need an introduction to the subject that is easy and fast to implement.

These guidelines are intended to satisfy this need, providing a compact overview of the most important IT security measures that is intelligible to the non-expert. The focus is on organisational safeguards and on illustrating threats through practical examples. Technical details have deliberately been avoided.

In short, anyone who consequentially implements the recommendations made in these guidelines or who uses them to draw up service contracts with IT service providers is already building a solid foundation for a sound level of IT security.


[Download IT-Security Guidelines \(PDF\)](http://www.bsi.bund.de/EN/Topics/ITGrundschutz/ITSecurityGuidelines/ITSecurityGuidelines_node.html)

[http://www.bsi.bund.de/EN/Topics/ITGrundschutz/ITSecurityGuidelines/ITSecurityGuidelines\\_node.html](http://www.bsi.bund.de/EN/Topics/ITGrundschutz/ITSecurityGuidelines/ITSecurityGuidelines_node.html)

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## SANS Policy Resources



Introducing the National Secure Coding Assessment >> More Info

**SANS** why SANS? pick a course why certify? register now search

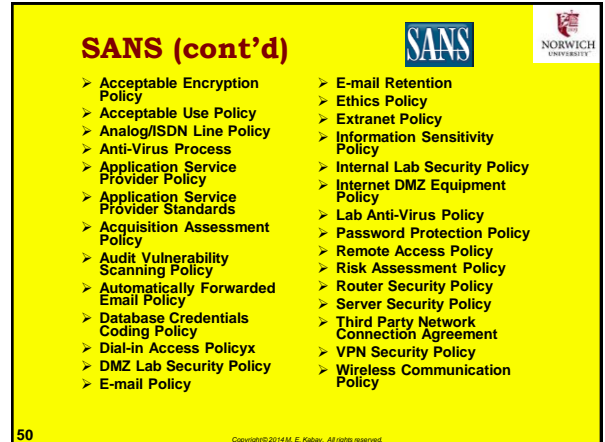
The right security training for your staff, at the right time, in the right place.

training certification resources vendor portal storm center college developer about

- > SANS Security Policy Project
- > <http://www.sans.org/resources/policies/>
- > Community project with contributions from many organizations
- > FREE materials
- > List of topics follows on next slide

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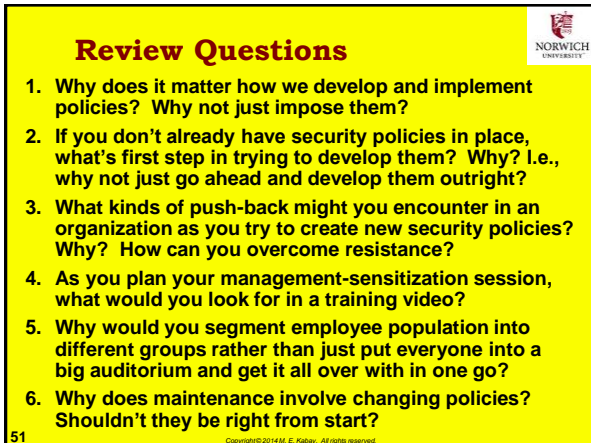
## SANS (cont'd)



- > Acceptable Encryption Policy
- > Acceptable Use Policy
- > Analog/ISDN Line Policy
- > Anti-Virus Process
- > Application Service Provider Policy
- > Application Service Provider Standards
- > Acquisition Assessment Policy
- > Audit Vulnerability Scanning Policy
- > Automatically Forwarded Email Policy
- > Database Credentials Coding Policy
- > Dial-in Access Policyx
- > DMZ Lab Security Policy
- > E-mail Policy
- > E-mail Retention
- > Ethics Policy
- > Extranet Policy
- > Information Sensitivity Policy
- > Internal Lab Security Policy
- > Internet DMZ Equipment Policy
- > Lab Anti-Virus Policy
- > Password Protection Policy
- > Remote Access Policy
- > Risk Assessment Policy
- > Router Security Policy
- > Server Security Policy
- > Third Party Network Connection Agreement
- > VPN Security Policy
- > Wireless Communication Policy

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## Review Questions



1. Why does it matter how we develop and implement policies? Why not just impose them?
2. If you don't already have security policies in place, what's first step in trying to develop them? Why? I.e., why not just go ahead and develop them outright?
3. What kinds of push-back might you encounter in an organization as you try to create new security policies? Why? How can you overcome resistance?
4. As you plan your management-sensitization session, what would you look for in a training video?
5. Why would you segment employee population into different groups rather than just put everyone into a big auditorium and get it all over with in one go?
6. Why does maintenance involve changing policies? Shouldn't they be right from start?

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# DISCUSSION

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