

IT SECURITY CONCERNS DURING A CONSOLIDATION (MERGER)

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Overview



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- This presentation is based upon experience from an actual consolidation at the US Treasury
- Your consolidation experience details may vary
- Some basic areas of concern should be common to all consolidations
- It's possible to leverage a consolidation to improve risk management
- What you learn from my experience may help you in a future consolidation of your own

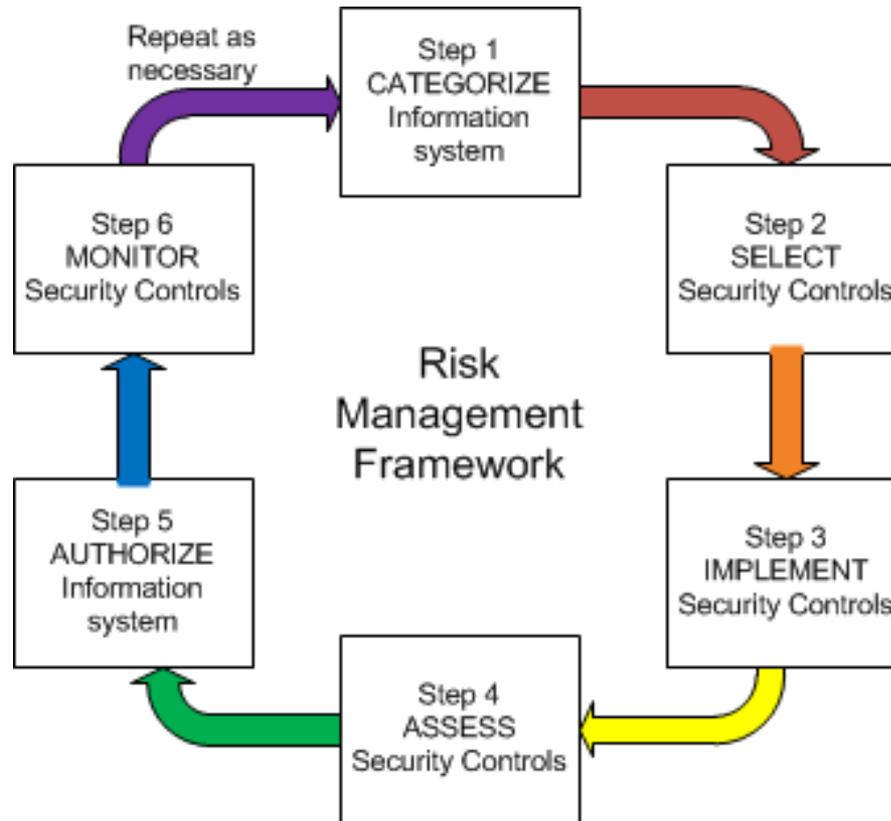
4 Points to know for a consolidation

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- There's no such thing as natural beauty
- It IS about the money
- Look BEFORE you leap
- People first

Remember the RMF

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At Treasury, it is about the money

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Bad Risk Management

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Good Risk Management

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A Consolidation Story

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From
CONCEPT
to
HAPPILY EVER AFTER

Saving\$

9



Announcements made

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Concern → Frustrations

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Look at people issues

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Red flags

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FUD happens

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Clarify

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Acknowledgement

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Coping

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Planning

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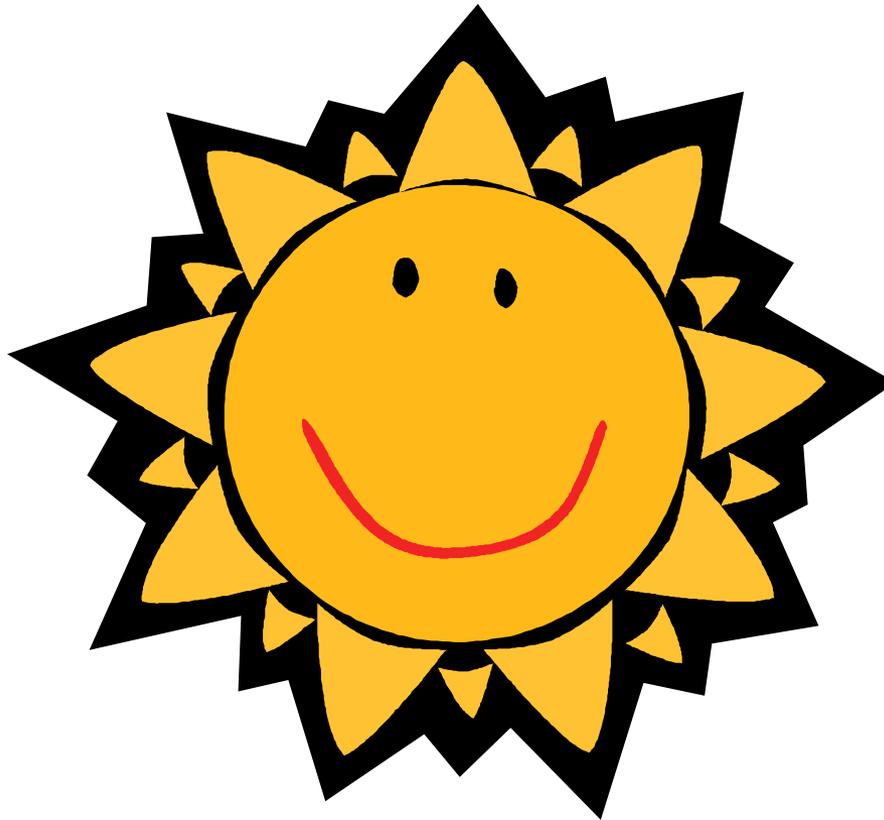
Moving on

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Bright new day

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The Consolidation



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FMS + BPD → Fiscal Service

The Fiscal Service Experience



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- Consolidated IT
- Data Center Closures
- Realignment (Transfers)
- Reorganizations
- Consolidated Bureaus (round 2 for IT)
- More Reorganizations
- Relocations (deferred until 2019)

3 Primary Concern Areas



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People



Process



Stuff





People – watch out

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- Insider threats
- Declining morale
- Brain drain





Process – clarify quickly

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- ▣ Different rules (policies & procedures)
- ▣ FUD becomes daily reality

- who ?
- what ?
- when ?
- where ?
- why ?
- how ?



Fear
Uncertainty
Doubt

could be a good
thing...

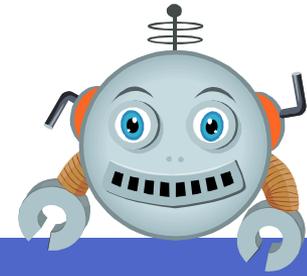
Questions are good

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- ▣ Questions indicate engagement
 - ▣ People still care if asking questions
- ▣ Be very concerned if no questions
 - ▣ People may no longer care
 - ▣ May have greater chance of things going wrong

Stuff - secure all the stuff



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- ▣ Closing data centers
 - ▣ Moving equipment
 - ▣ New equipment
 - ▣ Excess equipment
- ▣ Property inventory (who owns the stuff now)
- ▣ Architecture (what stuff is ok to get and use)
- ▣ Services (making all the stuff work together)
- ▣ AND MORE ...



Focus on People



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- People are more important than process or stuff
 - ▣ Need good people who want to do good work so that they can use the right processes to handle all the stuff
- Define and clearly communicate processes before handling the stuff

Focus on People

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Get Over, Get Through, Move On

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- Positive Mental Attitude
- Abandon Sunken Ships
- Build New Transport Vehicle
 - ▣ Airplane might be better than a ship ?
 - ▣ Opportunity for program redesign



Get Over It

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- The past is history
- Let it go
- Help those clinging too tightly let go
- Use dealing with change literature
- Grief stages
 - denial, anger, bargaining, depression, and
 - acceptance



Get Through It



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- Address the people issues
- Leverage change literature
- Acknowledge emotional impact
- Refocus toward planning future
- Look out for cultural differences
 - ▣ Adapt
 - ▣ Build new culture
 - ▣ Confirm vocabulary (same words different meanings)



Move On (Focus on Process)

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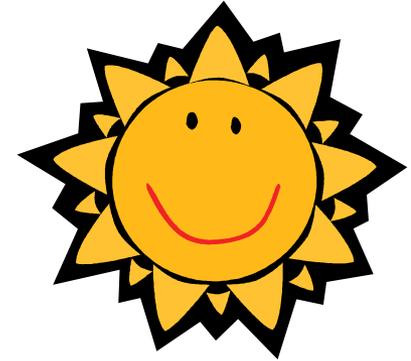
- Look at "the old ways"
- Look externally for better ways
- Create future vision
- Build new processes
- Start doing "the new ways"
- Define who does what
- LEAN / KAIZEN – process improvements



Where Fiscal Service Is Moving

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- Simplified policy → spreadsheet
- Risk Management focus
 - ▣ Security Impact Analysis
 - ▣ Risk Acceptances
 - ▣ Issue Resolution
 - ▣ Risk Register
 - ▣ Analytics
- LEAN / KAIZEN – Better, Faster, Cheaper



Henry Ford quotes to ponder

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- “Whether you think you can, or you think you can’t, you’re right.”
- “Coming together is a beginning. Keeping together is progress. Working together is success.”

4 Points to know for a consolidation

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Contact Information *

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* Subject to change as consolidation continues.

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