IT SECURITY CONCERNS DURING A CONSOLIDATION (MERGER)

Jim McLaughlin, CISSP
Manager, Security Policy & Risk Management
US Treasury, Bureau of the Fiscal Service
Overview

- 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

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

Risk Management Framework

- Step 1: CATEGORIZE Information system
- Step 2: SELECT Security Controls
- Step 3: IMPLEMENT Security Controls
- Step 4: ASSESS Security Controls
- Step 5: AUTHORIZE Information system
- Step 6: MONITOR Security Controls

Repeat as necessary
At Treasury, it is about the money

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Bad Risk Management
Good Risk Management
A Consolidation Story

From

CONCEPT

to

HAPPLY EVER AFTER
Announcements made
Concern ➔ Frustrations
Look at people issues
Red flags
FUD happens
Clarify
Coping
Planning
Moving on
The Consolidation

FMS + BPD → Fiscal Service
The Fiscal Service Experience

- Consolidated IT
- Data Center Closures
- Realignments (Transfers)
- Reorganizations
- Consolidated Bureaus (round 2 for IT)
- More Reorganizations
- Relocations (deferred until 2019)
3 Primary Concern Areas

- People
- Process
- Stuff
People — watch out

- Insider threats
- Declining morale
- Brain drain
Process – clarify quickly

- 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?

- 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

- 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

- 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
Get Over, Get Through, Move On

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

- 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

- 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)

- 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

- Simplified policy → spreadsheet
- Risk Management focus
  - Security Impact Analysis
  - Risk Acceptances
  - Issue Resolution
  - Risk Register
  - Analytics
- LEAN / KAIZEN – Better, Faster, Cheaper
“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.”
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Jim McLaughlin, CISSP
Manager, Security Policy & Risk Management
US Treasury, Bureau of the Fiscal Service
304-480-6149

Jim.McLaughlin@bpd.treas.gov or Jim.McLaughlin@fms.treas.gov

* Subject to change as consolidation continues.