Establishing an Integrated Communications Program

A New Approach to Awareness and Program Execution

Federal Information System Security Educators Association
16th Annual Conference
March 6, 2003

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Today’s Presentation

- Introduction
- A Look at Business Process Reengineering
- Creating Cultural Change
- The Traditional Approach: Awareness, Training, and Education
- Why Awareness is Not Enough
- Communications: A Powerful Tool for Program Execution
Introduction

- The Federal government is reengineering the security function
- To ensure effective execution of an agency’s IT security program, execution must be seen as a people issue
- An integrated communications program can promote the cultural changes an organization needs to change individual and organizational behavior
What is Business Process Reengineering?

- According to Hammer and Champy*, Business Process Reengineering can be defined as:
  - The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance.

What is Business Process Reengineering?

- Reengineering is caused by a “burning bridge”—a serious fact or happening that threatens the survival of an entity.
- The Federal government’s burning bridge is **RISK**—to assets, information, etc.
- Reengineering attempts to eliminate the effects of the burning bridge through radical process redesign.
Reengineering is a Structured Process*

- Stage 1: Preparation
- Stage 2: Identification
- Stage 3: Vision
- Stage 4a: Technical Design
- Stage 4b: Social Design
- Stage 5: Transformation

*People issues are at the heart of these Stages 4b and 5
*Transformation cannot occur by stopping at the technical design

*Based on Manganelli and Klein's model
Two Methods of Social Design

- There are two ways to build compliance within an agency, which is the ultimate goal of social design:
  - **Compliance systems**: Negative model, based on penalties for actions, results are not necessarily lasting
  - **Cultural Change**: Complicated process of instituting messages at many levels of consciousness, results are lasting though not immediate
Creating Cultural Change

Cultural change requires getting a message through to individuals at a variety of levels of awareness.

- **Basic Assumptions**: Unconscious assumptions that dictate how members perceive, think, and feel about things.
- **Values**: Tell members of a group what is important in the organization and what to pay attention to.
- **Norms**: Guide how members of a group should behave in situations. “Unwritten Rules of Behavior”
- **Artifacts**: “Visible manifestations” of basic assumptions, values, and norms. Ex: Trinkets, Behavior
Why Awareness Programs Aren’t Enough

- Though they are important, awareness programs generally:
  - Concentrate on annual awareness briefings, Security Awareness Day, and other annual activities
  - Consider behavior change, but do not spend the time and energy necessary to produce long-term results
  - Focus on the end user, without providing information tailored to more granular audience groups
Solving the Awareness Problem

- A new component needs to be added to security awareness, training, and education to:
  - address limits of awareness programs
  - address change management issues confronted within the organization
  - Ensure that important messages are being disseminated in all directions, to all groups
Communications: A Powerful Tool for Program Execution

Communications planning:

- Is a seven-step process
- Yields a wealth of data about how information is shared within the organization
- Can (and should) consider change management principles
- Will integrate with the awareness segment of awareness, training, and education programs
Communications: A Seven-Step Process

- Step 1: Discovery
- Step 2: Identify Target Audiences
- Step 3: Setting Goals
- Step 4: Identify Types of Information Needed by Target Audiences
- Step 5: Identify Communication Vehicles
- Step 6: Create a Matrix
- Step 7: Specify the Evaluation Method
Advantages of Communications Programs

- Provide clear channels for communication, and ensure messages are clear to all audience groups
- Cost effective way to approach addressing change management issues, which can be a difficult sell
- Increase the likelihood that messages will be received, absorbed, and internalized by audience groups
Conclusion

- An integrated communications program can promote the cultural changes an organization needs to change individual and organizational behavior.

- Communications focus on not just awareness in a training sense, but the type of awareness that must be cultivated to build support and behavior change.