Objective

Put security controls into the hands of the systems specialists.
System Specialists, and Project Manangers, know their technology needs and requirements the best. Hand the choices of individual security controls to the business units that owned the data in question.

Someone to decipher the business needs into technical solutions and vice versa.

Solution

Company Information Security Advisers, coordinating security requirements between IT and business units.

Bridging the divide between technology requirements and business requirements. Bridging this gap takes a certain amount of credibility, which comes from the backing of the most senior IT manager, as well as the most senior company management.

Once this backing is obtained, approach this challenge on two fronts - raising IT awareness in the user community and raising business awareness in their IT support departments.

Process - Tool

1. Develop a 10-point template from which business units can make informed decisions about their security needs. At the onset of any new project, the security advisers meet with the business units to discuss their needs and go over the template.

    That means asking the right questions, like the following:

    What are your strategic directions?
    What do you deal with?
    What information is confidential?
    What level of protection does that information require?

2. Once the business unit fills out a project security template, a business partner document is generated. Then the security advisers work with the technologists to address the security areas identified by the business units.

3. After that, they have to find a way to bring the business mentality of budgets, policies, operational integration and more into IT development teams.

4. Ask the technology units similar questions, so they can see IT security as a strategic business enabler and overcome their misconceptions that security gets in the way of efficiency.

5. The final decision still needs to be made by the data owners. Once the technical specialists turn around a list of suggested solutions to meet the business units' risk requirements, the advisers return to the business units and discuss levels of risk with the business managers who make the final technical security choices that go into the project.

Security Template

When undertaking a new development project, enable the business unit project managers to set security requirements themselves. A key element is a template that explains key terms:

Authentication: Who are you?

Authorization: What can you do?

Confidentiality and reliability: Privacy and dependability

Monitoring and tracking: What did you do?

Backup and recovery: Rebuilding the system

Physical security: Locking others out

Change management: Protecting the production process

Legal requirements: What the law expects

Training and awareness: What you need to know

Contingency planning: What if?

Next Steps

The final decision still needs to be made by the data owners. So once the technical specialists turn around a list of suggested solutions to meet the business units' risk requirements, the advisers return to the business units and discuss levels of risk with the business managers who make the final technical security choices that go into the project.