On-Boarding

The challenges of integrating new personnel into security operations

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Cornell University

• Size: 9750 Faculty/Staff; 21,500 Students
• Location: Ithaca, NY
• Status: Private/Public; Research
• Structure: CISO-> CIO ->CFO ->Provost, Decentralized
• Staffing: 270 CIT; 800 Departmental IT
• General: Federal land grant, privately endowed, SUNY partner. Campuses in Ithaca, NYC, Qatar.
• **Size:** 40 Faculty, 200 members

• **Location:** Princeton, New Jersey

• **Status:** Private, non-profit

• **Structure:** Director/Faculty lead, BoD oversight

• **Staffing:** 130 staff, 25 IT, 4 InfoSec

• **General:** The Institute for Advanced Study is one of the world’s leading centers for theoretical research and intellectual inquiry.
• Size: 13,000 Undergrads; 4500 grads
• Location: Albany, NY
• Status: Public (SUNY); Research
• Structure: SUNY BOT, Local Governance
• Staffing: 1400 Faculty, 2500 Staff; 3 InfoSec
• General: 120 undergrad programs; 125 upper level programs; Ranked: Criminal Justice, MBA, Public Administration, IT
University of Illinois

• Size: 32,294 undergraduates and 11,104 professional and graduate students
• Location: Champaign-Urbana, Illinois
• Status: Public/ R1
• Structure: Board of Trustees, IT Governance
• Staffing: 13,948 Faculty and Staff, 9 InfoSec
• General: 150+ academic programs in 10 academic communities, 400+ study abroad programs in 60+ countries, Ranked: Engineering, Law and Business
• Size: 28,893 Undergrad, 5839 Professional and Graduate
• Location: Ames, Iowa
• Status: Public, Research (RU/VH, AAU)
• Structure: State Board of Regents
• Staffing: 1893 Faculty, 7405 Staff, 5 Infosec
• General:
  - Programs: 126 Undergrad, 120 Masters, 83 Doctoral
Off-Boarding

• Procedure
• Identity Management
  - Centralized
  - Stand Alone
• Circumstances
  - Amicable
  - Thermonuclear
• Documentation
Do you have formal off-boarding process?

<table>
<thead>
<tr>
<th>Option</th>
<th>Percentage</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>56%</td>
<td>9</td>
</tr>
<tr>
<td>No</td>
<td>44%</td>
<td>7</td>
</tr>
<tr>
<td>Don't know</td>
<td>0%</td>
<td>0</td>
</tr>
</tbody>
</table>

All poll results taken live from presentation attendees.
Hiring

• Quality of applicant pool
• Minimum qualifications
  – Degree(s)
  – Certifications
  • Do you fund certifications/degree work?
  • Do you allow studying during work hours?
Are you planning to hire?

<table>
<thead>
<tr>
<th>Experience Level</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry level</td>
<td>13%</td>
</tr>
<tr>
<td>Some experience</td>
<td>38%</td>
</tr>
<tr>
<td>Specialized experience (deep on one topic, such as awareness or firewalls)</td>
<td>44%</td>
</tr>
<tr>
<td>Very experienced</td>
<td>19%</td>
</tr>
<tr>
<td>Not planning on new staff</td>
<td>25%</td>
</tr>
</tbody>
</table>

Total: 16 respondents

Powered By: Qualtrics
HR: Facilitate or Complicate?

- Formal Search Required?
- Diversity Requirements in Pool?
- Sponsored applicants (Visas)?
- Internal Preference/Promotion?
- Compensation: Predetermined? Benefits – Negotiable?
- Relocation packages?
On-Boarding

- Off-Boarding in reverse.
- Full access vs. limited access.
- Exposure to documentation.
- Mentoring and introductions.
- Meeting attendance.
- Helping with the HR on-boarding.
- Institutional account provisioning.
- Setting goals and expectations for performance.
On-boarding: Credential Mgmt

![Statistical Chart]

On-Boarding
Does your office utilize a password management/escrow service for program credentials?

- Yes. 44% (7 Responses)
- No. 50% (8 Responses)
- Don't know. 6% (1 Response)

Total: 16 respondents

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Integration

• Specialists or generalists
• On-call
• Team Building
• Protocols
  – Training
  – Documentation
  – Auditing requirements
  – Quality assurance and reviews
Generalists vs. Specialists

Integration
Overall, are your information security employees specialists or generalists?

Specialists. (1 Responses)
6%

Generalists. (15 Responses)
94%

Total: 16 respondents

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Institutional Memory

• Building and Preserving
• Value
• Methods
  – Ticketing Systems
  – Wiki
  – Version Control Systems
  – Meeting Minutes
  – Password Safes
  – Design Documentation
  – After Action / Summary Reports
Flying Solo

- Probationary time: formal vs. feel
- Maturity level
- Flow Channel
- Mentoring | self study: proper balance
- Feel: Over-react (FP) vs. Under-react (FN)
- OODA loop: Observe; Orient; Decide; Act
Probationary Period

**Flying Solo**
Do you have a defined probationary period for new hires?

- **Yes.** 56% (9 Responses)
- **No.** 44% (7 Responses)

Total: 16 respondents

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Keeping Employees in the Flow
OODA Cycle

ACT

OBSERVE

DECIDE

ORIENT
Thanks
Merci
Danke
Grazie
Arigato