

QuestNet 2011
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The IT Blind Side
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THE BLIND SIDE

EVOLUTION OF A GAME

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What Needs To Change?

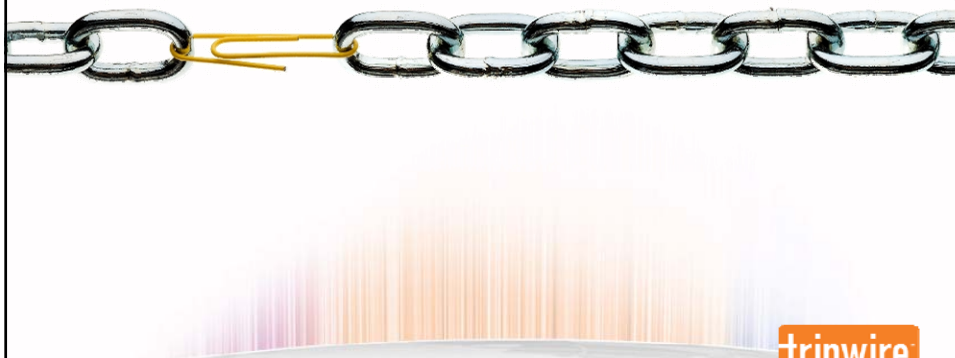


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Configurations Don't Lie



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A Look At Breaches

What commonalities exist?

83% of victims were targets of opportunity (<>)

92% of attacks were not highly difficult (+7%)

76% of all data was compromised from servers (-22%)

86% were discovered by a third party (+25%)

96% of breaches were avoidable through simple or intermediate controls (<>)

89% of victims subject to PCI-DSS had not achieved compliance (+10%)

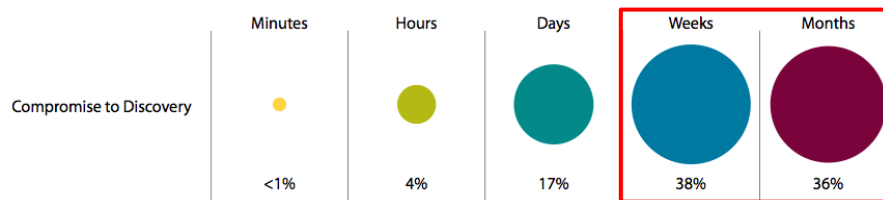
Source: Verizon Business 2011 Data Breach Investigations Report

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Time Span of Breaches

Figure 37. Timespan of events by percent of breaches



Source: Verizon Business 2011 Data Breach Investigations Report

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PCWorld

Microsoft Data Breach Heralds Things to Come

By Keir Thomas, PCWorld
December 23, 2010

What might be the first major cloud data breach happened Wednesday. Microsoft announced that **data** contained within its Business Productivity Online suite (BPOS) has been **downloaded by non-authorized users**.

The knee-jerk reaction might be to blame hackers, but that's not so here. **The breach was down to an unspecified "configuration issue"** in Microsoft's data centers in the United States, Europe and Asia. The Offline Address Book component of BPOS, which contains business contact information, was made available to non-authorized users in "very specific circumstances," according to Clint Patterson, the poor guy at Microsoft who's having to apologize for the mistake.

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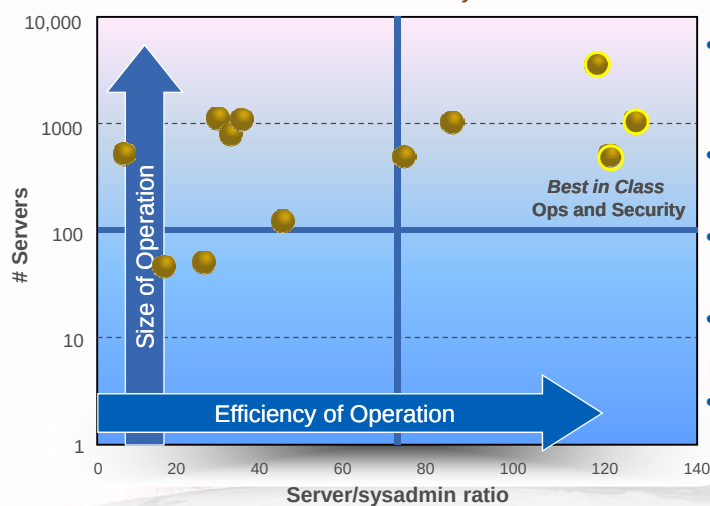
Best practices of high performing IT organizations
Seven practical steps to go from "good to great"

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Desired Outcome: Create A Higher Performing,
More Nimble and More Secure IT Organization

Operations Metrics Benchmarks:
Best in Class: Server/sysadmin ratios



- Highest ratio of staff for pre-production processes
- Lowest amount of unplanned work
- Highest change success rate
- Best posture of compliance
- Lowest cost of compliance

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Source: IT Process Institute

Where Did The High Performers Come From?



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Common Traits of the Highest Performers

Culture of...

- Change management
 - Integration of IT ops/security via problem & change management
 - Processes serving both org needs and business objectives
 - Highest rate of effective change
- Causality
 - Highest service levels (MTTR, MTBF)
- Compliance and continual reduction of operational variance
 - Production Configurations
 - Highest level of pre-production staffing
 - Effective pre-production controls
 - Effective pairing of preventive and detective controls



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Source: IT Process Institute

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Three Controls Predict 60% Of Performance

To what extent does an organization define, monitor and enforce the following?

- ① Standardized configuration strategy
- ② Controlled access to production systems
- ③ Process discipline and accountability

Source: IT Process Institute, May 2008

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Visible Ops: Playbook of High Performers



- The IT Process Institute has been studying high-performing organizations since 1999
 - What's common to all the high performers?
 - What's different between them and average / low performers?
 - How did they become great?
- Answers have been codified in the Visible Ops Methodology



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Seven Practical Steps

- Step 1: Gain situational awareness
- Step 2: Reduce and monitor privileged access
- Step 3: Define and enforce configuration standards
- Step 4: Integrate and enforce change management processes
- Step 5: Create library of trusted builds
- Step 6: Integrate into release management
- Step 7: Ensure that all activities go through change management

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Step 1: Gain Situational Awareness

- Situational awareness: “the ability to identify, process, and comprehend the critical elements of information about what is happening to the team with regard to the mission.”
- Find Fragile Artifacts



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Step 2: Reduce And Monitor Privileged Access

- Look for admins with high levels of privilege
 - Question the need for elevated privileges
 - Reduce access, strictly control who can log in with “super powers”
- Implement preventive controls:
 - Reconcile admins to authorized staff and delete any ghost accounts
 - Issue and revoke accounts upon hiring, firing, reassignment
- Implement detective controls:
 - Monitor privileged user account adds, removes and changes
 - Reconcile each user account change to an authorized work order
 - Implement account re-accreditation procedures



“To err is human. To really screw up requires the root password.”
—Unknown



Step 3: Define And Enforce Configuration Standards

- The goal is to create known, trusted, stable, secure and risk-reduced configuration states
- External configuration guides include:
 - Center for Internet Security (CIS)
 - Defense Information Systems Agency (DISA) STIGs
 - Vendor Hardening Guidelines:
 - VMware: "VMware Infrastructure, Security Hardening"
 - Microsoft Hardening Guidelines

"Like their physical counterparts, most security vulnerabilities will be introduced via misconfiguration & mismanagement. Security issues related to vulnerability & configuration management get worse, not better, when virtualized."

Source: Gartner, Inc. "Security Considerations and Best Practices for Securing Virtual Machines" by Neil MacDonald, March 2007.

The Dark Side Of Virtualization

- Virtualization enables organizations to deploy changes and releases more quickly than ever
 - “What works at 60 mph may not work at 200 mph...”
- Certain required activities in the physical world made it easier to prevent and detect release risks
 - Watching for servers on the loading dock
 - Budgeting and procurement activities
 - Physical data center access
 - Network cabling



What happens when these activities are no longer required to deploy major releases?

- *And when it is easy to download VMplayer, copy virtual machines, etc...*
- *And what could go wrong?*

Step 4: Integrate & Enforce Change Management Processes

- InfoSec needs change management
 - Gain situational awareness of production changes
 - Influence decisions and outcomes
- Add value to change management by:
 - Assessing security & operational impact of changes
 - Improving procedures for change authorization, scheduling, implementation and substantiation
 - Ensuring that change requests comply with information security requirements, corporate policy, and industry standards



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Step 4: Integrate & Enforce Change Management Processes

- Implement preventive controls
 - Get invited to the Change Advisory Board (CAB) meetings
 - Ensure “tone at the top” and help define consequences
- Implement detective controls
 - Build and electrify the fence
 - Substantiate that all changes are authorized
 - Look for red flags and indicators



“[As auditors,] the top leading indicators of risk when we look at an IT operation are poor service levels and unusual rates of changes.” – Bill Philhower

Step 5: Create A Library Of Trusted Builds

- Goal is to make it easier to use known, stable and secure builds than unauthorized and insecure builds
- Implement preventive controls:
 - Defined process of how to assemble hardened and stable builds
 - Work with any existing server provisioning teams to add any standard monitoring agents
 - Ensure that application and service account passwords are changed before deployment
- Implement detective controls:
 - Verify that deployed infrastructure matches known good states
 - Verify that virtual image configurations against internal and external configuration standards



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Step 6: Integrate Into The Release Management Processes

- Release management and information security both require standardization and documentation
 - Checklists
 - Detections and reduction of variance
- Implement preventive and detective controls:
 - Develop shared templates with release management, QA and project management and integrate into their checkpoints
 - Integrate automated security testing tools
 - Compare preproduction and production images, and reduce any variance



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Step 7: Ensure All Activities Go Through Change Management

- Ensure that “only acceptable number of unauthorized changes is zero”
 - Infrastructure: physical and virtual
 - Application releases
 - Security patches
 - Break/fix activities
- Nobody gets a free pass
- Review and document emergency fixes
- Use automated controls to continuously monitor and enforce



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Higher Performing IT Organizations Are More Stable, Nimble, Compliant and Secure

- ① High performers find and fix security breaches faster
 - **5 times** more likely to detect breaches by automated control
 - **5 times** less likely to have breaches result in a loss event
- ② High performers maintain a posture of compliance
 - **Fewest** number of repeat audit findings
 - **One-third** amount of audit preparation effort
- ③ When high performers implement changes...
 - **14 times more** changes
 - **One-half** the change failure rate
 - **10x faster** MTTR for Sev 1 outages
- ④ When high performers manage IT resources...
 - **One-third** the amount of unplanned work
 - **8 times more** projects and IT services
 - **6 times more** applications

Source: IT Process Institute, May 2008

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How To Apply The Seven Practical Steps

- Remember the 3 highest-value controls:
 - Standardized configuration settings
 - Controlled access to production systems
 - Process discipline and accountability
- Read & apply the Visible Ops framework
- Get more information at www.itpi.org
- Visit Tripwire booth
- Get more information www.tripwire.com
- Get free Visible Ops Security Book

