

Advanced security methodologies - Informatin security policy

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1 Information security policy

To protect its assets (information and systems) on a daily basis an organisation has to:

- organise its security by documenting the countermeasures or controls to protect the confidentiality, integrity and availability of the assets, in a security policy,
- with the prime goal to manage and reduce its risks.

Asset anything that has value to the organization. [ISO/IEC 13335-1:2004]

Control means of managing risk, including policies, procedures, guidelines, practices or organizational structures, which can be of administrative, technical, management, or legal nature. NOTE: Control is also used as a synonym for safeguard or countermeasure. [ISO/IEC 27002:2005]

An information security policy:

- defines the business rules, principles and standards defining the organisation's approach to managing information security,
- provides management direction and support for information security in accordance with business requirements and relevant laws and regulations,
- defines control objectives and controls intended to be implemented to meet the requirements identified by a risk assessment,
- needs approval by the highest level of management.

1.1 why is an ISP important ?

Because an information security policy:

- is reference base for information traitement rules and practices,
- provides management support, and is published and communicated to all employees and relevant external parties,
- provides a structured and methodical approach to information security,

- integrates the "business" dimension,
- takes into account humans, organisational as well as technical aspects,
- is based on the real operational situation of the organisation,
- limits costs and optimises ROI.

1.2 beforehand...

It is essential that an organization identifies its security requirements. There are three main sources of security requirements:

1. One source is derived from assessing risks to the organization, taking into account the organization's overall business strategy and objectives. Through a risk assessment, threats to assets are identified, vulnerability to and likelihood of occurrence is evaluated and potential impact is estimated.

$$Risk = Vulnerability * Threat * Impact$$

1. Another source is the legal, statutory, regulatory, and contractual requirements that an organization, its trading partners, contractors, and service providers have to satisfy, and their socio-cultural environment.
2. A further source is the particular set of principles, objectives and business requirements for information processing that an organization has developed to support its operations.

The results of the risk assessment will help to guide and determine the appropriate management action and priorities for managing information security risks, and for implementing controls selected to protect against these risks.

Expenditure on controls needs to be balanced against the business harm likely to result from security failures.

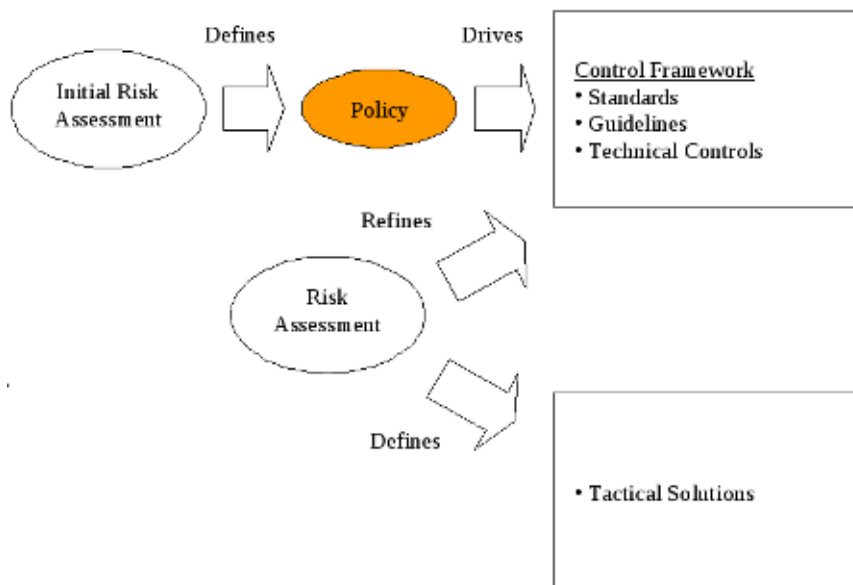
Risk assessment should be repeated periodically to address any changes that might influence the risk assessment results.

Before one can identify, quantify, and prioritize risks it is a good practice to identify the organisations important/critical assets on which the risks apose.

Examples are:

- business critical informations,

- physical and logical (software...) resources (computers, network equipment...),
- personnel (most important and critical resource!),
- image, reputation,
- know-how, "business" intelligence.



2 ISO/IEC 27002:2005

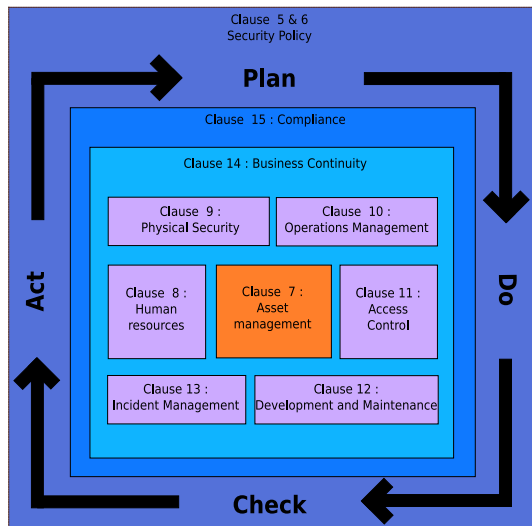
THE reference document about information security policies is the *ISO/IEC 27002:2005 - "Information technology — Security techniques — Code of practice for information security management"* (formerly known as ISO/IEC 17799 and BS7799).

2.1 Scope

"This International Standard establishes guidelines and general principles for initiating, implementing, maintaining, and improving information security management in an organization. The objectives outlined in this International Standard provide general guidance on the commonly accepted goals of information security management."

"The control objectives and controls of this International Standard are intended to be implemented to meet the requirements identified by a risk as-

essment. This International Standard may serve as a practical guideline for developing organizational security standards and effective security management practices and to help build confidence in inter-organizational activities.”



2.2 Security Policy

The policy document should contain statements concerning:

1. a definition of information security, its overall objectives and scope and the importance of security as an enabling mechanism for information sharing (see introduction);
2. a statement of management intent, supporting the goals and principles of information security in line with the business strategy and objectives;
3. a framework for setting control objectives and controls, including the structure of risk assessment and risk management;
4. a brief explanation of the security policies, principles, standards, and compliance requirements of particular importance to the organization
 - (a) compliance with legislative, regulatory, and contractual requirements;
 - (b) security education, training, and awareness requirements;
 - (c) business continuity management;
 - (d) consequences of information security policy violations;

5. a definition of general and specific responsibilities for information security management, including reporting information security incidents;
6. references to documentation which may support the policy, e.g. more detailed security policies and procedures for specific information systems or security rules users should comply with.

and get periodic or if significant changes occur reviews.

2.3 Organizing Information Security

- Management commitment to information security
- Information security co-ordination (CISO/RSSI)
- Allocation of information security responsibilities (data owners)
- Confidentiality or non-disclosure agreements (reflecting the organization's needs)
- Contact with authorities and special interest groups
- Independent review of information security
- External parties (customers, partners, third parties...)

2.4 Asset Management

- Responsibility for assets
- Information classification

2.5 Human Resources Security

- Roles and responsibilities
- Screening
- Terms and conditions of employment
- Information security awareness, education, and training
- Disciplinary process
- Termination
 - Return of assets
 - Removal of access rights

2.6 Physical and Environmental Security

- Physical security perimeter and areas
- Equipment security
 - Security of equipment off-premises
 - Secure disposal or re-use of equipment

2.7 Communications and Operations Management

- Change management
- Separation of development, test, and operational facilities
- Third party service delivery management
- Protection against malicious and mobile code
- Back-up
- Network security management
- Management of removable media
- Information exchange policies and procedures
- Electronic messaging
- On-Line Transactions
- Publicly available information
- Monitoring

2.8 Access Control

- User access management
 - User password management
- Clear desk and clear screen policy
- Network access control
 - User authentication for external connections
 - Segregation in networks
- Operating system access control

- User identification and authentication
 - Password management system
- Mobile computing and communications

2.9 Information Systems Acquisition, Development and Maintenance

- Security requirements analysis and specification
- Correct processing in applications
- Cryptographic controls
- Security in development and support processes
- Technical Vulnerability Management

2.10 Information Security Incident Management

- Reporting information security events and weaknesses
- Management of information security incidents and improvements

2.11 Business Continuity Management

- Developing and implementing continuity plans including information security
- Testing, maintaining and re-assessing business continuity plans

2.12 Compliance

- Compliance with legal requirements
 - Intellectual property rights (IPR)
 - Data protection and privacy of personal information
- Compliance with security policies and standards and technical compliance
- Information systems audit

3 Control Framework

The control framework provides the routine response to known risks as part of the information security process, by combining:

- security policies,
- procedures,
- standards
- and architecture

to mitigate those known risks to an acceptable level.

The meaning of acceptable will vary from organisation to organisation:

- there is no preset control framework for your organisation,
- ISO/IEC 27002:2005 (or others) are only guides that need to be adapted.

A typical control framework can be broken down into the following components:

- The Policies (policy statements).
- The Procedures.
- (Guidelines & Work instructions)
- The Standards.
- (Security architectures).
- Other documentation.

3.1 Policy statements

These are the highlevel (strategic) documents generally addressing a number of controls (often structured according to the 11 chapters of the 27002), spread across various areas of activity.

Example: Access control Policy (chap. 11 of 27002)

3.2 Procedures

Procedures further detail aspects of the policy statements describing

- realistic processes
- covering daily management activities
- and defining responsibilities.

Example: Remote Access Control Procedure (part of chap. 11.4 of 27002)

3.3 Guidelines & Work instructions

Sometimes, procedures don't provide enough detail to get the job done. This is particularly true for highly complex tasks that require detailed step-by-step instructions.

Work instructions provide more detail. As a consequence, such instructions are often tightly bound to a particular implementation.

Guidelines are useful for providing advice in a less formal way - there is no requirement to sign-off guidelines.

Example: Acces Control Instructions for mobile devices

3.4 Standards

Information security standards translate policy/procedure requirements into operational instructions.

Example: List of authorized remote access mechanisms/tools

3.5 Security architectures

- Most medium and large organisation have a complex IT infrastructure that has evolved over time.
- Each of these systems has an associated security model.
- The goal of a security architecture is to combine processes and tools into a framework that mitigates risk.

Example: Remote Acces Architecture

3.6 Other documentation

The Information Security department has to manage a wide variety of documentation. Managing this documentation correctly is one of the biggest challenges facing the information security officer.

Classification and document management is key here, as such a good practice is to develop a **Document Management Policy** to handle these issues.

Examples of the types of documents that the department will be involved with include:

- *Legal & regulatory documentation, including contracts*
- *Security monitoring data and security reports*
- *Log files, acces control lists (physical and/or logical)*
- *Project plans and status reports*
- *Financial plans and budgets*
- *Vendor-related documentation and licences*
- *Documentation owned by other operational units*

3.7 DO's and DON'Ts

- DO:
 - Keep the volume of documentation down to a strict minimum.
 - Check regularly to see that documentation is being used.
 - Ensure that documents are reviewed and approved by all concerned parties.
 - Take time to organise the way documents are stored and retrieved
 - create a well-structured set of directories.
- DON'T:
 - Try to document everything.
 - Document material that is already in user guides (e.g. successive screen shots).
 - Try to have sign-off on everything! Restrict yourself to approving key documents.
 - Use documents to communicate when you should be talking face-to-face.

4 Producing the policy - good practices

- Don't Become a Paper Dragon

Writing a policy statement is usually a long and time-consuming activity. It is essential that other work is ongoing while this is happening.

- Involving The Right People

It is imperative to have the visible (written) support of executive management when developing a new policy or changing an existing one. The information security policy should NOT be developed in isolation – it is important to involve all concerned parties from the start.

- Policies must respect the company culture

Understand the impact of policy statements and get the buy-in of all affected staff before releasing them. Ensure that procedures integrate well into everyday working practices (e.g. Do not introduce paper workflows into a company that does everything electronically)

- NEVER develop policy statements in isolation.

Staff are much more likely to buy into the whole process if they have been consulted about important issues affecting themselves. Consider setting up a working group, consisting of representatives of the main groups of interest within the organisation.

- Consider working in an iterative fashion, asking for feedback at each step.

- Using skeleton documents can be very effective.
- Start with section titles and a rough description of what needs to go in each section.
- Circulate for comments and suggestions.
- Flesh the policy out section by section.
- Use open questions and provide alternatives.
- Listen to people's objections and encourage them to identify solutions to their own issues.

- Planning - Producing a policy statement is a strategic objective.

- The different types of activity need to be identified, prioritised and estimated.
- Roles and responsibilities for the project need to be defined and agreed with those concerned.

- Resources from other areas need to be reserved in advance.
 - Dependencies and possible contention for resources need to be identified up front.
 - Decision points need to be clearly identified.
 - This should all be summarised in a formal project plan.
- Aim for milestones at regular intervals to show progress.
 - Sign-Off is Critical

Without the support of the executive management, it will not be possible to enforce compliance. If the document has been developed as a joint exercise with the interested parties, sign-off should not be a major issue.

 - Management Sign-Off: It is a good idea to include a statement from the executive board that supports the policy and explains any consequences of not adhering to it.
 - Staff Sign-Off: Having staff formally agree to the policy can be very useful when the policy is not respected and there are serious consequences.
 - Publication

Publication marks the end of the editing phase and the beginning of the implementation phase. It is not necessarily also the date at which enforcement of the policy will begin. Realistically, the organisation will almost certainly need time to adapt the existing control system to meet the new requirements.
 - Diffusion

A policy statement serves no purpose if people aren't aware of its existence! It is a major challenge to get staff to read – and think about – the information security policy. The diffusion mechanisms should preferably be as creative as possible.

 - Publish on the company intranet
 - Use mouse mats, posters, ...
 - Think about interactive methods.
 - Prepare via awareness raising actions

It often very helpful to prepare the people to the upcoming changes/procedures via an awareness campaign or awareness training sessions. This to "explain" why this policy is needed, why it is important and what it brings everyone.

5 Conclusion - summary

A global information security process/approach can follow these steps:

1. Risk assessment/analysis
2. Awareness raising campaign
3. Security policy
4. ISMS (Information Security Management System)
5. ISMS - Certification

6 Bibliographic references

- Security Policy cours - University of Luxembourg - Steve Purser, 2007
- ISO/IEC 27002:2005