NORTHERN NEW ENGLAND
SCHOOL OF BANKING

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INFORMATION SECURITY CONSULTING

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Incident Management

Moving from Computer Incident Response to Organizational Intelligence

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Session Agenda

- Module 1:
  - Some Scenarios Beg the Question(s)
  - Some Questions that Beg for Answers
  - Incident Management Job Description
  - Preparation & Practice
- Module 2:
  - Incident Response Exercise

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True?

"It takes many good deeds to build a good reputation, and only one bad one to lose it."

— Benjamin Franklin

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Corrected

"It takes many good deeds to build a good reputation, and only one poorly managed bad deed to lose it."

— Some other guy

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Some Scenarios Beg the Question(s)

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Some Scenarios that Beg the question

1. Customer allows remote access with single-factor authentication only.
   - Successful phishing attack, fraudster takes control of CFO's PC
   - Changes payroll routing information for 10 employees
2. Customer falls for Microsoft Support fraud pre-texting call
   - Fraudster impersonates Bank customer service in a conference call
   - "Bank Customer Service Rep" recommends customer buy support package
   - Customer pays $1,200 for fraudulent support contract
3. Commercial lender accidentally sends entire commercial loan database/spreadsheet to the wrong "Steven Thomas" who happens to be a list salesman in Florida.

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Other Scenarios that Beg the question

- “Whaling” or “Whale Phishing”– An exploit spoofing executive email used to request transactions or actions to serve the perpetrator.
- Insider theft of customer information
- Compromise of a hosted POS system
- Disruption of service at vendor’s data center
- Social Engineering : On-site or customer & network phone pretexting

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The Questions

- Why is IT still considered the most important part of Incident Management?
- Why do tactics/procedures often drive Incident Response planning?

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Questions that Beg for Answers

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Questions that Beg for Answers

1) What is the process at your organization for obtaining, analyzing, and sharing threat intelligence?
2) Who manages your threat intelligence feeds?
3) Should the threat of malware have any impact on user browsing activity?
4) What are your social media controls? Do you review user posts prior to publishing? Are you alerted when there is a post? Can you tell how many shares and views?
5) What are your procedures for risky transactions/functions?
6) How do you manage accidental disclosure of sensitive/protected data?
7) Do you have scripts, outgoing messages, web-site specific messages pre-written, pre-recorded, and/or pre-configured?

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Questions that Beg for Answers

9) Would you pay the ransom?

10) Do you have a Bitcoin Account?

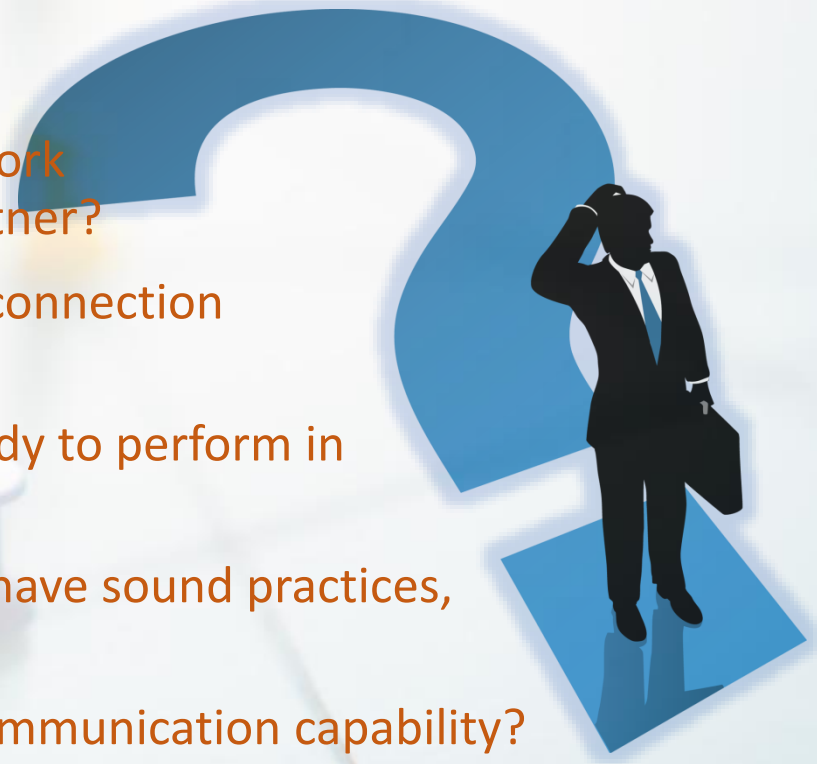
11) Do you know when to contact and work with your insurer? Your forensics partner?

12) Do you have data flow and external connection diagrams/maps with all end-points?

13) Is each member of your IRT truly ready to perform in their role, with its responsibilities?

14) Are you confident your TSP/Vendors have sound practices, and are some required by contract?

15) Do you have an internal broadcast communication capability?
    - Is it capable of enumerating responses?



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Incident Management Job Description

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Incident Management Job Description

Your Organization: Required Skills and Experience

- Expert leadership
- Expert operations
- Expert legal counsel
- Expert internal communications, written and verbal
- Expert Information Technology design, engineering, and administration
- Expert analysis and investigation
- Expert customer service and public relations
- Expert learner
- Expert trainer
- Expert relationship builder

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THIS IS TOO
MUCH
IT Professional

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Strategy & Tactics

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"Strategy is doing the right things. Tactics are doing those things right." - Anonymous

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Strategy & Tactics

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Strategy & Tactics

Strategic:

- ✓Foresight
- ✓Long-term goals and objectives
- ✓Big picture
- ✓Holistic
- ✓Integrated
- ✓Plan

Tactical:

- ✓Immediate
- ✓Short-term goals and objectives
- ✓Small picture
- ✓Situational
- ✓Segregated
- ✓Procedure

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Strategy & Tactics

If tactics aren’t executed in support of a good strategy, here’s what happens….

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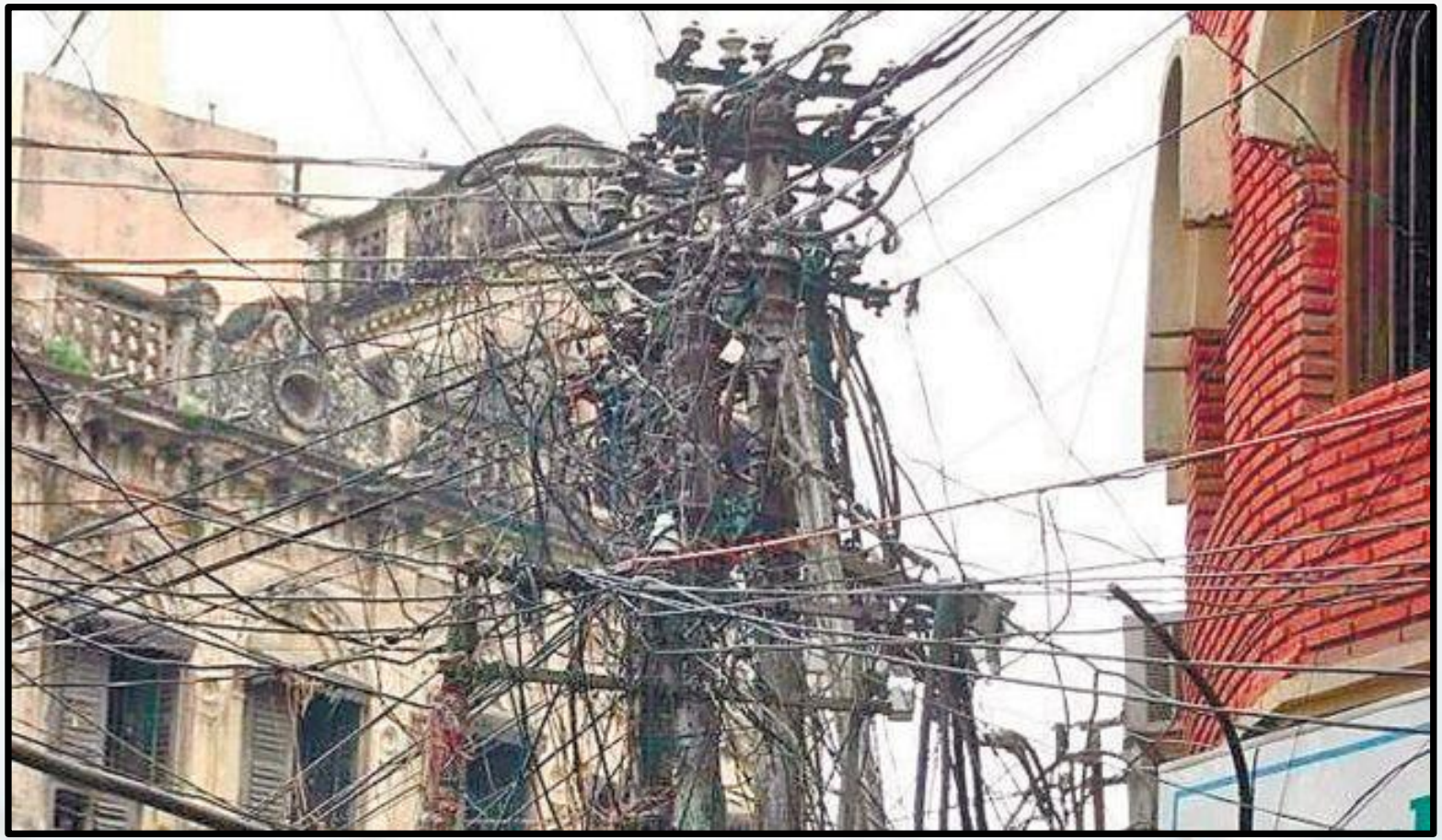
Tactical-Based Governance



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Preparation & Practice

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Preparation

“Failing to prepare, is preparing to fail.”

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Preparation

- Incident Management Plan
- Response Team
  - Build the team to the strategic resume of required skills and experience. Know your people!
  - Cross-departmental – whole organization
- Training specific to each role
- Mentoring & institutional memory
- Runbooks for Common Incident Types
- Internal communications plan
  - Call trees with contingency contacts
  - Contact information
  - Consistency across departments

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Preparation

- External communications plan
  - Develop scripts for customer service
  - Auto-attendant and outgoing messages
  - Web site pages
  - Understand applicable disclosure laws
  - Craft the messaging across all media
  - Assign messengers
- Information Technology
  - Redundancy and fault tolerance
  - “air gap” backups
  - Network segmentation
  - Application white-listing

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Practice

“You can’t think your way into playing the piano.” – Me, just now

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Speaking of Practice: IR Exercise

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