BUILDING A SECURITY AWARENESS AMBASSADOR PROGRAM

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Security Awareness Maturity Model

Non-existent

Compliance Focused

Promoting Awareness & Behavior Change

Long-Term Sustainment & Culture Change

Metrics Framework
What Is Culture?

- Ultimately our goal is to go beyond behaviors and create a secure culture

- Culture not only includes behaviors but belief, values and perceptions
Creating a Secure Culture

- It takes 3 – 10 years to impact an organization’s culture
- To change culture, start with behaviors

“Culture change happens only after you have successfully altered people's actions, after the new behaviors produces some group benefit for a period of time, and after people see the connection between the new actions and the performance improvement.” - John Kotter – Leading Change
Common Challenges

- Lack of Time: Security awareness officers cannot scale
- Lack of Engagement: Hard to customize message when you have so many different demographics
- What’s New?: We rolled out CBT, Phishing and Newsletters, what’s next?
Security Ambassadors

- Network of volunteers embedded throughout your organization who help you spread the word.
  - Scale your program at relatively low cost
  - Workforce far more likely to listen to their peers
  - Create your own communications network
  - Ambassadors become ‘spies’ feeding you information

- Called other names (Champions, Advocates, Sentinels, Security Ninjas)
Setting Expectations

- Four hours a month of their time
- Key requirement is passion, do not worry about tech / security skills
- Commit for at least one year and active every month
Typical Ambassador Activities

- Point of contact for any security questions at site.
- Partner with local security team (IR, SOC, etc)
- Survey people at location / office
- Present at local site briefings / Coordinate lunch-n-learns
- Distribute learning materials (posters, newsletters, fact sheets)
- Interact online with company communications (Yammer, Slack, Email)
- Provide feedback / metrics to security awareness officer
- Participate in monthly ambassador coordination calls / ambassador forum
How do we get people to do more work for no additional pay? Why would someone volunteer to be an ambassador?
BJ Fogg Behavior Model

Fogg Behavior Model

B = mat

behavior motivation ability trigger
at same moment

High Motivation

Low Motivation

motivation

Action Line

triggers
succeed here

triggers
fail here

Hard to Do

ability

Easy to Do

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Motivate – Why Should I Volunteer?

- Recognition: Most powerful motivators out there (swag, certs, lunch with CEO, recognition from CISO, happy hours, mascot).
- Skills: Who does not want cyber security on their resume, path to new job with security?
- Network: Grow their network with-in the company.
- Difference: Almost everyone wants to have an impact
Ability – Enable & Train Your Ambassadors

- Forum for ambassador to share and learn from each other
- Training for ambassadors
- Resources (FAQ, slides, etc.)
- Budget
What Problem(s) Are You Solving?

- Are your goals strategic (communications, engagement, etc) or specific behaviors (phishing, reporting, passwords, etc)
- What is the scope of your program?
  - Employees, contractors, faculty, volunteers?
  - Limit to certain regions, geographies, target groups?
- What will the top three responsibilities of your Ambassadors be?
Key Resource - Time

- Very low cost (woo woo!) but very time intensive (bummer)
- To effectively build your ambassador program you need minimum half of an FTE, far more effective to have a full FTE
- Track how much time you spend managing each ambassador, use that number for staff/resources
Track involvement of ambassadors, over time you will find dead weight.

These people are not bad, life’s circumstances change.

Reach out to them and see if they are still interested, let them know they are slipping.

When all else fails, transition them to “Alumn Status”.

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Managing Volunteers

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Process is Key

- You need a process for onboarding, tracking and managing ambassadors. This is your biggest time hit
- Creating a tracking matrix
- Have a standard plan for new ambassadors. Month 1 they introduce themselves, month 2 phishing, month 3?
- Pilot first, then be prepared for growth
Onboard Process for Candidates

1. Read job description and determine if you are interested.
2. Ask your manager to read job description and confirm support.
3. Email security awareness team to express interest (copying your manager).
4. Complete all company security awareness training.
5. Attend your first Security Ambassador meeting and get involved.
6. Introduce yourself to your local office, collection information and report to security awareness officer.
| A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U |
| Ambassador Name | Email Address | Manager Name | Metric/Title | Leadership | Location (City) | Region | Population (of site) | Sent Interest email with Job Description | Received response (to include manager approval) | Completed Security Awareness Training | Added to Outlook Mailbox | Added to Social Media Forum | Added to OnDemand Microsite | Send Welcome email to New EA | Completed initial training | Completed site introduction / survey | 30 day checklist | 60 day checklist | 90 day checklist | Send Congratulations email to Site Leader | Updated HR | Missing call |
Metrics – Measuring Impact

- # of Ambassadors / # of people each Ambassadors are reaching
- # of times (and methods) they are engaging people
- # of incidents
- Survey results
- Track five top challenges / behaviors (phishing)
- Success stories

*Average time spent to manage each Ambassador*
When You Return

- Determine if your program is mature enough for an ambassador program.
- Talk to leadership, is this something they will support (i.e. at least .5 dedicated FTE).
- What would be the top 5 things you would want to achieve?
- How would you motivate and enable your ambassadors?
- How would you roll-out a pilot program?
Questions

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