From Mitigating Insider Threats to Managing Insider Risk

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Document Markings

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Where InTP's Have Succeeded

- Connecting the dots
- Technical detection of blatant policy violations
- Identifying broken business processes

Where InTP's Are Struggling

- Measures of Effectiveness / ROI
- Scoping
- Change management
- Proactive responses to the conditions that precede harmful acts

Where Insider Threat Programs Traditionally Focus

Engineering		
ADM	Asset Definition and Management	
CTRL	Controls Management	★
RRD	Resilience Requirements Development	
RRM	Resilience Requirements Management	
RTSE	Resilient Technical Solution Engineering	
SC	Service Continuity	

Enterprise Management		
COMM	Communications	★
COMP	Compliance	
EF	Enterprise Focus	★
FRM	Financial Resource Management	★
HRM	Human Resource Management	★
OTA	Organizational Training and Awareness	★
RISK	Risk Management	

Operations		
AM	Access Management	★
EC	Environmental Control	
EXD	External Dependencies Management	
ID	Identity Management	★
IMC	Incident Management and Control	★
KIM	Knowledge and Information Management	
PM	People Management	
TM	Technology Management	★
VAR	Vulnerability Analysis and Resolution	★

Process Management		
MA	Measurement and Analysis	★
MON	Monitoring	★
OPD	Organizational Process Definition	
OPF	Organizational Process Focus	

Where Insider Threat Programs Need To Expand

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Operational Resilience

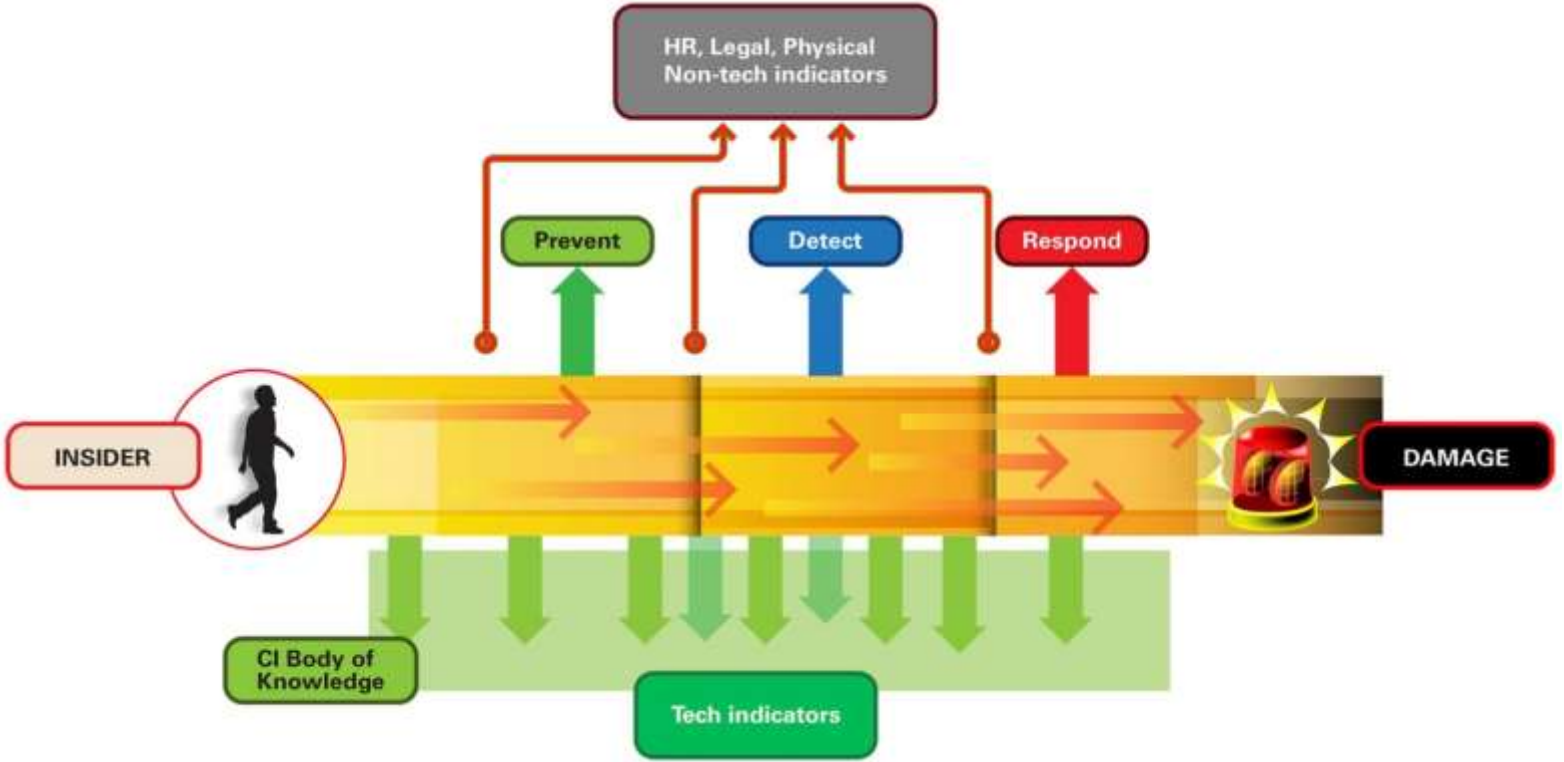
Operational resilience: The *emergent property* of an organization that can continue to carry out its mission in the presence of operational *stress* and *disruption* that does not exceed its limit.

Stress and *disruption* come from **risk**

Risk is the impact and likelihood associated with a threat occurring

Operational resilience emerges from effective **risk management**

The Goal for an Insider Threat Program…



Is to reduce insider risks to critical assets to acceptable levels

https://insights.sei.cmu.edu/insider-threat/2020/01/maturing-your-insider-threat-program-into-an-insider-risk-management-program.html

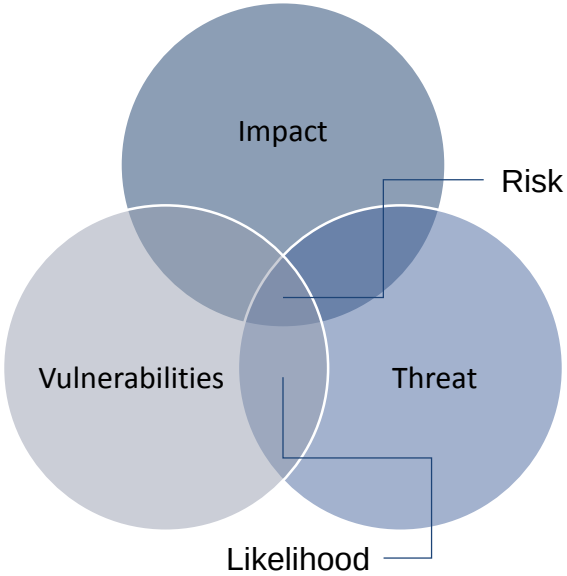
Acceptable Levels?

Risks can be expressed as a function of **impact** and **likelihood**

Deploying controls doesn't necessarily reduce the likelihood of a threat occurring, especially for insider threats.

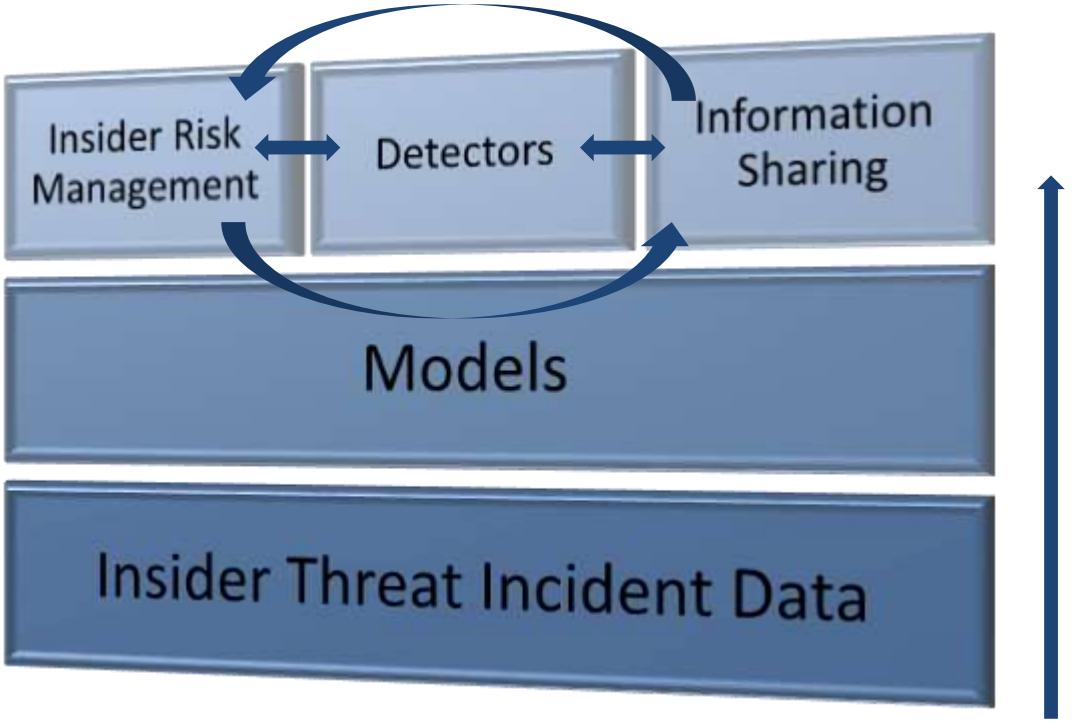
How much insider risk is our organization willing or able to withstand while still carrying out its mission?

- To begin to answer this question, we need quantifiable and actionable **risk appetite statements**
  - To do this, we need reliable, sound methods for measuring the likelihood and impact of insider threats



How Do We Get There?

- Business impact analysis
- Continuous measurement of current security posture
- Broadening the scope of what's considered a 'security control'
- Using our data
- Information sharing



Conclusion

The Insider Threat Program of the future is an integrated, proactive, risk-based mission enabler that makes its organization operationally resilient against insider threats.

This future state can be realized by:

- expanding relationships with traditionally under-represented insider threat program stakeholders
- clearly articulating program goals and risk appetite
- placing an emphasis on process institutionalization, yielding more stable processes that produce consistent results over time that are retained during times of stress