The Questions a Judge Will Ask You After a Data Breach: and How You Can Prepare for Them

#### Speaker:

• Chris Cronin, Principal Author - CIS RAM

Moderated by Barbara Boehler – Compliance Week



## Agenda for Today's Webcast

This webcast will last for 60 minutes

2:00 p.m. Introduction

Barbara Boehler - Compliance Week

2:05 p.m. Presentation

Chris Cronin - CIS RAM

2:50 p.m. Q&A

3:00 p.m. Closing



COMPLIANCE WEEK

## Introduction

The Series, Schedule and Instructions

#### **Upcoming Webcasts**

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#### Instructions

▼ Ask a Question

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All questions will be anonymous

▶ Event Resources

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COMPLIANCE WEEK

## Speaker



#### Chris Cronin

- Partner at HALOCK Security Labs
- Chair, the DoCRA Council
- Principal Author of CIS RAM and DoCRA Standard
- Member of the Sedona Conference Working Group 11
- Expert witness to State Attorneys General
- Information Security Focus for 15 Years
  - Risk Assessments and Risk Management
  - Incident Response and Fraud Investigations
  - Governance and Internal Audit
  - ISO 27001 Certification

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COMPLIANCE WEEK 4

#### Three Lessons

**LESSON 1** The Law and Business Are Not Adversaries.

**LESSON 2** "Reasonable" Safeguards Are Up to Business to Define and Defend.

**LESSON 3** "Duty of Care Risk Analysis" Defines Reasonable for Business, Law, and InfoSec.



## Today's Message

- Judges (and regulators ... and security frameworks) are asking for "reasonable" controls.
- Judges and regulators will ask you questions to determine whether your controls were reasonable.
  - "Reasonable" is a big gift to business, if you know how to use it.
- It's about balance between <u>protecting others</u> and the <u>burden</u> of security controls.



#### Lesson 1:

#### The Law and Business are Not Adversaries

- Regulations and torts are often seen as *adversarial to business* ... legal matters that interfere with commerce and enterprise.
- U.S. law was born and shaped in an entrepreneurial culture. Statutes, regulations, and torts are shaped to work with business.
- Since 1993 federal regulations require cost-benefit analysis to justify their enforcement.
- Judges allow defendants to show if safeguards balanced the potential of harm against the burden they posed.



#### Balance

Potential of harm to *others* 



Potential of harm from burdens



### Balance in Regulations



Since 1993, regulations are required to be enforced using cost-benefit analysis. The burden of safeguards must not be greater than the harm to the public. (Executive Order 12866)

Since then, risk assessments have been required in regulations to identify "reasonable" controls.



## Regulations That Require Risk Assessments and Reasonable Controls

- HIPAA Security Rule / HITECH
- Gramm Leach Bliley Act (Safeguards Rule)
- Massachusetts 201 CMR 17
- 23 NYCRR Part 500
- California Consumer Privacy Act
- Ohio Data Breach Law of 2018
- EU GDPR



# Information Security Frameworks That Require Risk Assessments

- PCI DSS
- ISO 27001
- SOC 2 / SOC for Cybersecurity
- NIST Risk Management Framework (SP 800)
- NIST Cybersecurity Framework
- COSO/CobiT



#### Balance in Courts



Courts generally find negligence where the likelihood of harm was greater than the burden to prevent that harm.

**Burden <= Probability x Liability** 

("Learned Hand Rule" or "Calculus of Negligence")



## Judges Use Balancing Tests in Law Suits to Determine Reasonableness of Safeguards

- "Did the defendant foresee the likelihood and magnitude of threats that harmed the plaintiff?"
- "Did the plaintiff use safeguards to reduce that likelihood and magnitude?"
- "Would the utility (benefit) of the risk have been jeopardized by alternative safeguards?"
- "Would the costs of safeguards have been greater than the risks?"
- "Did the defendant use a standard of care to design their safeguards?"



# But Balance is Not Often Used in Security Assessments





## How Current Security Assessments Are Failing Us

Evaluates Risk to Information Assets			Evaluates Due Care						
Method	Standard of Care	Identifies Vulnerabilities	Considers Threats	Evaluates Harm to Self	Evaluates Harm to Others	Estimates Likelihood	Defines Acceptable Risk	Defines Reasonableness	Evaluates Safeguard Risk
<b>DoCRA</b> CIS RAM	•	•	•	•	•	•	•	•	•
IT Risk Assessments ISO 27005, NIST SP 800-30, RISK IT	•	•	•	•	•	•	0	0	•
FAIR Factor Analysis for Information Risk	0	•	•	•	0	•	0	0	0
Gap Assessments Audits, "Yes/No/Partial"	•	•	0	0	0	0	0	0	0
Maturity Model Assessments CMMI, HITRUST, FFIEC CAT	•	0	0	0	0	0	0	0	0



## Our Security Assessments Should Prepare Us For Judges and Regulators



This is what DoCRA Does



### Duty of Care Risk Analysis (DoCRA)

- Freely available standard for assessing risk of any kind.
- Prepares subject matter experts to speak the language of laws and regulations.
- Qualitative method that can plug into other quantitative and qualitative risk frameworks.
- Made free to the public by HALOCK Security Labs in 2018.
- www.docra.org

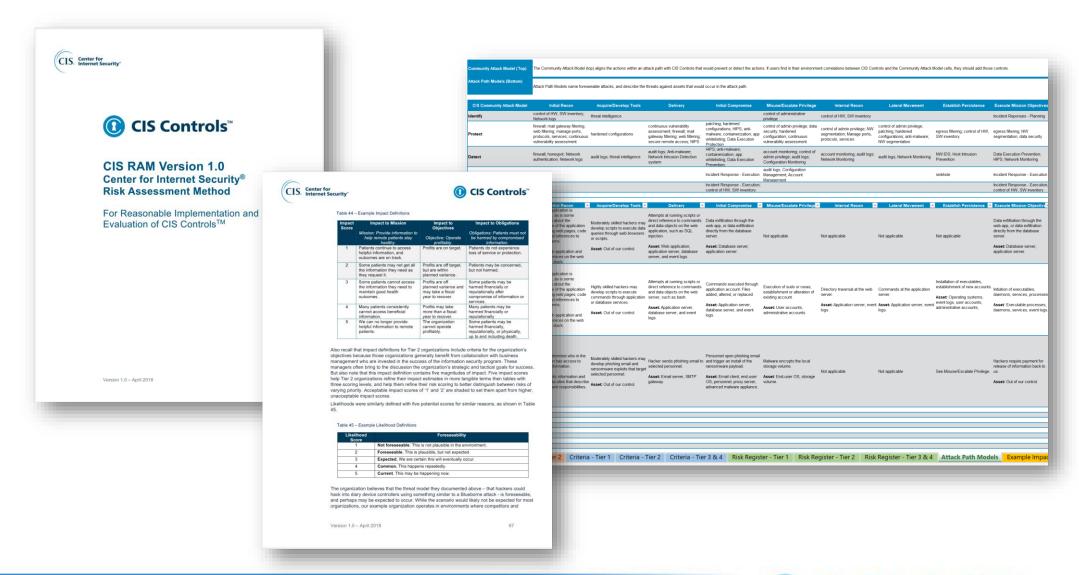


# DoCRA Principles (DoCRA Standard)

- 1. Risk analysis must consider the interests of all parties that may be harmed by the risk.
- 2. Risks must be reduced to a level that authorities and potentially affected parties would find appropriate.
- 3. Safeguards must not be more burdensome than the risks they protect against.



#### CIS RAM





#### What is CIS RAM?

- Detailed instructions for conducting cyber security risk assessments.
- Instructions for defining acceptable risk.
- Aligned with judicial and regulatory understanding of "reasonable" and "appropriate."
- Workbook with templates and examples.
- Based on new Duty of Care Risk Analysis ("<u>DoCRA</u>") standard.



### Where You'll See CIS RAM / DoCRA

- Announced by Center for Internet Security (CIS) in April, 2018.
- SANS Institute and CIS Posters.
- Law suits by state Attorneys General after security breaches.
- Adoption by MS-ISAC member states.
- New "DoCRA for ..." standards in development.



## Being Judged





### Oops!

- How do you determine when cyber security risk is acceptable?
- What if that's your judge?
- What if that's your regulator?
- What if that's your CEO or a Board Director?
- Not a comfortable feeling, right?



#### Lesson 2:

#### Business Defines "Reasonable"

Because laws and regulations recognize that all organizations are different, then each organization must define "reasonable" for themselves.



## What is Risk Analysis?

- Risk Analysis: What is the likelihood of harm to ourselves and others that is caused by a threat?
- Acceptable Risk: The likelihood of harm that ourselves and others would accept.



## Let's Illustrate ... simple

	Our Profit	<b>Customer Financial Privacy</b>
		1
<u>Acceptable</u>	Profit plan is on track	No financial harm
<u>Unacceptable</u>	Not profitable	Money lost or credit rating hurt
	Harm to us	Harm to others



## Let's Illustrate ... terrible

	<u>Our Profit</u>	<u>Customer Financial Privacy</u>
<u>Acceptable</u>	<i>Up to \$5,000,000</i>	Up to \$5,000,000
<u>Unacceptable</u>	Over \$5,000,000	Over \$5,000,000

# DON'T ASSUME OTHERS' RISK TOLERANCE EQUALS YOURS!



## Let's Illustrate ... simple

	<u>Our Profit</u>	<b>Customer Financial Privacy</b>
<u>Acceptable</u>	Profit plan is on track	No financial harm
<u>Unacceptable</u>	Not profitable	Money lost or credit rating hurt

# Be Prepared to Compare Unlike Things



## Let's Illustrate ... practical

#### **Our Profit**

#### **Customer Financial Privacy**

<u>Negligible</u>	Profit plan is unaffected.	No financial harm.
<u>Acceptable</u>	Profit plan within planned variance.	Encrypted or unusable information cannot create harm.
<u>Unacceptable</u>	Not profitable. Recoverable within the year.	Recoverable money lost or credit rating hurt among few customers.
<u>High</u>	Not profitable. Recoverable in multiple years.	Financial harm among many customers.
Catastrophic	Cannot operate profitably.	Cannot protect customers from harm.



### Establishing Impact Definitions

To evaluate balance well, define these things:

– Your <u>Mission</u>: What makes the risk worth it for others?

– Your <u>Objectives</u>: What are your indicators of success?

– Your <u>Obligations</u>: What care do you owe others?



## Some Common Impact Criteria

Industry Example	Mission	Objectives	Obligations
Commercial Bank	Financial performance	Return on assets	Customer financials
Hospital	Health outcomes	Balanced budget	Patient privacy
University	Educate students	Five year plan	Student financials
Manufacturer	Custom products	Profitability	Protect customer IP
Electrical generator	Provide power	Profitability	Public safety



### Bank's Full Risk Assessment Criteria

Impact Score	Mission "Financial Performance"	Objectives "Return on Assets"	Obligation "Customer Financials"
L. Negligible	Customer returns at or above market.	Maintain RoA targets.	Customer finances not harmed.
2. Low	Customer returns at market by end of fiscal year.	RoA performance within planned variance.	Customer info released, but cannot cause harm.
3. Medium	One product underperforms against market after a year.	Missed RoA targets up to 1%	Recoverable harm caused to few customers.
1. High	Multiple products under perform for multiple years.		Recoverable harm caused to thousands or more customers.
5. Catastrophic	Cannot meet market returns.	Cannot earn sufficient RoA to operate.	We cannot safeguard financial information.

Likelihood Score	Likelihood Definition
1	Not foreseeable
2	Foreseeable but unexpected
3	Expected, but rare
4	Expected occasionally
5	Common

Plain Language	Score
Invest against risk	3 x 3 = <b>9</b>
Accept Risk	< <u>9</u>



## Hospital's Full Risk Assessment Criteria

Impact Score	Mission "Health Outcomes"	Objectives "Balanced Budget"	Obligation "Patient Privacy"
1. Negligible	Health outcomes would not be effected.	Budget would not be effected.	Patients' privacy would not be harmed.
2. Low	Patients would feel inconvenienced.	Budget performance within planned variance.	Patients would be concerned, but no harm would result.
⊀. IVIEdIIIM	Some patient's health outcomes would suffer.	Budget variance would be recoverable within a year.	Few patients would suffer reputational or financial harm
4 High	Many patient health outcomes would suffer.	Budget would be recoverable after multiple years.	Many patients would suffer reputational or financial harm.
5. Catastrophic	Patients could not rely on positive health outcomes.	We would not be able to financially operate.	We would not be able to safeguard patient information.

Likelihood Score	Likelihood Definition
1	Not foreseeable
2	Foreseeable but unexpected
3	Expected, but rare
4	Expected occasionally
5	Common

Plain Language	Score
Invest against risk	3 x 2 = <u>6</u>
Accept Risk	< <u>6</u>



## Hey! You're Using Ordinals!

 "Selecting values '1' through '5' may be simple, but they do not indicate probability."

- CIS RAM and DoCRA can be conducted using probability analysis too.
  - Just stick with the principles and practices listed in
     CIS RAM and the DoCRA Standard.



## Example 1 – Inappropriate Risk

CIS Control 1.1 - Utilize an Active Discovery Tool							
Asset	All routable devices		Owner	IT			
Vulnerability	Sporadic asset sca	Threat	Undetected compromised systems				
Risk Scenario	Irregular asset scans may not identify compromised systems that join the network and attack routable systems.						
Mission	Impact 🖊	Objecti	ves Impact	4	Obligations Impact		
(2) Customer ret	(2) Customer returns at-market (3) Missed Ro			A targets up to 1% (3) Recoverable h			
		Risk Score: Max(Impact) x Likelihood					
(3) Expected, but rare			9				
Safeguard Implement NAC, and a system assessment				ent process for alerted devices.			
Safeguard Risk A moderate cost would have minimal im not disruptive.				the bud	get. Installation of the tool is likely		
Mission	Impact <	Objecti	ves Impact	<b>\</b>	Obligations Impact		
(1) Customer retu	rns above market	(2) RoA within	planned variance (1) Customer finances not harmed				
		Safeguard Risk Score: Max(Impact) x Likelihood					
(4) Expected occasionally					8		



## Example 2 – Unreasonable Safeguard

	Control 14.4 - Encrypt All Sensitive Information in Transit							
	Asset	Web applications Inter-server PII in plain text		Owner	Product Management			
	Vulnerability			Threat	Sniffers can capture PII			
	Risk Scenario	Hackers place packet sniffers within DMZ, capture plain-text PII, and exfiltrate data.						
	Mission Impact Objectiv		ves Impact		Obligations Impact			
	(3) One product un	(3) Missed Ro	(3) Missed RoA targets up to 1%		(4) Recoverable harm to thousands of customers			
	Likelihood  (3) Expected, but rare			Risk Score: Max(Impact) x Likelihood				
				12				

Safeguard	Encrypt all data between application servers and database servers.					
Safeguard Risk	IPS would not be able to inspect inter-server data to detect attacks or exfiltration.					
Mission Impact		Objectives Impact			Obligations Impact	
(3) One product underperforms YoY		(3) Missed RoA targets up to 1%			(4) Recoverable harm to thousands of customers	
	Likelihood		Safeguard Risk S	Score:	Max(Impact) x Likelihood	
(4) Expected occasionally				16		



### Example 3 – Reasonable Safeguard

	Control 14.4 - Encrypt All Sensitive Information in Transit							
	Asset	Web applications	Owner	Product Management				
	Vulnerability	Inter-server PII in I	Threat	Sniffers can capture PII				
	Risk Scenario	Hackers place packet sniffers within DMZ, capture plain-text PII, and exfiltrate data.						
	Mission Impact		Objectives Impact			Obligations Impact		
	(3) One product underperforms YoY		(3) Missed RoA targets up to		:o 1%	(4) Recoverable harm to thousands of customers		
	Likelihood			Risk Score: Max(Impact) x Likelihood				
	(3)		12					

	Safeguard	Create a VLAN limited to the application server, database server, IPS sensor.							
	Safeguard Risk	Promiscuous sniffer would be detected by IPS if on those servers.							
	Mission	mpact	Objectives Impact			Obligations Impact			
	(1) Customer retur	ns above market	(2) RoA within planned variance (1) (				Customer finances not harmed		
	Likelihood			Safeguard Risk Score: Max(Impact) x Likelihood					
	(4) Expected occasionally					8			



#### Lesson 3:

DoCRA Defines Reasonable for Business, Law, and InfoSec.

#### **Because DoCRA**

- Follows the rules of these three disciplines.
- Addresses what matters to each discipline.



# Why do Judges Like Duty of Care Risk Analysis?

- Gives judges a clear-cut test for whether a defendant was negligent.
- Judges by law have to balance the defendant's burden against harm to others.
- Encoded as the "Hand Rule" or "Calculus of Negligence."
  - A risk is reasonable if "Burden < Probability x Likelihood"</p>
- Multi-factor balancing tests are how duty of care and due care are determined.



# Why do Regulators Like Duty of Care Risk Analysis?

- Since 1993 regulations are required to balance cost and benefit.
- "Executive Order 12866" has been in effect for the past 25 years.
  - HIPAA Security Rule
  - Gramm Leach Bliley Act
  - Federal Trade Act
  - 23 NYCRR Part 500, and most state regulations.
- Regulations have since then included the terms "risk," "reasonable," and "appropriate" to indicate the cost-benefit standard for compliance.



# Why do Executive Like Duty of Care Risk Analysis?

Security Compliance Based on *Risk Assessment* 





# Are You Sure? My Regulators Tell Me What To Do.

- Have you demonstrated due care yet?
- If you don't analyze risk to find reasonable controls ...
   then they don't have much choice but to tell you what to do.

# How Are Other Security Assessments Failing Us?

	Evaluates Risk to Information Assets						Evaluates Due Care			
Method	Standard of Care	Identifies	Considers	Evaluates Harm	Evaluates Harm	Estimates	Defines	Defines	Evaluates	
<b>DoCRA</b> CIS RAM	•	Vulnerabilities	Threats	to Self	to Others	Likelihood	Acceptable Risk	Reasonableness	Safeguard Risk	
IT Risk Assessments ISO 27005, NIST SP 800-30, RISK IT	•	•	•	•	•	•	0	0	•	
FAIR Factor Analysis for Information Risk	0	•	•	•	0	•	0	0	0	
Gap Assessments Audits, "Yes/No/Partial"	•	•	0	0	0	0	0	0	0	
Maturity Model Assessments CMMI, HITRUST, FFIEC CAT	•	0	0	0	0	0	0	0	0	

# How Will a **Judge** Interpret Maturity Model Assessments?

Judge: Plaintiff claims that your data breach could have been stopped if you had used a DLP system. You were not using one. Can you explain why?

**You**: When we evaluated our data leakage controls, we were at a '3' and we decided that we didn't need to go to '4'.

**Judge**: Why? Was the burden of the control greater than the risk to the plaintiff?

You: Ummm. We agreed not to go to '4'.



# How Will a **Regulator** Interpret Gap Assessments?

Regulator: Why are you not segmenting your PII network from your corporate network?

You: When we identified that gap our CISO accepted the risk.

Regulator: What standard did you use to accept risk? Did your clients agree with this acceptance criteria?

You: ... No.



## How Will a **Regulator** Interpret **FAIR** Assessments?

Regulator: Nice job evaluating the threat. I see the dollar value of your potential losses. But I don't think this control is appropriate for the risk.

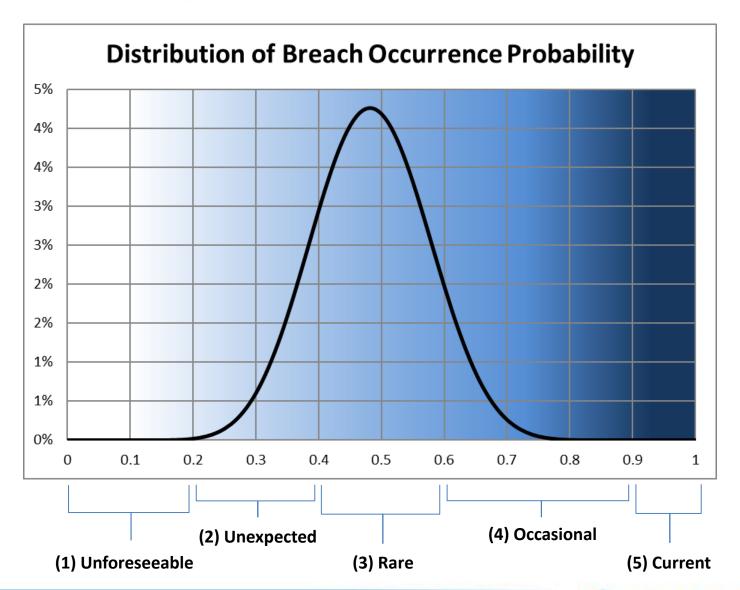
**You**: Well, you can see by this heat map over here, our probable loss is low.

Regulator: Your probable loss? I'm here to protect the public, not your profits.

You: ...



### Quick Note: Using Quantitative Analysis with DoCRA





### **Download:**

### The Questions a Judge Will Ask You After a Data Breach

- There are fundamental questions that you will be asked after a data breach
- Be prepared to answer them using DoCRA

# What Judges Will Ask You After Your Breach

#### Will you be able to answer them?

- 1. Was the threat foreseeable?
- 2. Did you consider the harm it could have caused?
- 3. Did the breach victims benefit from your use of their data?
- 4. What benefit did you gain from your use of the data?
- 5. What alternative safeguards would have mitigated the risk?
- 6. Would those alternative safeguards have imposed an undue burden on you?
- 7. How well would these alternative safeguards have reduced the risk of harm?
- 8. Would the proposed safeguards have created other undesirable risks?

### Implementing DoCRA for Organizations

### If you are an Organization looking to implement DoCRA:

- As reference, download CIS RAM from <u>cisecurity.org</u>
- Use any security controls framework that applies to you.
- Option 1: Upgrade your current security assessments with duty-ofcare components.
  - Develop risk assessment and acceptance criteria
  - Adding threat models to analysis
  - Evaluate harm to others
  - Evaluating safeguards to determine reasonableness
- Option 2: Starting fresh with a new <u>DoCRA</u>-based risk assessment.



### Implementing DoCRA for Law Firms

If you are a Law Firm looking to help your clients implement DoCRA:

- Step 1: HALOCK can conduct a complementary 1 hour introduction course with CLE credits.
- Step 2: HALOCK can conduct a complementary ½ day DoCRA Training for your legal team.
- Step 3: Law firm can conduct DoCRA Gap Assessment with your clients.



# This is Not Simple The First Time – Partner with Qualified Advisors

- Work with security consultants who are experienced with DoCRA-based risk assessments.
- HALOCK provides DoCRA-based risk assessments that include real-world data about threat likelihood (no estimating needed!).
- Regulatory, best-practice, post-breach.



### Resources

CIS RAM Download

CIS RAM Executive Prospectus

CIS RAM FAQ

Duty of Care Risk Analysis Standard (DoCRA)

HALOCK Security Labs (www.halock.com)

Feel free to reach me Chris Cronin: ccronin@halock.com





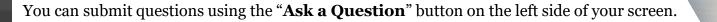
**Question & Answer Session** 

#### **Speakers**

• Chris Cronin - CIS RAM

#### **Moderator**

• Barbara Boehler – Compliance Week



### Thank you for joining us

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