SECURITY CULTURE AT SCALE

Building a Security Ambassadors Program
WORKSHOP AGENDA

• Introduction to the workshop
• Getting warmed up: Company introductions and problem statement
• Defining your Security Ambassadors/Champions program
• Building your Security Ambassadors/Champions program
• Moving forward from today
Labs: Hands-on worksheets meant to help guide you in creating your own Security Ambassadors/Champions program. Think of this as building blocks to take back with you.

Reference documents: Sample template documents and key points for you to take back to your office. Think of this like an appendix.
LET'S WARM UP!
WHO ARE WE?

Cassie Clark, Security Community Manager - Salesforce
Jessica Chang, Security Culture Lead - Dropbox
Industry: Technology
Size: 27,000+ FTEs
Geographic spread: Over 60 offices worldwide
Org structure: Tech & Products → Infrastructure → Security
Company values:
  • Trust
  • Innovation
  • Growth
  • Equality
Industry: Technology
Size: 1,700 FTEs
Geographic spread: Global, major offices in San Francisco & Dublin
Org structure: Engineering → Infrastructure → Security
Company values:

- Be worthy of trust
- We, not I
- Sweat the details
- Aim higher
- Cupcake
GETTING STARTED: WHO ARE YOU?

Let’s take a moment to step back and think about your company…

{ Workbook: Lab 1 }
WHAT PROBLEM ARE WE TRYING TO SOLVE?

As companies grow...

• How do we keep security top of mind?
• How do we scale security effectively?

{ Workbook: Lab 2 }
DEFINING YOUR PROGRAM
SECURITY CHAMPIONS / AMBASSADORS PROGRAMS

**Definition:** A network of volunteers embedded throughout your organization that help spread your message and provide information.

- Why is this important?
- Is this right for your company?
BRANDING YOUR CHAMPIONS PROGRAM

**Brainstorm:** Synonyms for people who might *defend/secure...stuff*

- Champions
- Ambassadors
- Sentinels
- Knights
TRAINING + COMMUNITY

• Training + community = engaged Champions!
  • Training provides tools to do effective work
  • Community motivates Champions
• Champions scale security for you!
TRAINING

• Customized team-specific trainings
• Instituted and supported by our Champions
• Stories and anecdotes are powerful!
COMMUNITY

• Community is multifaceted
  • Relationship-building
  • Incentivization and engagement
• What we’ve done at Salesforce
  • Community mascot + branded swag
  • Champions-only internal channel
  • CTF Hackathon
  • Happy hours, scavenger hunts, etc.
LET'S EXPLORE SECURITY CHAMPIONS

• What are your goals? What are your non-goals?
• What’s the best way to solve this problem?

{ Workbook: Lab 3 }
BUILDING YOUR PROGRAM
LOGISTICS

What you’ll need:
- Program plan (including metrics)
- Leadership buy-in
- Roles and responsibilities
- Time
  - Staff time
  - Champion time
- Space and logistics
- Pilot program
Possible metrics for your program:

- Impact metrics
- Compliance metrics

Considerations:

- Goals/objectives?
- Challenges? Problems?
- Activities/training?
- How will you know participants are engaged?
IMPACT METRICS: ENGAGEMENT

• Attendance at events (in-person and streamed)
• Participation in activities
• Understanding of security issues
• Level of engagement
• Response to surveys
• Communication between Champions + Security team
IMPACT METRICS: TRAINING

- Number of trained Champions
- Results from quizzes/assessments
  - Baseline
  - Post-training

Yes (186)  No (84)
BUDGET

Items to include:

- Training materials and curricula, especially if external
- Events/activities
- Incentives/swag
- Catering
- Logo/graphic design
- Staff time

No budget? Consider…

- Recognition is free!
- Build those relationships with Champions and Security
- Partnering with other teams/departments
CHALLENGES
LETS START BUILDING!

{ Workbook: Lab 4 }
WORKSHOP TAKEAWAYS
BUILDING YOUR PROGRAM PLAN

- Secure leadership buy-in
- Identify a sponsor
- Define responsibilities
- Launch pilot = *iterate*!
- Evaluate
- And...launch!

{ Workbook: Lab 5 }
QUESTIONS?
THANK YOU!

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