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Critical Lessons Learned While Adopting a DevOps Lifecycle for SecOps using Agile April 24, 2019



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Vivit's DevOps Special Interest Group (SIG)



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Today's Speaker



Matt Snyder
Senior Information Security Engineer
VMware

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House Keeping

- This “LIVE” session is being recorded
Recordings are available to all Vivit members
- Session Q&A:
Please type questions in the Questions Pane

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Webinar Control Panel

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between Full
screen/window mode.

Questions



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Poll Question

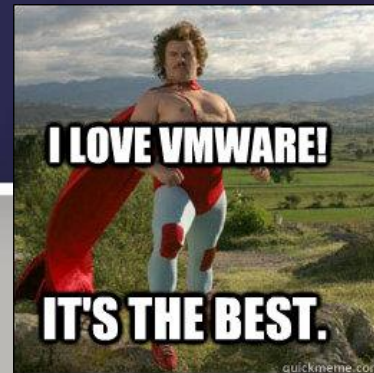
- Q: Have you implemented Security as part of a DevOps plan (DevSecOps)?
 - Yes
 - No
 - Researching
 - Future Plan

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Intro to VMware

- VMware, a global leader in cloud infrastructure & digital workspace technology, accelerates digital transformation for evolving IT environments.
- For more information on vmware visit: <https://www.vmware.com/>



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Challenges we were trying to Solve

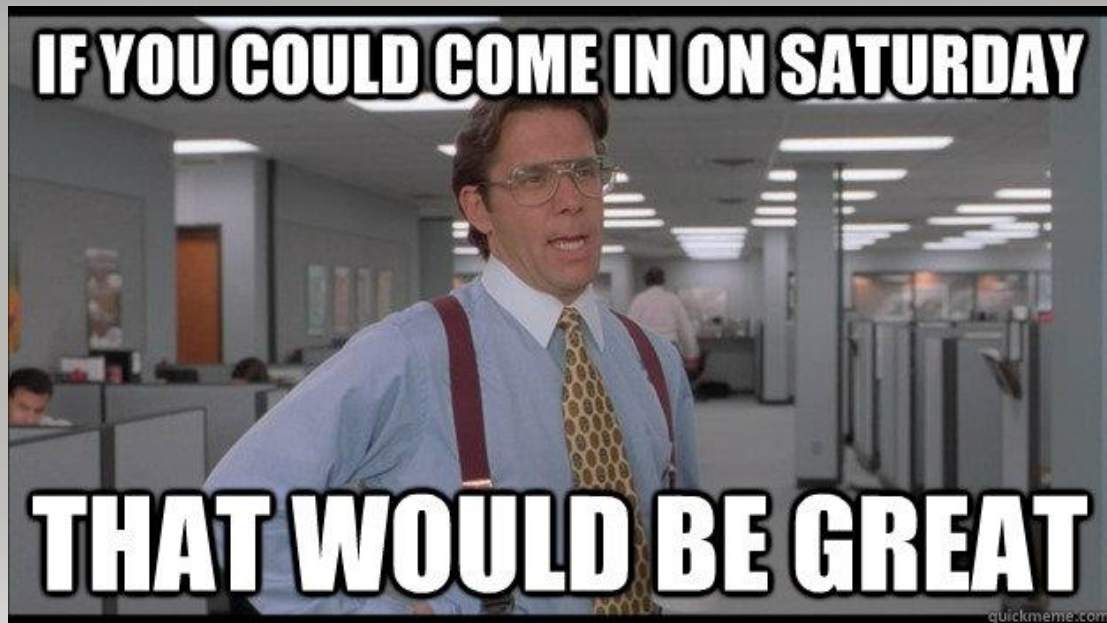
- To get a head of the needs of the business
- Push to move from Reactive to Proactive Security Monitoring
- Create a more manageable workload



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To get a head of business needs



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Push to move from Reactive to Proactive Security Monitoring



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Create a more manageable workload



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What we tried to do and why it didn't work

- Just setting goals
- Trying to plan out a limited amount of project work per week
- Saying no to new work



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What is DevOps?



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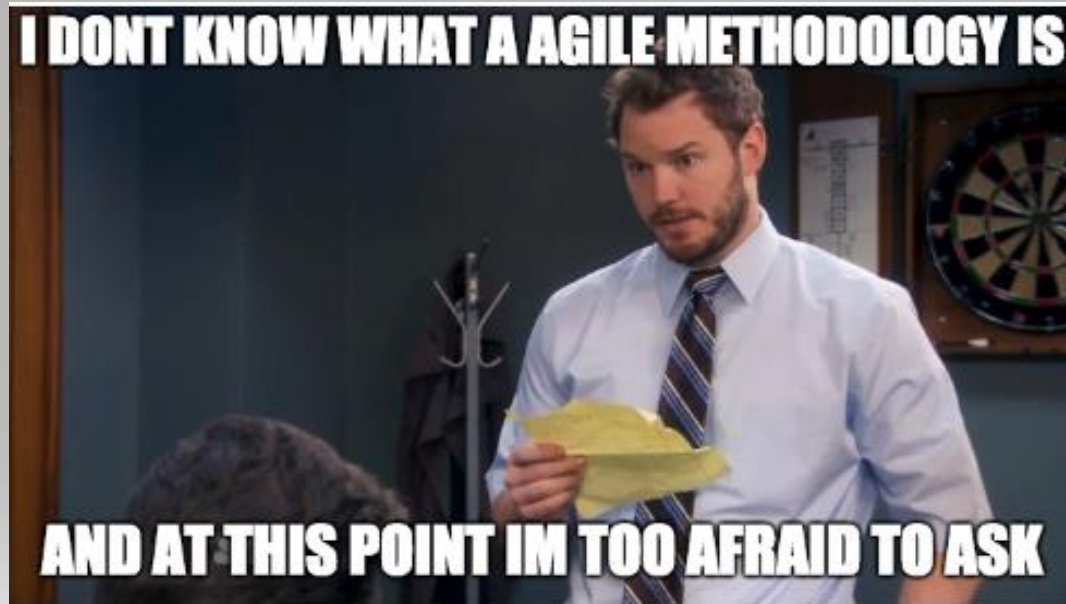
Types of Improvement methods

- Six Sigma
- Agile
- Lean –Kaizen
- Waterfall
- And a billion others



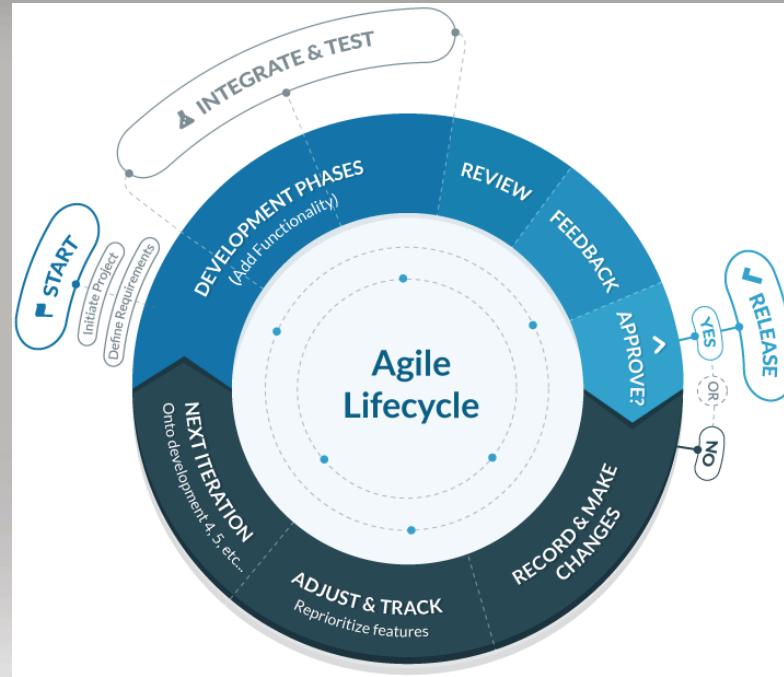
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Intro to Agile and Sprints



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Agile Methodology



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What worked...

- We defined our workload.
- Identified where the immediate needs were.
- Started with small improvements.
 - Success and failure are contagious.
- Collected feedback on what improvements we made.



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Defining Your Workload / Getting Ahead of Business Needs

- **Sprint Planning:**
 - 2 week sprint cycles
 - Short focused sprints help drive progress forward
 - 50 hours max on planned work
 - Must leave free time for unplanned work
 - Pre/Post Sprint review meetings
 - Review what worked and what didn't, make adjustments, and ensure priorities are aligned.
- **Big Picture Planning**
 - Objectives for the Year
 - Small number of high level goals
 - Quarterly Objective
 - The yearly objective broken down into when you plan to work on them
 - These will be the items you break into smaller pieces for you Sprint Planning

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How to Get Ahead of Business Needs

- Know what the business goals are.
- How are you aligning to support those goals?
- Sync up your planning cycle with the business.

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How to Move to Proactive Security Monitoring

- 1st you have to make sure you have the basics covered.
- Tune the alerts you already have, so they are actionable.
- Have a plan, solve an existing problem, stay focused
- Automation won't fix garbage in garbage out!

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Defining Your Workload

- 1st you have to be able to accurately define what your workload is with DATA.
- Where is the work coming from?
- What is the volume of work?
- How long does it take to work an event?

Defining Your Workload Cont.

- How much work can be done?
- $((\# \text{ of Alerts} / \# \text{ of Analysts}) \times \text{Avg Time to Action}) / 24\text{hrs} = \text{SOC Utilization}$
- This is key, you **can not** take on new monitoring/tasks if you're not able to keep up with current demand!

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Defining Your Workload Cont.

- Once you know how much work you can do, you can begin measuring SLA's and KPI's
 - How long does it take to respond to the event?
 - How long does it take to work the event?
 - What events require faster responses?

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What didn't work...

- Following the sprint methodology exactly, kept adding work during the sprint or over committing work.
- There was a rough transition period, saying no to projects or requests isn't always easy.
- Sprint planning was tough, we weren't thinking long term goals, so the sprints were turning into fire fighting sessions and we weren't moving in the direction we were wanting to go.



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What's Next for Us...

- With the DevOps mindset you're never done.
- With each cycle we are looking to continue to make improvements, mature our processes, and push our ability to detect advanced threats.

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Lessons Learned

- Find what works for you, use the methodologies as frameworks, keep the good and toss out the things that don't fit.
- Little victories are a must for long term success
- Have a plan and tell the world, define what success is and be in control of your story. Metrics are a great way of showing what is happening and how improvements are impacting business.
- The book “The Phoenix Project” is a great resource to help you get started.



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Upcoming Vivit Events

May 16, 2019

Webinar: How We Approached Evaluation of ALM Octane and Now Run Agile Testing

7:00 - 8:00 AM PDT (Los Angeles), 10:00 - 11:00 AM EDT (New York), 16:00 - 17:00 CEST (Frankfurt)

<https://www.vivit-worldwide.org/events/EventDetails.aspx?id=1220060&group=>

May 21, 2019

Meeting: Orange County Vivit User Group Event on Robotics Process Automation

11:30 am until 2:00 pm

<https://www.vivit-worldwide.org/events/EventDetails.aspx?id=1224904&group=>

May 22, 2019

Meeting: San Diego Vivit User Group Event on Robotics Process Automation

11:30 am until 2:00 pm

<https://www.vivit-worldwide.org/events/EventDetails.aspx?id=1224933&group=>

May 22, 2019

Webinar: How ATOS Uses PlateSpin Migrate

7:00 - 8:00 AM PDT (Los Angeles), 10:00 - 11:00 AM EDT (New York), 16:00 - 17:00 CEST (Frankfurt)

<https://www.vivit-worldwide.org/events/EventDetails.aspx?id=1223663&group=>



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VIVIT
ROADSHOW
MAY-JUNE 2019



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Thank You
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