THE EVOLVING ROLE OF THE CISO

CRITICAL DISCUSSION POINTS IN THE EVOLVING WORLD

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	RESPOND	PLAN AND CONTROL	OPTIMIZE AND FIX	“NEW NORMAL”
Key Challenges	• Are employees accounted for and safe? • What is needed to ensure critical systems are secure and available? • Are there issues and appropriate plans that may impact the resilience of the infrastructure? • Is the team able to conduct their work remotely without issue? • Are security partners able to provide their services without issue? • Are remote workers sufficiently protected from cyber threats? • Are employees aware of increased risk of phishing attempts, including COVID-related messaging? • Is security 'at the table' for rapid and impactful business decisions?	• How has the company’s risk profile – and related threats – changed? • Are new technologies and processes consistently reviewed to assess and address security concerns? • Are remote workforce technologies and activities appropriately implemented and monitored? • Are impacted third parties introducing risk to the company? • How will resources be redeployed to address immediate needs and maintain normal operations?	• How will security address the transition to the 'new normal' operating model? • Are there unanticipated cost increases for security tools, licenses or services that must be managed? • Does resource and budget planning need to be revisited, given the altered risk profile? • What policies and procedures should be revisited to align to the 'new normal' operating model? • Are there new or enhanced security tools that should be rapidly evaluated and implemented?	• How will the company enable long-term security resiliency? • Is there a need to conduct future contingency studies? • What is the plan to align and deploy on the business’ top priorities? • How will the company be better prepared for the next 'extreme but plausible' event? • Will there be a review of expected ROI from initiatives to date, and will plans be adjusted accordingly? • What vendor contracts should be reviewed and revised to better align to the 'new normal’?
What to Prioritize	• Staff augmentation to support variable resourcing requirements & skill gaps • External exposure and vulnerability assessment for infrastructure & applications • Work from home security assessment • Security awareness program for COVID-related scams • Review bandwidth, scalability, and capacity of infrastructure • Increase protection for network security and assets for remote workforce threats • Assessing and automating onboarding and off-boarding of resources	• Revisit risk-profile based upon new workforce model and evolving threats • Inventory and assure new and revised applications/APIs to address web vulnerabilities and data exposure • Security spend evaluation and monitoring • Revisit security architecture in cloud integrations • Assessments for key infrastructure environments • Automation and orchestration opportunities • Improve automation around management of identity lifecycle • Improved management of third-party access to organizations network/applications/systems	• Capabilities assessment to support ‘new normal’ • Automation, analytics and action plans for compliance and identity access management • Security role in business / IT re-entry plans • Issue management triage • Periodic pen testing to confirm remediation • Revisit control framework based upon workforce changes and re-entry approach • Cyber threat resiliency, planning and testing • Incident response playbook alignment with new workforce operating models • Policy exception tracking and communication • Reassess and/or consider new managed security solutions given the planned ‘new normal’	• Review updated security plan and budget, and report on current state of ‘new normal’ for ongoing approval • Update and expand security and resilience plans for future, large scale disruptions • Cloud investments for greater efficiency • Programmatic approach to pen testing • Risk-based approach to maximize testing ROI • Compliance plan to meet regulatory requirements • Enhance cyber resilience testing program • Full-scale managed security services, prioritizing Managed Detect and Respond and Incident Response

CISO RESOURCES TO NAVIGATE IN A DYNAMIC WORLD

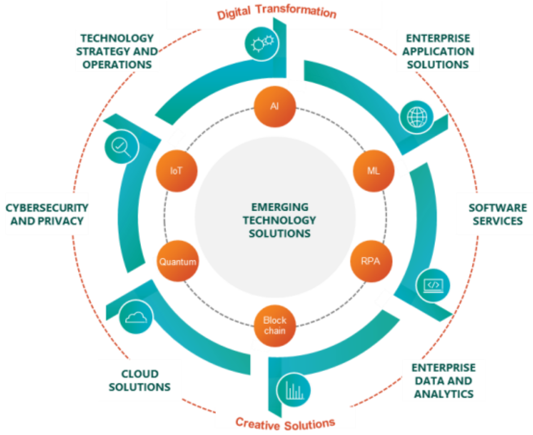
CRISIS IMPACT AREA	RESOURCES
Crisis Management and Response Establishing a crisis management team and stakeholder responsibilities; developing agility	• Coronavirus Forces a New Approach to Crisis Management • Securing Your Organization's Assets in the Face of Crisis • Keeping Remote Workforces Safe and Secure Part 1 / Part 2
People Safety, Productivity and Success Prioritizing employee safety; developing a resilient and remote workforce while driving success	• Leading Remote Teams in Times of Uncertainty • The People Side of COVID-19: The Ultimate Test of Operational Resilience? • Remote Workforce Challenges: Managing Employee Productivity
Technology Enablement and Resilience Ensuring technology availability and security for a mobile workforce; leveraging automation for efficiencies	• A CISO Agenda for Addressing COVID-19 Challenges • Working Remotely? Microsoft Teams Can Help • Five C's for Cost Savings in the Cloud
Resilient Operations, Continuity and Supply Chain Continuity planning for agile operations; managing third-party risks; driving critical processes	• Respond and Learn: COVID-19 Disruption Provides Opportunities to Improve Operational Resilience
Governance, Financial Discipline and Liquidity Establishing financial models, managing investment and addressing financial reporting requirements	• COVID-19 Impacts on Accounting, Reporting and Internal Controls • How Is COVID-19 Affecting Your Financial Statements?
Regulatory and Government Actions Responding effectively and efficiently to changing regulatory requirements and government actions	• How Is COVID-19 Affecting Public Reporting Outside The Financial Statements?

For latest insights and external resources visit **Protiviti.com/COVID-19**.

EXAMPLES OF HOW WE ARE PARTNERING WITH OUR CUSTOMERS

- **Vulnerability Assessments and Pen Testing**
- **Compromise Assessments**
- **Work From Home Security Assessments**
- **Third-Party Risk Management**
- **Workforce Enablement and Collaboration Tools Deployment**
- **Operational Resilience / Business Continuity Management**

HELPING YOUR ORGANIZATION BE MORE RESILIENT


Digital Transformation
TECHNOLOGY STRATEGY AND OPERATIONS
ENTERPRISE APPLICATION SOLUTIONS
CYBERSECURITY AND PRIVACY
SOFTWARE SERVICES
CLOUD SOLUTIONS
ENTERPRISE DATA AND ANALYTICS
Creative Solutions
AI
IoT
ML
Quantum
RPA
Block chain
EMERGING TECHNOLOGY SOLUTIONS

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