Starting With a Michigan Case Study
WHAT WE’LL COVER TODAY

• **The Importance of Cybersecurity Training**

• **The Michigan Case Story on Security Awareness Training for 60,000 Employees, Contractors and Other Partners**

• **Practical Next Steps You Can Implement**
“...It comes down to the fact that users must be responsible for their own and the company's security -- they are the first line of defense, especially against phishing and similar breach attempts,” says Ric Jones, CIO of LifeShare Blood Centers.
Cyber education key to security

The Department of Homeland Security is growing its cybersecurity team, the author writes. | AP Photo

By JANET NAPOLITANO | 4/8/13 4:40 AM EDT
“... Rogers says about 80 percent of the cyber security problems can be solved with regular computer hygiene – strong password, firewall and virus protections that citizens need to exercise diligently.”
“We’re finding that 80 percent of our security infractions are happening at the desktop by the soldier,” Lawrence said. “It’s poor security practices, poor passwords, going to sites that they shouldn’t be going to, using thumb drives, those things that are against policy.”

- Lt. Gen. Susan Lawrence
In this corner, we have firewalls, encryption, antivirus software, etc. And in this corner, we have Dave!!
MICHIGAN’S FIRST APPROACH - 2004

• **Michigan Online Security Training (MOST)**
  • At Work for State of Michigan
  • At Home
  • Government Laws, NIST regs
  • Business Issues
  • Compliance (check the box)
• Four modules of material to review, followed by online quiz
LOOKING BACK . . . THE RESULTS

Approximately 3,000 of 50,000 employees completed the voluntary training.

Some employee feedback in 2011:

• Boring
• Tech-speak
• Irrelevant
• Outdated
• “Death by PowerPoint”
• Doesn’t apply to ME

In a word . . . FLOP
THE PROBLEM?

• Multiple audit findings relative to user training.
• Minimal actual participation.
• No user buy-in.

But, wait . . .

• New sense of urgency.
• New Executive management.
• New Michigan Cyber Initiative.
What engages users?

Interaction
BACK TO THE DRAWING BOARD

WHAT DO WE NEED?

Fresh Approach

Focused

Measurable

Convenient

BRIEF

INTERACTIVE

Frequent

FUN!!!

Sticky

Relevant

NEW - DIFFERENT

ENGAGING

Teach me something I don’t already know!!
WHAT DID MICHIGAN GOVERNMENT DO?

- Established a cross-government team.
- Built program requirements.
- Surveyed the market.
- Issued Request for Proposal (RFP).
- Reviewed eight different vendor bids.
- Executed contract with the winning bidder after a pilot.
A BIT OF CONTROVERSY

MICHIGAN DECIDED AGAINST . . .

• DEPENDENCE ON SOUND
  • WORKPLACE DISRUPTION
  • NEED FOR HEADSETS
  • ISSUES FOR HEARING-IMPAIRED EMPLOYEES

• VIDEOS
  • PRACTICAL EXPERIENCE REVEALED:
    • USERS WOULD START VIDEO AND LEAVE DESK OR DO OTHER THINGS
    • MINIMAL ABILITY TO MEASURE PARTICIPATION

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MICHIGAN’S PROOF OF THE CONCEPT

The Security Mentor training advantage

Security Mentor’s web-based security awareness training is innovative, training the way people learn.
- Brief – less than 7 minutes per lesson
- Frequent – a new lesson every week
- Focused – only one topic per lesson
- Delivered – training reminders in your inbox

www.securitymentor.com

Security Awareness Training that is:
- Relevant
- Brief
- Frequent
- Focused
- Engaging
- Interactive
- Memorable
BUT WILL IT WORK?

Gamification In Leadership Development: How Companies Use Gaming To Build Their Leader Pipeline

Have you heard of World of Warcraft? If you have, you might be reaching the end of the learning curve. Now imagine what it would be like to take your critical skills training and new skill development, and transform them into a game you can play. This is what Deloitte did, using gameification.

How Gamification Reshapes Corporations

If you have a hard time getting employees to attend corporate training, maybe you need to add a little fun. To motivate workers to attend training courses, Deloitte put its course catalog online and added gamification. Badges? Turns out you do need stinkin' badges.

By Lauren Broussell | Follow CIO | Feb 5, 2013 7:00 AM PT

GAME ON: WHY CORPORATION ARE TURNING TO GAMIFICATION FOR TRAINING

by Donna Coven on September 11, 2014

PowerPoint presentations, videos and taking notes. Traditional corporate training might be effective, but it's not like employees are itching to log in their free time. But what if a training module was both effective and enjoyable? Gamification taps into learners' need for achievement, competition and growth for maximum impact and results. It makes sense that it's one of the fastest-growing methods of custom e-learning for workplace training.
FOR EXAMPLE . . .

Where is the #1 location for lost devices at the airport?

✓ Security Checkpoint
✓ Restroom
✓ VIP Lounge
✓ Food Court
NEXT GENERATION CYBER AWARENESS TRAINING

• **Rollout began September 2012 – 50,000 employees/partners**

• **Twelve modules (approximately 10 minutes each):**

  • New module delivered to desktop every other month

  • Interactive, engaging, and “sticky”

• **Provides measurable metrics**

• **Exercising contract option for additional three years (until 2017)**
THE RESULTS ARE IN!!

Total = 53,943 Employees
Average Positive Approval Rating (4 or 5) = 92%

SOM Trainees and % Providing Positive Approval Rating

Wave 1
- 3,976
- 95%

Wave 2
- 8,957
- 94%

Wave 3
- 13,259
- 95%

Wave 4
- 8,157
- 91%

Wave 5
- 14,371
- 86%

Wave 6
- 5,223
- 93%
User Feedback

• “Best security lesson I have taken.”
• “Very concise, to the point, easy to retain lesson.”
• “Very well-rounded quiz, looking forward to more of them!”
• “I like the format, it kept my attention and was presented in an engaging way.”
• “Short/Simple/Perfect!”
• “Great lesson to know about IT security. Thanks to Security Team.”
• “Great concept! I loved this way of communicating.”
• “Very good idea to do this training. It was easy and fun!”
• “Loved the tool and info!”
• “Very much needed . . . “
OTHER OUTCOMES

• Closed eleven audit findings.

• Some agencies mandated this training for their employees.

• Other states now piloting the same training for their employees (Maryland: 40,000 staff)

• Michigan awareness program received 2013 National Association of State CIOs (NASCIO) Security Award.
ADDITIONAL INFORMATION

FOR MORE DETAILED INFORMATION ON MICHIGAN’S AWARENESS AND TRAINING PROGRAM, VISIT THE 2013 NASCIO AWARDS WEBSITE AT:

WWW.NASCIO.ORG/AWARDS/2013AWARDS/
“Which of the following security initiatives is your highest priority for funding in the coming year?

14% Creating a culture of security
14% Hiring more cybersecurity staff
13% Better security training of employees”
“In the extreme, security organizations can even send the message: “Only the ‘bad’ people (the policy violators, those who click on test phish or others who do something wrong), need go to security awareness training. The implied carrot becomes not having to take the security training. Over months and years, a culture could develop where security awareness training is a punishment for the select few.”
What Makes Security Mentor’s Training So Effective?

1. **OUR TRAINING MODEL: BRIEF, FREQUENT & FOCUSED.**
   People learn best in small bits of information that are reinforced over time.

2. **ENGAGING, INTERACTIVE LESSONS.** It’s not enough to have a good training model. Training must engage. And Security Mentor does.
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THANK YOU!

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