



Virginia Information Technologies Agency

Commonwealth Information Security Officers Advisory Group (ISOAG) Meeting

April 30, 2007



ISOAG April 2007 Agenda

- | | |
|--|--|
| I. Welcome | Peggy Ward, VITA |
| II. Executive Order 43 | Secretary Aneesh Chopra |
| III. Telework/Broadband | Karen Jackson, Office of the Governor |
| IV. COV Telework | Sara Wilson, Department of Human Resource Management |
| V. Telework at Tax | Janie Bowen, Department of Taxation |
| VI. Remote Access | Chad Wirz, VITA |
| VII. Remote Access Expenditures | Mark Murray, Department of Accounts |
| VIII. IS Guidelines | Cathie Brown, VITA |
| IX. Encryption Status | John Kissel, VITA |
| X. Commonwealth Information Security Council | Peggy Ward, VITA |
| XI. Other Business and Adjourn | Peggy Ward, VITA |



Virginia Information Technologies Agency

WELCOME

Peggy Ward, VITA





Virginia Information Technologies Agency

Executive Order 43

Protecting the Security of Sensitive Individual Information in Executive
Branch Operations

Secretary of Technology
Aneesh Chopra





Telework and Broadband ~ A Commonwealth Priority



Karen R. Jackson

**Director, Office of Telework Promotion and
Broadband Assistance**



Telework Adoption Lagging

• What is Telework?

A work arrangement in which supervisors direct or permit employees to perform their usual job duties away from their central workplace, in accordance with work agreements.

Telework Adoption Lagging

- Not an executive priority
- Management/employee resistance
- Lack of adequate infrastructure



Office of Telework Promotion and Broadband Assistance

Mission

- Increase adoption of telework and broadband

Goals

- Increase Telework Adoption in the private sector
- Achieve 20% codified telework goal for State Agencies
- Ensure broadband access to all businesses by 2010

On the Governor's Agenda

Both Governor Kaine and the General Assembly of Virginia are committed to increasing the use of teleworking as a means of reducing traffic congestion through both policy and executive action



Leading By Example~Investing in Broadband, Encouraging Telework

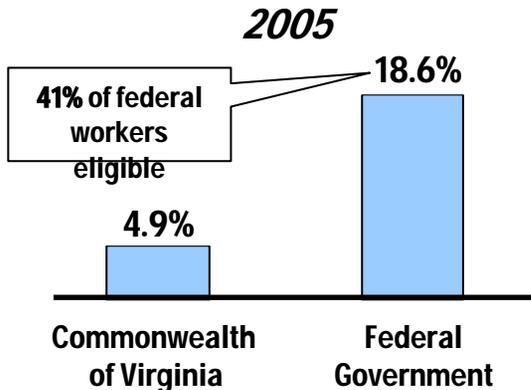
A Lofty (Telework) Goal

- Governor Kaine calls for **20% of eligible Virginian state workers to telework by 2009 – EO 35**

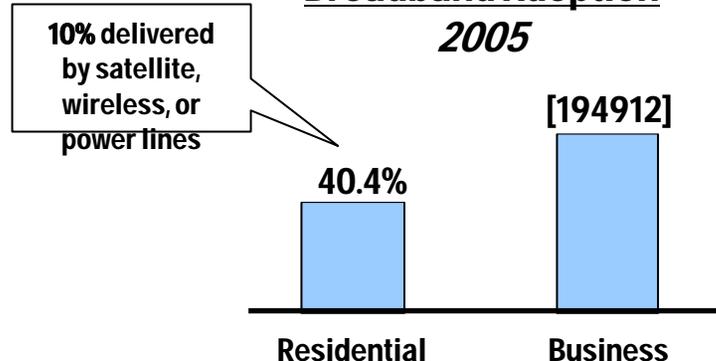
Broadband Access a Requirement

- Governor Kaine calls for **access to broadband services to all businesses by 2010**

Telework Adoption



Broadband Adoption



Governor Kaine on Telework

Telework is a family-friendly, business-friendly public policy that helps us recruit and retain a high-quality workforce in a competitive job market. It also protects environmental quality and promotes energy conservation by reducing traffic congestion and vehicle emissions. Telework also allows a better balance between work and family. For all of these reasons, it is important for state government to support public and private sector efforts to promote widespread adoption of telework.



The Basics

Why Telework?

- **Employee Attraction/Retention**
- **Increased Productivity**
- **Energy Conservation**
- **Real Estate Reconfiguration**
- **Congestion Mitigation**
- **COOP/Pandemic Planning**
- **Return to Work**
- **Quality of Life**



The Kaine Administration Approach – Leveraging Existing Resources

• Toolkit

- **COTS Mobile Workforce Committee “Best Practices” -**
<http://www.vita.virginia.gov/cots/docs/070131/070131COTSMobileWorkforceWorkgroupTeleworkingGuide.pdf>
- **DHRM Telework Policy #1.61**
<http://www.dhrm.state.va.us/hrpolicy/policy.html#telec>
- **Office of Commonwealth Preparedness COOP/Pandemic Planning**
- **Return To Work (Agency HR/VRS)**
- **VITA Computer Refresh Program**
- **VITA Security Policies (July 2007)**

Commonwealth Resources

- **Telework!VA**
- **DHRM**
- **VITA**
- **COTS**
- **Office of Commonwealth Preparedness**



The Kaine Administration Approach – Leading by Example

Success Stories



- *Virginia Commonwealth University*
- *Department of Rail and Public Transportation*
- *Tax Department*
- *VITA*



Infrastructure

Network Infrastructure

- Security Policies
- Interfaces
- Equipment (Laptop v. PC)

Telecommunication Infrastructure

- Ubiquitous Coverage is Paramount
- Gaps Remain
- Goal to have access to all businesses in the Commonwealth by 2010

“Equal and affordable access to broadband telecommunication services is critical. It is the only way that workers throughout the Commonwealth can participate in enhanced economic development opportunities such as teleworking.” - Senator William Wampler



Contact

Karen Jackson, Director
Office of Telework Promotion and Broadband Assistance
Karen.jackson@governor.virginia.gov
757-249-0884 x4



Commonwealth of Virginia Telework

Department of Human Resource
Management

Information Security Officers Advisory Group
April 30, 2007



Background

- Governor's Executive Order 35
- DHRM Telecommuting Policy 1.61
- HJR 144 study
- JCOTS study



Management Responsibilities

- Establish policies and procedures
- Determine positions which are not appropriate for telework
- Require work agreements
- Provide training
- Report annually



Good Telework Positions

- Require independent work
- Require little face-to-face interaction
- Require concentration
- Result in specific, measurable work products
- Can be monitored by output



Successful Teleworkers

- Independent workers
- Self-motivated and flexible
- Knowledgeable about the job
- Low need for social interaction
- Dependable and trustworthy
- Above average performance
- Organized
- Good communication skills



Telework Agreements

- Duration
- Work schedule
- Leave requests
- Emergency status
- Communication
- Expectations
- Equipment and supplies
- Data Security
- Safety requirements

Telework

Performance Management

- Clarity of work assignments
- Reporting requirements
- Evaluation of work performed
- Communication

Telecommuting Survey

Utilization

- 56 agencies responded to survey through 9/13/06
- 2,067 positions designated eligible to telecommute
- 1,469 employees telecommute

Telecommuting Survey

Top Ten Benefits



1. Savings in gas, car and commuter costs
2. Increased employee satisfaction
3. Flexibility of schedule and work time
4. Increased job satisfaction and morale
5. Organizational flexibility
6. Increased productivity with quieter environment
7. Reduced stress from commuting
8. Improved work/life balance
9. Continuity of operations
10. Reduced travel and geographic barriers

Telecommuting Survey

Top Ten Barriers

1. Cost of IT equipment and support
2. Diminished access to work resources
3. Culture change
4. Security of information
5. Management readiness
6. Lack of management training
7. Isolation of employees
8. Difficulties of monitoring performance
9. Perception that employees not working
10. Difficulties in building relationships

Telecommuting Survey

Productivity Measures

- 80% output work product
- 78% meeting goals and objectives
- 73% meeting timelines for projects
- 33% other
- 7% computer usage

Telecommuting Survey

Continuity of Operations

- 70% of state agencies currently use telecommuting for COOP plans
- 18% of state agencies are updating COOP plans to include telecommuting
- Ranked 9th in list of benefits realized from telework



Next Steps

- Add courses to the Learning Management System
 - Telework for the Manager
 - Telework for the Employee
- Work with Agency HR professionals
 - Policy Clarification
 - Position eligibility
 - Employee eligibility
 - Performance Management

Virginia Department of Taxation

Telework at Tax

Janie Bowen

Tax Commissioner

April 30, 2007

History of Telework at TAX

2001

- Budget reduction
- Home based almost 200 field staff
- TAX provides equipment and pays Internet access costs
- Originally accessed TAX system via VPN; now most use high-speed access with Citrix Secure Gateway

2001-2006

- Ad hoc teleworking

History of Telework at TAX (continued)

Fall 2006 - current

- Became Governor's pilot agency for telework
- Undertook two separate telework programs
 - *Remote Worker Pilot* – 9 P-14 staff doing customer service and data capture; 5 full-time customer service staff. TAX provides PC and pays high-speed access costs
 - *One-Day Telework* – 185 permanent employees teleworking one day per week. Employees provide equipment and must have own high-speed access

Results

Remote Worker Pilot

- Remote worker pilot so successful that it became permanent after only 4 months
- Remote worker staff better qualified and more productive than in-house P-14's
 - 72% above standard metric in mail completed
 - 32% above standard metric in phone calls
 - 117% of standard data capture efficiency standard
- Success will enable TAX to hire seasonal staff in underemployed areas to meet critical needs; no need for office space or on-site supervision

Results (continued)

Permanent Staff One-Day Teleworking

- Enhanced job satisfaction
- Over 70% believe they are more productive
- Actual stats show 12% productivity increase on telework days
- 90% of teleworkers cite fewer interruptions and distractions as key element in increased productivity
- 80% say communication with coworkers not a problem
- 84% report increased job satisfaction

"Since I started teleworking, I find myself thinking that I have the perfect job."

Lessons Learned

- Technology is frequently cited as barrier to teleworking – quickly became a non-issue
- TAX is repository for extremely sensitive and confidential data. No security breaches and Citrix Secure Gateway has been effective protection.
- Applications for customer service positions increased exponentially when ad was revised to include possibility of teleworking.
- Remote worker program is operated at minimal costs, despite furnishing equipment
- One day per week program implemented at no cost

Lessons Learned (continued)

- Requires management by results not observation
- Must establish metrics or expectations in order to measure effectiveness
- Cost savings to employee can be significant – calculated average monthly commute cost savings of \$594 per employee per month
- Teleworking must be approached as a business need, not an employee benefit or right. Better recruitment and retention are valid business needs.
- Not every person is well-suited to telework. Some people lack necessary self-discipline while others require daily, in-person interaction.

Lessons Learned (continued)

- Strong executive commitment essential – at TAX, the leadership team piloted one-day teleworking before agency roll-out
- Requires rethinking business practices – substitute teleconferencing by teleworkers for attending meetings
- Effective telework program is strong foundation for COOP planning
- Teleworking isn't a fad for the future, it is a business reality today

Information

For further information on TAX's telework programs,
feel free to contact

Janie Bowen

Tax Commissioner

Janie.bowen@tax.virginia.gov

(804) 786-3332

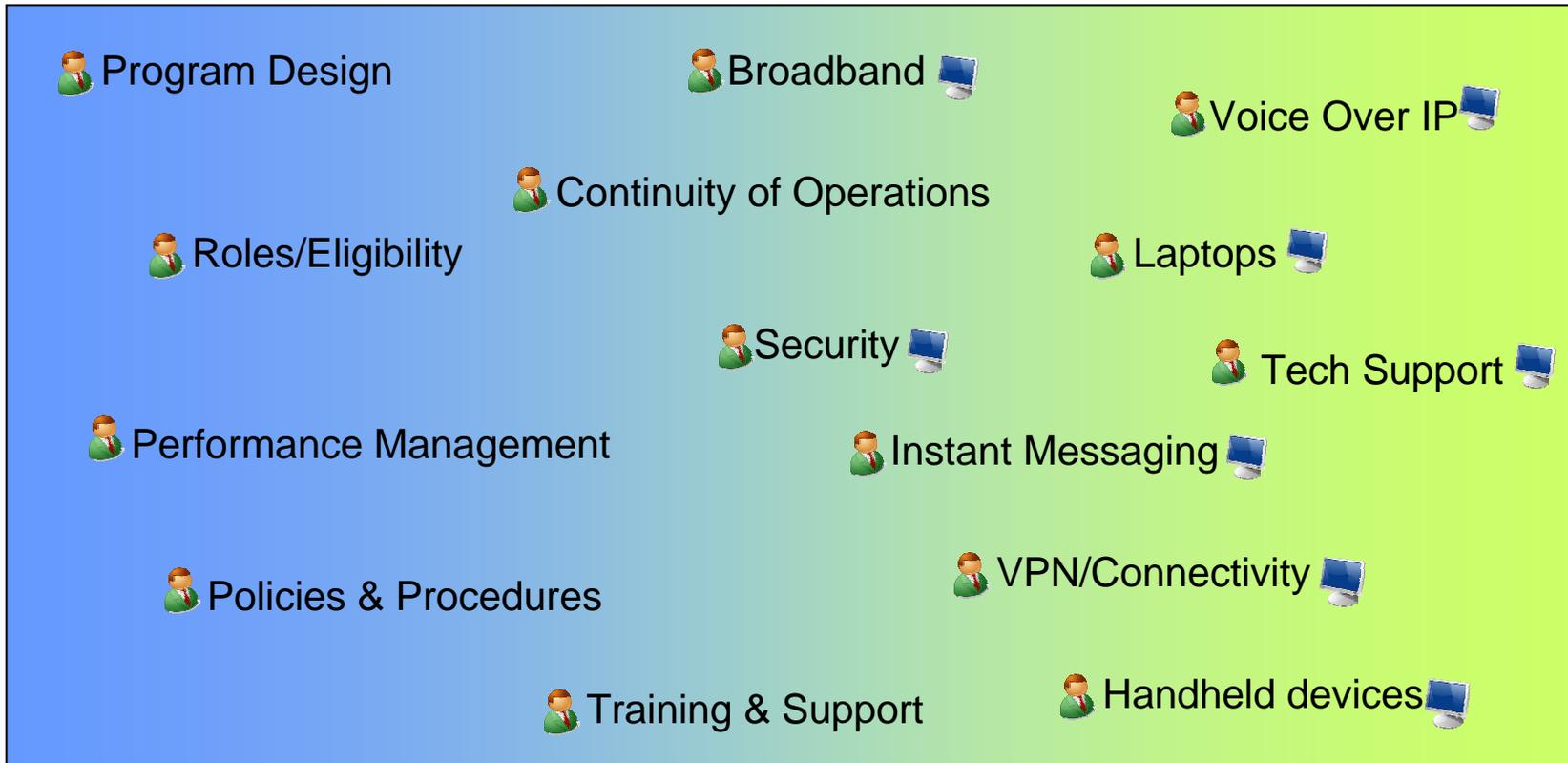
Supporting Remote Access in the Commonwealth

Chad Wirz

4/30/07



Technology supports business; Remote access enables telework



Agency Business
Drivers

VITA Technology
Enablers

Today – remote access is ad hoc

Future – robust, enterprise-wide service offerings

Today's Environment

- Business driven requirements
- Agency specific solutions
 - Many different technologies

Transformed Environment

- Business driven requirements
- Enterprise wide remote access service offerings (examples only)
 - Remote node (i.e. IPSEC, Policy enforcement, etc.)
 - Remote control (i.e. Metaframe, GoToMyPC Corporate)
 - Web access
- PC encryption

Remote Support Methodology

- VITA recommends providing Commonwealth-owned laptops/desktops to fill remote access needs
- Help desk phone support is the primary method of support
 - For problems that cannot be fixed over the phone, customer brings equipment to a state facility for service
- A service offering for in-home support is being developed



Telework

State Expenditure Policy Issues

Information Security Officers Advisory Group

April 30, 2007

Mark Murray
Financial Analyst

State Expenditures and the Public Trust

n State Expenditure Premise

- n Reasonable and necessary to support agency mission
- n Economy, prudence, and necessity, not personal comfort, convenience or taste

n Executive Order 35

“Promote and encourage use of telework alternatives for public and private employees, including but not limited to, appropriate policy and legislative initiatives.”

n Definition of Reasonableness Evolves

- n But still must be premised on strong business case justifying need
- n Business case based on job duties, organizational effectiveness

Telework Expenditure Policy Issues

- n Privilege, convenience (“perk”) vs justified necessity
- n Incremental home office expense vs existing expense
- n Home office expenses as “quid pro quo” for avoided personal commuting costs?
- n Mandatory vs Voluntary Telework
- n State procured and supported PC vs employee-owned PC
- n Stand-alone PC vs PC and ISP
- n State procured and supported ISP vs employee-acquired ISP

Telework Expenditure Policy Issues (continued)

- n Dial-up vs high-speed**
- n State bears 100% of cost vs shared cost**
- n Limit personal use in non-work hours vs unlimited use in non-work hours**
- n Shared cost based on average state/personal usage percent vs varying percent based on actual usage**
- n ISP direct bills state (employee pays state for personal use) vs ISP direct bills employee (state reimburses employee)**
- n Reimburse under accountable plan vs communications allowance (taxable)**

Other Considerations

Questions?

Contact Information:

mark.murray@doa.virginia.gov

804.225.3325

david.vonmoll@doa.virginia.gov

804.225.2109



Information Security Guidelines

Cathie Brown, CISM, CISSP

ISOAG Meeting
April 30, 2007

expect the best



Guidelines Just Published!

Finalized and Published to VITA web

www.vita.virginia.gov

- Data Protection Guideline (SEC507-00)
- IT Contingency Planning Guideline (SEC508-00)
- Logical Access Control Guideline (SEC509-00)

Draft on ORCA this week

- Threat Management Guideline



Data Protection Guideline (SEC507-00)

- Data Protection for Sensitive Data
- Key Data Protection Roles and Responsibilities
- Data Storage Media Protection
 - Mobile Data Storage Media
- Encryption
 - Data-At-Rest vs. Data-In-Motion



IT Contingency Planning Guideline (SEC508-00)

- IT Components of COOP
- IT Disaster Recovery Plan (IT DRP) within COOP
 - Plan Activation
 - Recovery Procedures
 - Return to Normal Operations
 - Periodic Review and Exercise
- IT System Backup and Restoration Plan



Logical Access Control Guideline (SEC509-00)

- Account Management
 - Identification, Authorization and Authentication
 - Least Privilege
 - Role-based Access Control
- Password Management
- Remote Access
 - Encryption of remote session w/sensitive data to include user id & authentication



Threat Management Guideline

- IT Security Incident Management
 - Roles and Responsibilities
 - Incident Handling Activities
- IT Security Logging and Monitoring
 - Logging and Monitoring Roles and Responsibilities
 - Logging and Monitoring Activities
- Published to O.R.C.A. this week
 - 30 Days for Comments



Thank you!





Virginia Information Technologies Agency

Encryption Service Offering Status

John Kissel, VITA





Virginia Information Technologies Agency

Commonwealth Information Security Council

Peggy Ward, VITA





Commonwealth Information Security Council Members

Mike Garner	Department of Taxation
Marie Greenberg	Department of Motor Vehicles
Goran Gustavsson	Auditor of Public Accounts
Margaret Hughson	Governor's Office
Robert Jenkins	Department of Juvenile Justice
Aaron Mathes	Office of the Attorney General
Michael McDaniel	Virginia Retirement System
John Palease	Department of Social Services
Pat Paquette	Department of Health Professions
Shirley Payne	University of Virginia
Steve Werby	Department of Corrections



Virginia Information Technologies Agency

Other Business

Peggy Ward, VITA





UPCOMING EVENTS!

ISOAG MEETING DATES

Thursday, June 14, 2007

9:00 - 12:00 @RPB (last one here!)

Tentative Agenda Items:

- MS-ISAC (Multi-State Information Security & Analysis Center)
- RPB Data Center Move

Other ideas?



UPCOMING EVENTS!

SANS SEC504 Hacking Techniques, Exploits, & Incident Handling 6-day course hosted by University of Virginia

June 18 - June 23, 2007 Register at:

<http://www.itc.virginia.edu/security/sansedu>

VITA Office Move – Friday, July 13

RPB Data Center Move – July - Fall



UPCOMING EVENTS - REMINDER!

Compliance with IS Policy & Std July 1

First Step: Agency Head must designate an ISO & preferably a back up ISO (at least for large agencies!) via email to

VITASecurityServices@VITA.Virginia.Gov



QUESTIONS





ADJOURN

**THANK YOU FOR
YOUR TIME AND
THOUGHTS**

!!!