Example Proposal

for

Information Security Awareness Programme

(Discussion Draft)
Contents

INTRODUCTION..................................................................................................................................................3
SUMMARY OF TRAINING OBJECTIVES ............................................................................................................3
TARGET AUDIENCE.............................................................................................................................................3
THE AWARENESS CYCLE ................................................................................................................................4

GENERIC AWARENESS PROCESS....................................................................................................................5
BENCHMARKING AND OBJECTIVES & BENEFITS ANALYSIS ........................................................................6
CULTURE & METHODOLOGY ANALYSIS ........................................................................................................6
PROGRAMME STRUCTURE DESIGN....................................................................................................................7
MATERIALS PRODUCTION................................................................................................................................7
TRAINING REQUIREMENTS PLANNING & TIME-TABLING .............................................................................7
LAUNCH EVENTS................................................................................................................................................8
LAUNCH FOLLOW-UP SESSIONS .......................................................................................................................8
SELF STUDY & REINFORCEMENT / PROMOTIONAL .......................................................................................8
REVIEWS............................................................................................................................................................8

COSTS ...............................................................................................................................................................9
PROJECT MANAGEMENT ..................................................................................................................................9
BENCHMARKING, OBJECTIVES & BENEFITS ANALYSIS, AND CULTURE & METHODOLOGY ANALYSIS ..........9
PROGRAMME STRUCTURE DESIGN..................................................................................................................9
MATERIALS PRODUCTION................................................................................................................................9
LAUNCH EVENTS...............................................................................................................................................9
SELF STUDY & REINFORCEMENT / PROMOTIONAL.......................................................................................9
REVIEWS..........................................................................................................................................................10
ORDER DISCOUNT..........................................................................................................................................10
TOTAL ...........................................................................................................................................................10

TERMS & CONDITIONS ..................................................................................................................................11
The complexity of an awareness programme makes it impossible to provide costs without consultation although the Mission Possible demonstration disk contains a spreadsheet that enables a guide price to be generated by filling in a number of variables.

Introduction

The proposal is based on $x$ staff within {Company Name} offices in {Location 1} and a further $x$ in {Location 2}.

Summary of Training Objectives

Whilst ‘Compliance with the Security Code Of Practice’ is the broad objective of any awareness campaign, the sessions and materials are to be designed to address the key elements of information security, explaining why it is needed and how it relates to the delegates personal responsibilities.

Specific objectives:

- To raise the general level of awareness
- The allocation of information security responsibility
- To gain, and maintain, commitment to good information security
- To re-enforce the Code Of Practice
- To have a positive impact on the organisational culture
- To achieve continuing improvement in information security

Special attention will also be paid to ensure that the target audience understand that security is not just about addressing viruses and hacking as presented by the media, but covers all aspects of the Confidentiality, Integrity and Availability of {Company Name’s} information.

Target Audience

- Management Teams
- General User Population
- New Starters
- IT Functions
The objective of any awareness programme is to assist people to move around the awareness cycle in a planned and controlled manner. Not everybody in an organisation needs to progress the whole way around the cycle. As a rule of thumb, everyone should reach the commitment stage. Those with a leadership role or one that has direct relevance to the subject matter should complete the cycle and then continue to revisit it as the subject matter evolves.

The awareness programme will address portions of the cycle separately as it is impossible to progress until an element has been achieved. For example, an individual cannot know the value of a subject unless they understand the subject and commitment will not be achieved without ownership, and so on.

It will almost certainly require different approaches to each of the elements. Some can be addressed en-mass with poster or newsletter campaigns whilst others will require more traditional training or even something a bit different!
Generic Awareness Process

- Objectives & Benefits
- Culture & Methodology Analysis
- Programme Structure
  - Training Requirements Planning
  - Materials Production
- Administration
- Time-tabling
- Launch Event
  - Launch Follow-up Sessions
  - Self-study
  - Traditional Training
  - Promotional
  - Reinforcement Sessions
  - Review
Benchmarking and Objectives & Benefits Analysis

Purpose
To enable us to understand the business objectives and benefits of the awareness campaign and to ensure that they are addressed appropriately.

To measure the degree of success of the programme.

Method
The documentation provided by {Contact Name} states the overall programme objectives but there is a need to ascertain specific objectives of any particular location, division, department or job function.

The definition of specific objectives may be combined with a benchmarking exercise to highlight any areas in need of particular attention. This is done via interview and the use of a targeted multiple choice questionnaire with key personnel and a sample of staff across the business. The questionnaire addresses both understanding and commitment to information security and needs to be led by an interviewer as the answers include weighting for confidence/attitude.

A suggested sample size would be n% of the user base (x for {Location 1} and x for {Location 2} ).

The benchmark interviews will be re-run after the principle portion of the awareness programme is completed to measure movement towards defined targets and to refine methods and messages for the on-going programme.

Culture & Methodology Analysis

Purpose
To enable us to understand the culture of the organisation, existing training methodologies and any resistance to change. We are then able to propose appropriate training methods.

Method
The sites are visited to get a feel for the style of the workplace and to see which methods can be used, e.g. are there training rooms with multimedia, can posters be put up, are there any common areas such as a staff restaurant, and so on.

Key personnel from each site are interviewed on three basic questions:

• What training methods are currently used in {Company Name} that work
• What training methods are currently used in {Company Name} that do not work
• What other training methods could be successfully used in {Company Name}

These activities can be combined with the benchmarking interviews.
Programme Structure Design

Purpose
To ensure that the programme content is appropriate for the {Company Name} culture and the physical attributes of the offices. To structure the training programme to make the most efficient use of time and resources.

Method
A meeting with {Contact Name} to discuss the results of the benchmarking and cultural analysis to define the course structure and create a matrix of more specific objectives.

Materials Production

Purpose
To act as the basis for self-study, traditional training or promotional activities, to reinforce the programme content and act as reference material.

Deliverable
Dependent on the earlier analysis, the materials may comprise some or all of the following:
- PowerPoint presentations
- Quizzes
- Handouts
- Self-study materials (books/CDs/disks)
- E-mails
- Scripts
- Videos
- Posters
- Reference books/guides
- Mouse mats, mugs, etc.

Training Requirements Planning & Time-tabling

Purpose
To ensure that staff receive the most suitable portions of the programme.

Method
The method depends on the level of granularity required in the training. It can range from a single method aimed at all staff, to different methods for each job function or department. This will not be known until the programme structure has been defined. It is usual for the client to allocate the staff to the appropriate training and to book them for presentations etc. First Base are able to assist if required.
Launch Events

Purpose
These are key to the success of the awareness programme. The launch events are used to achieve fast buy-in to the programme by staff, focusing on the key issues and to set the backdrop for the rest of the programme.

Method
Methods will be tailored to suit the message, culture and physical environment

Launch Follow-up Sessions

Purpose
To give the delegates an opportunity to enhance any of the elements of the launch and to reinforce the messages. To provide specific additional messages to key areas such as IT or management.

Method
Methods will be tailored to suit the message, culture and physical environment.

Self Study & Reinforcement / Promotional

Purpose
To drive home messages on key security issues, such as password management, visitor control or viruses.

Method
Methods will be tailored to suit the message, culture and physical environment.

Key topics are focused on and may be addressed in a wide variety of ways. The methods frequently follow the simple marketing model. This is because the issue is rarely one of understanding but one of commitment. If a message is reinforced regularly in the same way as adverts are repeated, often in a variety of formats, attitudes and the organisation’s culture tend to be gradually altered.

Reviews

Purpose
These meetings provide an opportunity to consolidate feedback from delegates, managers and presenters to evaluate the programme on an on-going basis. Corrections and improvements to materials and methods are also discussed and authorised in this forum.
Costs

All prices include travel and subsistence as appropriate. Items 8-10 of the T&Cs do not apply to the products and services shown in this proposal.

Project Management
Included ........................................................................................................................................ £foc

Benchmarking, Objectives & Benefits Analysis,
And Culture & Methodology Analysis
{Location 1} (x days) .................................................................................................. £???
{Location 2} (x days) .................................................................................................. £???

Programme Structure Design
{Location 1} (x days) .................................................................................................. £???

Materials Production
Includes:
• Author to first draft
• First draft review ({Location 1})
• Author to second draft
• Review second draft (via email)
• Author to final copy
• Sign Off ({Location 1})
Materials production total ............................................................................................ £???

Launch Events
{Location 1} (x days, x sessions/day, x delegates/session, xhr sessions) ..................... £???
{Location 2} (x days, x sessions/day, x delegates/session, xhr sessions) ..................... £???

Self Study & Reinforcement / Promotional

Mission Possible – Full multimedia Format
Set-up Costs (allowance to change x questions and insert logo & background)........... £???
{Location 1} (x licences purchased separately) .......................................................... £???
{Location 2} (x licences purchased separately) .......................................................... £???
{Location 1} & {Location 2} Combined (x licences) .................................................. £???
Example Security Awareness Programme

Mission Possible – HTML Format
Set-up Costs (allowance to change x questions and insert logo & background)........... £???
{Location 1} (x licences purchased separately) .......................................................... £???
{Location 2} (x licences purchased separately) .......................................................... £???
{Location 1} & {Location 2} Combined (x licences).................................................. £???
Discount if purchased with the CBT licences ......................................................... (£???)

Booklets
Set-up Costs (logo, background & organisation name throughout)......................... £???
{Location 1} (x copies incl. £??? allowance for delivery) ........................................ £???
{Location 2} (x copies incl. £??? allowance for delivery) ........................................ £???
{Location 1} & {Location 2} Combined (x copies incl. delivery allowance).............. £???

Booklets in PDF Format
Set-up Costs (logo, background & organisation name throughout)......................... £???
{Location 1} (x licences) ......................................................................................... £???
{Location 2} (x licences) ......................................................................................... £???
{Location 1} & {Location 2} Combined (x licences).................................................. £???
Discount if purchased with the A5 booklets ......................................................... (£???)

Reinforcement items
{Location 1} (allowance of x @£??? per person) ...................................................... £???
{Location 2} (allowance of x @£??? per person) ...................................................... £???

Reviews
Mid launch review ({Location 1} 1day) ................................................................. £???
Comparative benchmarking {Location 1} (x days) ................................................... £???
Comparative benchmarking {Location 2} (x days) ................................................... £???
End of launch phase review ({Location 1} 1day) ...................................................... £???

Order Discount
If placed on a single order ...................................................................................... (£???)

Total
If all options taken for both sites ........................................................................... £???
**Terms & Conditions**

1. These terms and conditions are in addition to our standard terms and conditions of sale and are to the exclusion of all other terms and conditions including any which the client may purport to apply in any manner.
2. The prices quoted for services or products are exclusive of VAT which shall be due at the rate ruling on the date of the VAT invoice.
3. This quotation supersedes all previous quotations, either written or verbal.
4. Prices quoted for services are valid for 30 days from the date shown.
5. Prices quoted for products are valid for 7 days from the date shown.
6. First Base may by giving notice to the Buyer at any time before delivery increase the price of products to reflect any increase in the cost to First Base which is due to factors occurring after the date of this quotation provided that the client may cancel this contract within three days of any such notice from First Base.
7. Fixed maximum price quotations are based upon the terms of reference agreed between the client and First Base. Additional fees will be charged on a per diem basis should any terms of reference be changed by the client either verbally or in writing at any stage in the project.
8. Travelling, hotel and living expenses will be passed on at cost.
9. Mileage will be charged at 65p per mile.
10. Travelling time, for journeys of more than two hours, may be charged at 50% of the prevailing consultancy fee, pro rata.
11. Invoices will be raised on a monthly basis and payable within 30 days of invoice date.
12. Training services are due for payment in full 14 days prior to training.
13. Any hardware or software acquired on behalf of the client must be paid for in full with the order. Any increase in price for products as per condition 6 above shall be paid in full within seven days of the invoice date.
14. Orders must be confirmed in writing, with an official order number when used, before any work can commence.
15. Clients cancelling orders for products or consultancy services within 21 days of the first agreed delivery date will be invoiced 75% of the total order value.
16. Clients cancelling orders for training services within 21 days of the first agreed delivery date will be invoiced 100% of the total order value.
17. Postponement or alteration of booked consultancy or training days may be treated as a cancellation by First Base.
18. Course delegate substitutions are permissible, providing that substitutes have sufficient technical knowledge to meet the course pre-requisites.