Contents

Foreword, by Gurpreet Dhillon ........................................ xi
Acknowledgments ......................................................... xiii
Preface ................................................................. xv

CHAPTER 1
An Introduction to Information Protection and Employee Behavior ........................................ 1

A Note About Terminology .............................................. 9

CHAPTER 2
How Employees Affect Information Security ............................... 11

An Information Security Overview ...................................... 12
Security Implications of Employee Information Technology Usage .................................. 22
Summary: Employees—Both a Vulnerability and a Resource ............... 37

CHAPTER 3
Information Security Technologies and Operations ....................... 39

Security Technology Overview ......................................... 39
Protection Technologies for Use on the Inside ............................. 46
Summary: Two Pitfalls of Employee Monitoring .......................... 61

CHAPTER 4
Employee Monitoring, Surveillance, and Privacy ......................... 63

Laws Affecting Security and Privacy .................................... 64
Analyzing Privacy at Work ............................................... 68
Privacy as Control over Personal Information ............................ 71
Privacy and Trust .......................................................... 74
Privacy and Fairness ....................................................... 76
The Zone of Acceptance .................................................. 79
Information Privacy in the Workplace:
Three Factors and the Zone ........................................ 80

CHAPTER 5
Managerial Perspectives .............................................. 83
Managers’ Attitudes Toward Information Technology ........ 85
Managers’ Beliefs About Information Security ................. 95
Managerial Perspectives on Employee Monitoring .......... 111
Statistical Studies of Managers and Security ................. 117

CHAPTER 6
Information Technology Professionals’ Perspectives ......... 125
Influencing User Behavior ........................................... 134
Security Policies ....................................................... 137
Communication ....................................................... 140
Training ................................................................. 145
Monitoring ............................................................. 148
Leader Priorities ....................................................... 153
Survey of Information Technology Professionals .......... 157
Information Technology Professionals’ Perspectives
on Security and Privacy ........................................... 160

CHAPTER 7
Employee Perspectives on Information
Security and Privacy .................................................. 163
Background: Employee Beliefs About Information
Technology and Security ........................................... 167
Vulnerabilities: Users’ Perceptions of Barriers to
Positive Security Practices ........................................ 190
User Perspectives on Training, Policy, and Monitoring .... 199
Employee Perspectives on Workplace Monitoring ........... 207
Overall Recap of Interview Data ................................... 216
A Survey of Employee Beliefs and Information Security .... 217

CHAPTER 8
Overall Analysis and Interpretation ............................... 227
Priorities for Information Security ............................ 228
Computer-Related Behavior of Employees/Users .......... 231
Communication Among Different Groups in the Organization . 233
Policies, Training, and Behavioral Influences ................. 235
Electronic Monitoring and Surveillance Rights ................. 240
Organizational Cycles of Monitoring and Security ............ 242
Complex Security Risks in Organizations ......................... 250

CHAPTER 9
Recommendations for Managers, Employees, and
Information Security Professionals ......................... 253
The Main Message: Transparent Security Governance ........ 254
Resistance to Organizational Change ......................... 265
Promoting Insider Integrity ........................................ 272

References ............................................................... 275
Appendix A: Recommended Reading .............................. 297
Appendix B: Discussion Questions ................................ 305
Appendix C: Employee Security-Related Behavior List ........ 313
Appendix D: Leadership Interview Protocol ................. 317
Appendix E: Information Security Professional
Interview Protocol ...................................................... 321
Appendix F: Employee Interview Protocol .................. 325
Appendix G: Straightforward Acceptable Use Policy ......... 329
Appendix H: Straightforward Password Policy ............... 333
About the Authors ....................................................... 337
Index ................................................................. 339