



Building for Trust:

Because we don't *all* have to
learn lessons the hard way

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Why
am I
here?

Why
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here?

Failure.

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Failure.

No,
really.

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*Framework on how to help teams build with
respect.*

Tested, practical in the face of edges.

Edges

- ▶ The world is made of edges.
 - Systems are large enough that “edge cases” aren’t
 - There are so many humans and so many types of human
- ▶ “If something happens to 1/1,000,000 users once per year, at Google that’s best expressed as *‘six times per day’*.” -Andy Schou

Outline

1

Why build for trust, build with respect

2

Framework

3

Collaboration: technical

4

Collaboration: public policy/regulation

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Building for trust

- ▶ Our goal is to build for trust
 - Willingness to engage with us
 - Willingness to believe in our reliability
 - Willingness to believe we speak the truth
 - Willingness to believe we act with respect

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- ▶ “Respect is a **positive feeling or action shown towards someone or something considered important, or held in high esteem or regard**; it conveys a sense of admiration for good or valuable qualities; and it is also the **process of honoring someone by exhibiting care, concern, or consideration for their needs or feelings.**”

– Wikipedia

Building for trust

- ▶ Why build for trust?

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- ▶ Why build for trust?
- ▶ Would you like to buy a Pinto?



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Building for trust

- ▶ Why build for trust?
- ▶ Would you like to buy a Pinto?
- ▶ The Pinto was about average for subcompact car safety.*

* Schwartz, Gary T. (1991). "The Myth of the Ford Pinto Case." *Rutgers Law Review*. 43: 1013–1068.

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Building with respect

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Building with respect

- ▶ Product teams want to build a great product.
- ▶ No one is an expert in everything.
- ▶ Start at the beginning.
- ▶ If you can't, don't despair.



Steps for respect review

1

Find all the parts.

2

Check the invariants.

3

Model the threats.

4

Triage and correct issues.

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 - Promises you have made to your users
 - Promises you have made to yourself to protect affected parties

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 - Driven by regulations or contracts
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 - Promises you have made to yourself to protect affected parties
- ▶ Start by checking invariants
 - Faster than the more in-depth analysis
 - No point in further work until the invariants are satisfied

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• *Attacker-first*

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- ▶ Warning: you will miss something.
 - Team diversity helps
 - User research helps

Example vulnerability factors

- ▶ Visible minority
- ▶ Invisible minority
- ▶ Gender
- ▶ Age
- ▶ Other identities
- ▶ Disability
- ▶ Poverty
- ▶ Abuse
- ▶ Target of generalized government action
- ▶ Target of specific government action
- ▶ Person with a secret

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Example attacker factors

- ▶ Objective: commercial
- ▶ Objective: criminal
- ▶ Objective: political
- ▶ Objective: malicious
- ▶ Objective: chaos
- ▶ Personal vs. impersonal
- ▶ Primary vs. secondary

Example attacker factors

- ▶ Objective: commercial
- ▶ Objective: criminal
- ▶ Objective: political
- ▶ Objective: malicious
- ▶ Objective: chaos
- ▶ Personal vs. impersonal
- ▶ Primary vs. secondary
- ▶ Bonus features:
 - ▶ Advanced
 - ▶ Insider
 - ▶ Intimate
 - ▶ Power figure
 - ▶ Persistent

Example attackers

- ▶ Intimate persistent threats
- ▶ Advanced intimate persistent threats
- ▶ Untrusted roommate
- ▶ Employer
- ▶ Angry online attack mob
- ▶ Impersonal manipulator
- ▶ Suppressing political dissidence (targeted)
- ▶ Suppressing political dissidence (untargeted)

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Example system areas

- ▶ Information sharing
- ▶ Authentication (and un-authentication)
- ▶ Authorization (system and models)
- ▶ Automated decision-making (correct and incorrect)
- ▶ Anti-abuse systems and their failures
- ▶ Where two systems meet
- ▶ System turndown

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MASH UP!

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Mash up!

- ▶ Used as intended
- ▶ Used as intended (adjacent group)
- ▶ Used by someone well-meaning & misguided
- ▶ Used by attacker
- ▶ Used by (nearly) everyone
- ▶ Social & financial pressures
- ▶ Feelings

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- ▶ Weigh the tradeoffs.
 - Probability
 - Degree of impact
 - Ability to avoid bad outcomes

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- ▶ **Building consensus around respectful decisions.**
- ▶ **Weigh the tradeoffs.**
 - Probability
 - Degree of impact
 - Ability to avoid bad outcomes
- ▶ **Some problems don't have correct answers.**
 - Privacy and security are not the only benefits in play
 - Different perspectives lead to non-parallel metrics
 - If we always choose to avoid risk, that choice is not free

Triage and correct

- ▶ Building consensus around respectful decisions.
- ▶ Weigh the tradeoffs.
 - Probability
 - Degree of impact
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- ▶ Some problems don't have correct answers.
 - Privacy and security are not the only benefits in play
 - Different perspectives lead to *non-parallel* metrics
 - If we always choose to avoid risk, that choice is not free
- ▶ Goal: respectful, well-reasoned decisions in a reasonable amount of time.

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▶ Automated assurance

- Make failures **logically** impossible
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- **Monitor** for failures (and fix them)

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▶ Human assurance

- **Audit** “load-bearing code”
- **Decision support**: right information, right place, right time
- **Process**: avoid forgetfulness and procrastination
- **UX research**

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... now do it again for every change

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- ▶ Please add to it; help those of us in industry who ask these questions every day.

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- ▶ Please add to it; help those of us in industry who ask these questions every day.
- ▶ Would you like to join the curation committee? Let me know.

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