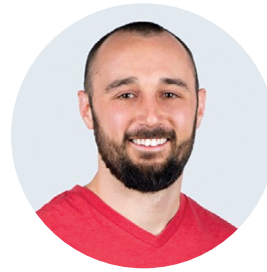


The mindset shift that enables DevSecOps

Once the development, security and operations teams are aligned, agencies can move forward on modernization



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IN AN IDEAL DEVSECOPS WORLD, TECHNOLOGY

and processes support team members' ability to deliver on their particular talents. When any segment of the team feels stifled, the risk of personnel turnover rises and so does the use of shadow IT as employees look for ways to achieve their business or mission outcomes. Last but not least, agencies are not able to deliver the best digital services to users.

Before agencies implement DevSecOps methodologies, they should identify where their processes are getting bottlenecked and forcing people to either work around them or fundamentally change their behavior. Instead, we want to make it easy for employees to do the right thing.

MEANINGFUL CONVERSATIONS ABOUT PROCESSES AND TECHNOLOGY

Many organizations have unintentionally created combative relationships between the development, security and operations teams. When security professionals are told that any incident is unacceptable, they become perversely incentivized to block progress on new technology or apps. However, by trying to avoid all security risks, they introduce business and mission risks throughout the organization. Likewise, developers and operations professionals cannot be divorced from choices they make that create problems for the other domains.

The goal is to shift everyone's mindset to, "We are all here to deliver on an outcome, and we're all accountable for it." This doesn't mean that everyone is responsible for everything, but rather that incentives and behaviors need to be aligned in ways that don't cause others' outcomes and the mission to fail. Once agencies get those teams working together, they can start to have meaningful conversations about how to iterate toward a more rapid and effective delivery model that improves the organization's security posture. That involves streamlining processes, reducing complexity and making strategic technology choices.

Agencies do not have the luxury of turning everything off while they revamp their systems. However, DevSecOps methodologies can help them find ways to start small, iterate in an automated fashion and slowly buy down technical debt as they modernize IT systems and service delivery.

ENABLING EMPLOYEES TO FOCUS ON WHAT THEY DO BEST

At VMware Tanzu Labs, we help agencies find ways to rapidly iterate from their current position. In addition, software like the VMware Tanzu Application Platform gives operations and security professionals the ability to implement guardrails that protect agencies while still encouraging developers' creativity.

It comes back to the concept of making the right thing easy. The goal is to enable people to focus on what they do best — regardless of where they operate in the stack or the tools they are using — so that agencies can build and deploy secure, modern apps. ■

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