CERT® Resilience Management Model

A Maturity Model Approach to Managing Operational Resilience

SEI Webinar Series
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Rich Caralli
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Introduction

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BS-Accounting; MBA
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Agenda

What is CERT-RMM?
History
Model Building Blocks
Model Architecture
The Capability Dimension
Determining Capability
CERT-RMM Credentialing
CERT-RMM and PS-Prep
CERT-RMM Product Suite
What is CERT®-RMM?

The CERT® Resilience Management Model (CERT-RMM) is a capability model for managing and improving operational resilience.

- Positions operational resilience in a process improvement view
- Includes 26 “process areas”
- Focuses on the operations phase of the lifecycle
- Defines “maturity” through “capability levels” consistent with CMMI
- Uses CMMI architecture for ease of adoption
- Includes a “continuous representation” for agile adoption
Distinguishing features of CERT®-RMM

CERT-RMM brings several innovative and advantageous concepts to the management of operational resilience.

- **The convergence advantage:** merging the disciplines of security, BC/DR, and IT ops into a single model
- **The process advantage:** elevating these disciplines to a process view, useful as an integration and measurement framework
- **The maturity advantage:** provides a foundation for practical institutionalization of practices—critical for retaining these practices under times of stress
History of CERT-RMM

How we got to CERT-RMM version 1.0
CERT-RMM background

CERT-RMM began as research into the application of process improvement and maturity model approaches to security management.

- Literary review and affinity analysis of over 800 standard practices security, BC/DR, and IT ops communities
- Examination of body of knowledge of high-maturity organizations
- Codification of model using trusted CMMI architecture and concepts
- Benchmarking and piloting in the banking/finance community, defense contractors, and US government federal civilian agencies
## CERT-RMM timeline

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>Best-in-Class Operations Roundtable</td>
</tr>
<tr>
<td>2005</td>
<td>Began collaboration with FSTC</td>
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<tr>
<td>2006</td>
<td>Commenced development of PRISM: Process Improvement for Info Security Management</td>
</tr>
<tr>
<td>2008</td>
<td>CERT Resiliency Engineering Framework v0.95 released</td>
</tr>
<tr>
<td>2009</td>
<td>CERT Resiliency Engineering Framework v0.95 benchmarking effort commenced</td>
</tr>
<tr>
<td>2010</td>
<td>Intro to CERT Resiliency Engineering Framework course piloted</td>
</tr>
<tr>
<td></td>
<td>CERT Resilience Management Model v0.95 released</td>
</tr>
<tr>
<td></td>
<td>CERT Resilience Management Model v1.0 released</td>
</tr>
<tr>
<td></td>
<td>CERT -RMM v1.0 Addison-Wesley book released</td>
</tr>
</tbody>
</table>
Why CERT-RMM?

The rationale for the model
Imperatives for building CERT-RMM

- Increasingly complex operational environments where traditional approaches are failing
- Siloed nature of operational risk activities; a lack of convergence
- Lack of common language or taxonomy
- Overreliance on technical approaches
- Lack of means to measure managerial competency
- Inability to confidently predict outcomes, behaviors, and performance under times of stress
Organizational challenges

Cope with operational risk and minimize impact

Move all operational risk management activities in the same direction

Optimize cost/effectiveness

Meet mission no-matter-what

How do you measure performance before you’re stressed or fail??
CERT-RMM Building Blocks

Foundational concepts of the model
Operational resilience

**Resilience:** The physical property of a material when it can return to its original shape or position after deformation that does not exceed its elastic limit [wordnet.princeton.edu]

**Operational resilience:** The *emergent* property of an *organization* exhibited when it *continues to carry out its mission* after *disruption* that *does not push it beyond* its *operational* limit [CERT-RMM]
Operational resilience & operational risk

Security and business continuity are not end-states; they are continuous processes.

Effective operational risk management requires harmonization: convergence of these activities working toward the same goals.

Operational resilience emerges from effective operational risk management.
Layers of resilience activities

Resilience planning, program execution, and coordination across organizational units

Operational Resilience Management System

Security and Control Activities
- Developing and implementing security architectures, managing security operations

IT Operations Activities
- Developing, implementing, and managing processes to deliver IT services and manage IT infrastructures

Continuity and Recovery Activities
- Developing and executing continuity plans, recovery plans, and restoration plans

Tactical execution of resilience activities
CERT-RMM principle of convergence

Operational resilience is directly affected by convergence

Organizational mission is directly affected by operational resilience
CERT-RMM foundational elements

- **Services**: The limited number of activities that the organization carries out in performance of a duty or to produce a product.

- **Business Processes**: The detailed activities that the organization (and its suppliers) perform to ensure that services meet their mission.

- **Assets**: Something of value to the organization required by business processes and services to meet their missions.
Services in CERT-RMM

The organizing concept in CERT-RMM is a service.

The resilience of high-value services in the organization ensures the resilience of the organization’s mission.

Service resilience is a factor of asset resilience—if an asset is disrupted or fails, the service may suffer.

Service resilience is the object of CERT-RMM processes.
Assets

Something of value to the organization

“Charged into production” of business processes and services

Four types of assets are the focus of operational resilience management as defined in CERT-RMM.
Assets charged into production

Asset value relates to the importance of the asset in meeting the business process and service mission.
Operational resilience starts at the asset level

To ensure operational resilience at the service level, related assets must be

- Protected from threats and risks that could disable them
- Made sustainable under adverse conditions

The optimal “mix” of these strategies depends on the value of the asset and the cost of deploying and maintaining the strategy.
Organizational context for resilience activities

CERT-RMM focuses here
CERT-RMM Architecture

Foundational structures on which the model is built
CERT-RMM in the life-cycle

Operational resilience management focuses on the deploy, operate, and decommission phases, but reaches back to development phase of lifecycle to ensure consideration of security and continuity issues prior to placing assets in production.

CERT-RMM focuses on assets in the operations phase of the life-cycle
For comparison: CERT-RMM & CMMI

CMMI-DEV

CERT-RMM

CMMI-ACQ

CMMI-SVC

DEVELOPMENT

OPERATION

Plan

Operate

Design

Deploy

Develop

Acquire

Decommission

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CERT-RMM architectural elements

CERT-RMM uses proven architectural elements of CMMI and applies them in an operational context.

- 26 process areas
- Arranged in a continuous representation
- Goals, practices, sub-practices, and work products that specifically define each process area
- Goals, practices, and sub-practices that generically define increasing levels of capability
- Implementation and adoption examples
- An appraisal methodology to determine capability levels
## CERT-RMM at a glance

<table>
<thead>
<tr>
<th>Engineering</th>
<th>Operations Management</th>
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<tbody>
<tr>
<td>ADM</td>
<td>AM</td>
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<tr>
<td>CTRL</td>
<td>EC</td>
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<td>RRD</td>
<td>EXD</td>
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<td>RRM</td>
<td>ID</td>
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<td>RTSE</td>
<td>IMC</td>
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<td>SC</td>
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<td>VAR</td>
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<table>
<thead>
<tr>
<th>Enterprise Management</th>
<th>Process Management</th>
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<tbody>
<tr>
<td>COMM</td>
<td>MA</td>
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<tr>
<td>COMP</td>
<td>MON</td>
</tr>
<tr>
<td>EF</td>
<td>OPD</td>
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<td>FRM</td>
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</table>
Enterprise management

Seven process areas that support the resilience management process

- Governance, Risk, & Compliance
  - COMP
  - EF
  - RISK

- Supporting Resilience
  - COMM
  - FRM
  - HRM
  - OTA
Engineering

Six process areas for establishing resilience for organizational assets, business processes, and services

Asset Management

Requirements Management

Establishing and Managing Resilience
Operations management

Nine process areas for managing the operational aspects of resilience

- Asset Resilience Management
  - EC
  - KIM
  - PM
  - TM

- Threat, Incident, & Access Management
  - AM
  - ID
  - IMC
  - VAR

- Supplier Management
  - EXD
Process management process areas

Four process areas for defining, planning, deploying, implementing, monitoring, controlling, appraising, measuring, and improving operational resilience management processes

Data Collection & Logging

Process Management
CERT-RMM process area structure

Focused Activity

Required
What to do to achieve the capability

Expected
How to accomplish the goal

Informative

Process Area

Specific Goals

Generic Goals

Specific Practices

Generic Practices

Sub-practices

Sub-practices

Maturity Elements

Purpose Statement
Introductory Notes
Related PAs
CERT-RMM links to codes of practice

Process Area

Specific Goals

Specific Practices

Sub-practices

The “what”

Moving from “what” to “how”

From “model how” to “tactical how”

Codes of Practice:
- BS25999-1:2006
- CMMI v1.2
- CMMI for Services
- CobiT 4.1
- COSO ERM
- DRII GAP
- FFIEC Handbooks (Security, BCP)
- ISO 20000-1:2005(E)
- ISO 20000-2:2005(E)
- ISO 24762:2008(E)
- ISO 27001:2005
- NFPA 1600 (2007)
- PCI DSS v1.1
- Val-IT
The Capability Dimension of CERT-RMM

Measuring process institutionalization to determine capability under stress
The promise of process institutionalization

The “capability” dimension of CERT-RMM sets it apart from other models in the operational resilience space

“Capability” determines the degree to which

- A process has been ingrained in the way that work is defined, executed, and managed
- There is commitment and consistency to performing the process

Measuring capability helps you determine the degree to which you are able to control the output of the process—in this case, the degree to which you can predict how well you’ll perform under times of stress
Process institutionalization

Higher degrees of process institutionalization should translate to more stable processes that

- produce consistent results over time
- are retained during times of stress
Value of knowing your “capability” level

The degree of process institutionalization can help to answer several important questions in managing operational resilience:

• How well are we performing today?
• Can we repeat our successes?
• Do we consistently produce expected results?
• Can we adapt seamlessly to changing risk environments?
• Are our processes stable enough to depend on them under times of stress?
• Can we predict how we will perform under times of stress?

You need to know not only that you’re doing the right things but that you are doing them in a sustainable way.
Process institutionalization in CERT-RMM

Capability levels are used in CERT-RMM to represent process institutionalization.

- **Level 3**: Defined
- **Level 2**: Managed
- **Level 1**: Performed
- **Level 0**: Incomplete

**Processes are acculturated, defined, measured, and governed**

**Practices are performed**

**Practices are incomplete**
Level 0 - Incomplete

Indicates that one or more of the specific goals of the process area is not being achieved.

Represents an incomplete process, therefore cannot be institutionalized.
Level 1 - Performed

- Level 3
  - Defined
- Level 2
  - Managed
- Level 1
  - Performed
- Level 0
  - Incomplete

Represents a **performed** process

Satisfies the specific goals of the process area

Supports and enables the work needed to produce the expected process work products

Provides improvement, but can be lost over time without institutionalization

**Improvements can only be maintained and sustained by moving to higher capability levels (i.e., levels 2 and beyond).**
Level 2 - Managed

Represents a **performed** process that has the basic infrastructure in place to support the process.

The process is:

- Governed
- Planned and executed in accordance with policy
- Employs skilled people who have adequate resources
- Involves relevant stakeholders
- Is monitored, controlled, and reviewed
- Is evaluated for adherence to its process description

**Process discipline ensures that existing practices are retained during times of stress.**
Level 3 - Defined

Represents a managed process that is tailored from the organization’s set of standard processes.

Contributes work products, measures, and other process improvement information to the organizational process assets.

Scope difference from level 2—provides consistency of process assets across organizational units.

More rigorous description of processes.

Process management is proactive, not reactive.

Highly important in RMM—because of the “enterprise” and convergence orientation.
Capability levels are cumulative

- **Level 3**
  - Defined

- **Level 2**
  - Managed

- **Level 1**
  - Performed

- **Level 0**
  - Incomplete

Achieving Level 3 means achieving (and sustaining) Level 1 (specific goals) plus Level 2 and Level 3 generic goals, and so on...
### Example: Asset Definition & Management

<table>
<thead>
<tr>
<th>Specific Goals</th>
<th>Specific Practices</th>
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<tr>
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<td>ADM:SG1.SP1 Inventory Assets</td>
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<td></td>
<td>ADM:SG1.SP2 Establish a Common Understanding</td>
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<td></td>
<td>ADM:SG1.SP3 Establish Ownership and Custodianship</td>
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<tr>
<td>ADM:SG2 Establish Relationship Between Assets and</td>
<td>ADM:SG2.SP1 Associate Assets with Services</td>
</tr>
<tr>
<td>Services</td>
<td>ADM:SG2.SP2 Analyze Asset-Service Dependencies</td>
</tr>
<tr>
<td>ADM:SG3 Manage Assets</td>
<td>ADM:SG3.SP1 Identify Change Criteria</td>
</tr>
<tr>
<td></td>
<td>ADM:SG3.SP2 Maintain Changes to Assets and Inventory</td>
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### Institutionalizing Asset Definition & Management

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A **managed** process is:

- Governed
- Executed according to policy
- Employs skilled people
- Involves relevant stakeholders
- Monitored, controlled, and reviewed
- Evaluated for adherence to the organization’s process description
- Regularly reviewed with senior management
Practice example: *ADM.SG1.SP1-Inventory Assets*

To institutionalize the performance of the “Inventory Assets” practice, you must commit to and perform these supporting practices:

<table>
<thead>
<tr>
<th>Institutionalizing Factor</th>
<th>Institutionalizing Practice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governed</td>
<td>There is a policy requiring periodic asset inventory activities; the activity has oversight and corrective actions are taken when necessary</td>
</tr>
<tr>
<td>Employs skilled people</td>
<td>Staff involved in the practice have the appropriate skill levels and training</td>
</tr>
<tr>
<td>Involves stakeholders</td>
<td>Asset owners and custodians are involved; all involved in protecting and sustaining the asset are involved</td>
</tr>
<tr>
<td>Monitored and controlled</td>
<td>The process is measured to determine effectiveness. Examples: % of assets inventoried; # of changes to inventory in a given period</td>
</tr>
<tr>
<td>Evaluate adherence</td>
<td>The process as performed is verified to be aligned with the process definition</td>
</tr>
<tr>
<td>Review with senior management</td>
<td>Keep management informed on the results of the process and identify and resolve issues</td>
</tr>
</tbody>
</table>
Determining Capability using CERT-RMM

Determining an organization’s capability for managing operational resilience
CERT-RMM capability appraisals

An appraisal is used to evaluate (or diagnose) the organization using CERT-RMM as the basis.

The SCAMPI\textsuperscript{SM} appraisal method from SEI forms the foundation of the CERT-RMM Capability Appraisal Method (RMM CAM)

There are three classes of CERT-RMM appraisals:

- **CAM Class A**: Most rigorous
  - Performed by Team
  - One appraiser
  - Official rating

- **CAM Class B**: Most flexible
  - Performed by Team
  - One appraiser
  - Unofficial Results

- **CAM Class C**: Most flexible
  - Performed by Team
  - One appraiser
  - Unofficial Results
CERT-RMM capability survey

A self-directed assessment instrument that provides a quick organizational “health check”

Low investment, but potentially high impact

Can be used to catalyze a more formal process improvement effort

Currently in development; to be released by year-end 2010

Not considered to be one of the “class” appraisals and not based on the SCAMPI method
Value of a CERT-RMM appraisal

Process improvement model can allow for third-party appraisals

Creation of a set of professionals skilled in rating process performance

Elimination of subjectivity in rating process performance and institutionalization

Ability to provide statistics on organization and industry capability levels
Appraisal scope

The depth of the CERT-RMM appraisal can vary depending on the organization’s objectives. (i.e., It can simply help the organization to determine where it is or it can lead to a formal capability level rating.)

Can include one process area or a group of process areas

- Can be broad:
  - One process area over many operational units
- Or deep:
  - Many process areas in one operational unit
Appraisal scope

- Appraisal Scope
  - May be a subset of improvement scope

- Organizational Unit
  - Key CMMI differences:
    - No “project” in CERT-RMM
    - Instantiations will vary at the practice level

- Model Scope
  - Key CMMI difference:
    - Fine-grained CERT-RMM scoping options
Appraisal scope: capability profile

Capability Profile

ADM
Asset Definition & Mgmt

COMP
Compliance

IMC
Incident Mgmt & Control

KIM
Knowledge & Info Mgmt

TM
Technology Mgmt

target

0 1 2 3
Appraisal results may indicate gaps.

Gaps should be analyzed and prioritized prior to implementing improvements.
CERT-RMM Credentialing

Certifying CERT-RMM professionals
CERT-RMM professional roles

CERT-RMM Appraiser

CERT-RMM Navigator
CERT-RMM Coach
CERT-RMM Appraisal Team Member

These roles are under development—priority will be based on demand
CERT-RMM Appraiser

SEI-Certified CERT-RMM Appraisers can lead all classes (A, B, and C) of appraisals including the Capability Survey.

The CERT-RMM Appraiser is responsible to plan and manage the performance of the entire appraisal effort, delegate appraisal tasks to team members, and ensure adherence to CAM appraisal requirements.

CERT-RMM Appraisers are sponsored by SEI Partners who are licensed to perform activities on behalf of the SEI.
CERT-RMM Coach

Employees or consultants who are assigned to apply, analyze, champion, manage, contribute, or support CERT-RMM based improvement efforts, appraisal teams, and/or organizational initiatives

Provide a workforce element that will promote a smooth adoption of CERT-RMM concepts to create a sustainable improvement effort

Can deliver CERT-RMM class B or C appraisals and the Capability Survey
CERT-RMM Navigator

Provide guidance and management of organizations who are applying the CERT-RMM Capability Survey

Coordinator between the organization and the SEI on completion of the Survey and reporting results from the SEI to the organization

Can only deliver the CERT-RMM Capability Survey; no Class appraisals
## CERT-RMM credentialing summary

<table>
<thead>
<tr>
<th>Role</th>
<th>Authorizations</th>
<th>Path</th>
</tr>
</thead>
<tbody>
<tr>
<td>CERT-RMM Appraiser</td>
<td>--Class A, B, and C --Capability Survey</td>
<td>Reserved for existing CMMI Lead Appraisers only at this time; --Intro to CERT-RMM course --CERT-RMM CAM BootCamp</td>
</tr>
<tr>
<td>CERT-RMM Coach</td>
<td>--Class B and C --Capability Survey</td>
<td>--Intro to CERT-RMM course --CERT-RMM Coach Training</td>
</tr>
<tr>
<td>CERT-RMM Navigator</td>
<td>--Capability Survey</td>
<td>--Intro to CERT-RMM course --CERT-RMM Navigator Training</td>
</tr>
<tr>
<td>CERT-RMM Appraisal Team Member</td>
<td>Performs as member of appraisal team</td>
<td>--Intro to CERT-RMM course --CERT-RMM Appraisal Team Training</td>
</tr>
</tbody>
</table>
CERT-RMM and PS-Prep

Comparing and contrasting CERT-RMM in the context of FEMA’s PS-Prep program
FEMA’s Voluntary Private Sector Preparedness Accreditation and Certification Program

Mandated by Title IX of the 9/11 Commission Act of 2007

Participation is completely voluntary

DHS approved three standards in June 2010:

- National Fire Protection Association 1600
- British Standard 25999 – Business Continuity Management

ANSI-ASQ National Accreditation Board will oversee the certification process
“Prepared” vs. “Capable”

**PS-Prep**: promote private sector preparedness “including disaster management, emergency management, and business continuity programs.”

**CERT-RMM**: promote private sector capability—preparedness is a function of:

- Protection strategies (preventative)
- Sustainability strategies (responsive)
- Process institutionalization or “maturity” to determine the degree to which these strategies will “stick” when the organization is stressed

**Prepared**: can you respond?

**Capable**: can you control your destiny by heading off problems and responding when stressed?
A preliminary comparison:

<table>
<thead>
<tr>
<th>Area of Comparison</th>
<th>CERT-RMM</th>
<th>ASIS SPC.1-2009</th>
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<tbody>
<tr>
<td>Scope</td>
<td>Security, continuity, IT operations; takes management system view but also addresses key operational activities such as vulnerability management, access management, and identity management; also addresses resilience in the development and acquisition phases</td>
<td>Focuses on the organizational resilience management system and key management processes</td>
</tr>
<tr>
<td>Process approach</td>
<td>Uses CMMI’s process structure; uses “process” as the dimension for measurement of capability; processes are arranged into process areas to allow for scalable and agile adoption</td>
<td>Defines process approach broadly in terms of a “plan-do-check-act model”</td>
</tr>
<tr>
<td>Maturity considerations</td>
<td>Uses proven CMMI capability dimension for maturity expression; some process areas express maturity dimensions as well</td>
<td>Includes “maturity” elements, but does not appear to have a maturity representation analogous to CMMI or CERT-RMM</td>
</tr>
<tr>
<td>Appraisal</td>
<td>Appraisal against the model uses proven SCAMPI method for CMMI; significant installed base of qualified and experienced appraisers; official “capability level”</td>
<td>Includes an assessment process specific to determining compliance with the standards; no maturity rating</td>
</tr>
</tbody>
</table>
CERT-RMM scorecard

Advantages:

• **One model** with significant coverage of standards
• Ability to **incorporate any useful standard/practice**
• Capability dimension provides
  – proven **maturity path**
  – ability to determine degree to which practices are retained under stress
• Focuses on **process improvement** not just certification; has a built-in path to improvement
• Allows for **process-based metrics and measurement**

Advantages:

• Creates **internal process improvement experts** to sustain competency
• Appraisal and certification model established and proven; **issued ratings “sanctioned” by the SEI/CERT**

Disadvantage:

• Limited coverage of emergency/crisis management (**for now**)
CERT-RMM Product Suite

Model artifacts available to begin an adoption process
## CERT-RMM product suite

<table>
<thead>
<tr>
<th>Product</th>
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<tbody>
<tr>
<td>CERT-RMM Model</td>
<td>Version 1.0 released; Technical Report released; individual process areas released @ <a href="http://www.cert.org/resilience">www.cert.org/resilience</a></td>
</tr>
<tr>
<td>CERT-RMM Capability Appraisal Methodology</td>
<td>Version 1.0 to be released in method description document, August 2010</td>
</tr>
<tr>
<td>CERT-RMM Crosswalk</td>
<td>Version 0.95 published; Version 1.0 (expanded) to be published late Summer</td>
</tr>
<tr>
<td>Introductory courses</td>
<td>Introduction to CERT-RMM (4 days; offered 4 times/year in Pittsburgh and DC) Executive workshops and tutorials available on demand</td>
</tr>
<tr>
<td>Advanced courses</td>
<td>CERT-RMM Intermediate Course (in development for 2011) CERT-RMM CAM BootCamp (pilot scheduled for November 2010) CERT-RMM Role training (Coach, Navigator) CERT-RMM instructor training</td>
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CERT-RMM book publication

Scheduled for publication in November 2010 by Addison-Wesley

Includes full model (v1.0) plus adoption guidance and perspectives of real-world use of the model
Resilience measurement & analysis

Area of research growing out of CERT-RMM development

Focuses on the development of adequate measures to determine transformation of operational resilience management system

Focuses on performance measurement—how well are we doing?

Includes both qualitative and quantitative measurements

Measurement users group (RMM MUG) forming—Fall 2010 opportunity to join a measurement cohort and share
Questions?
## CERT-RMM contacts

<table>
<thead>
<tr>
<th>Name</th>
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<td>Rich Caralli</td>
<td>RMM Architect and Lead Developer</td>
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