



**COMPLIANCE
FORGE**

CYBERSECURITY DOCUMENTATION CONTENT EXAMPLES

**HIERARCHICAL DOCUMENTATION: UNDERSTANDING THE RELATIONSHIP
BETWEEN POLICIES, STANDARDS, CONTROLS, PROCEDURES & METRICS**

COPYRIGHT 2022. ALL RIGHTS RESERVED.

When graphically depicting the various, leading cybersecurity frameworks from "easier to harder" it generally deals with the sheer amount of unique controls, since that impacts the number of domains covered. The lesser amount of controls a framework has, the easier it might be to implement, but it also might not provide the necessary security features that your organization needs.

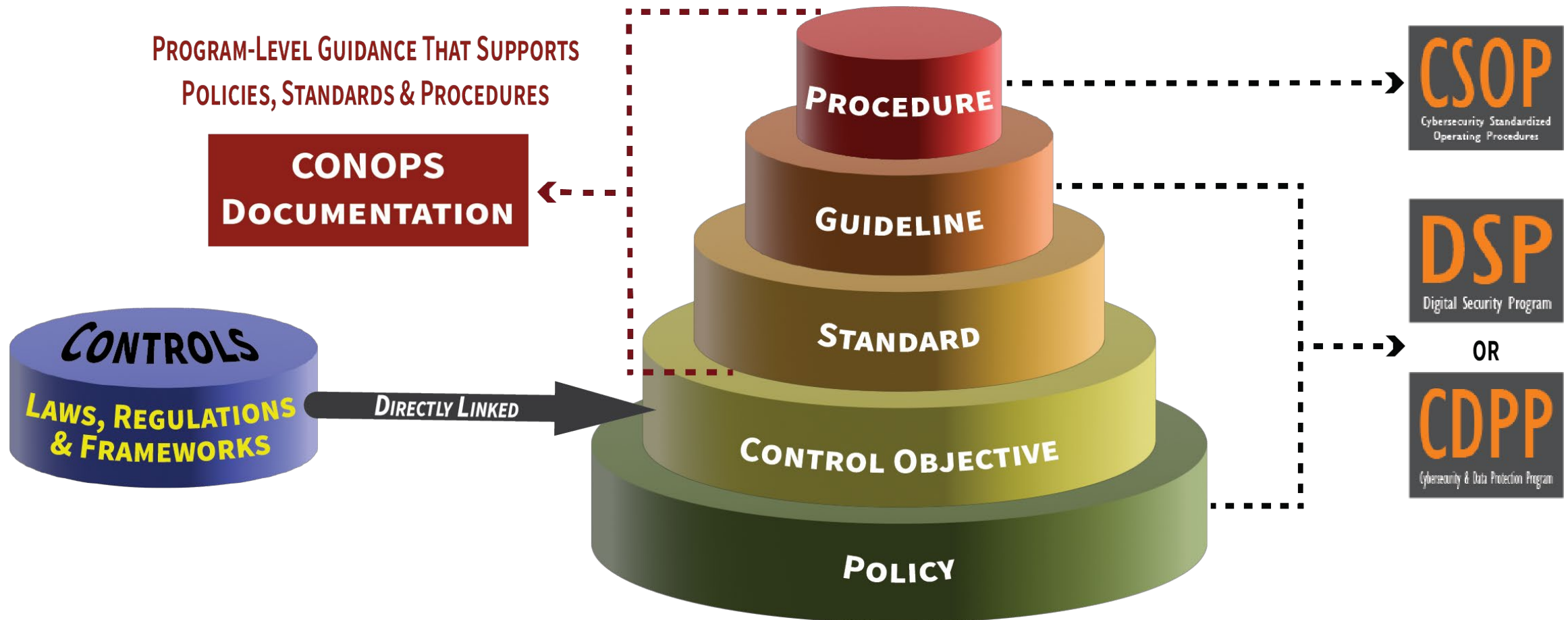
Control framework selection generally leads to a choice between the **NIST Cybersecurity Framework**, **ISO 27002**, **NIST 800-53** or the **Secure Controls Framework (SCF)** as a starting point:





 HIERARCHICAL CYBERSECURITY GOVERNANCE FRAMEWORK™ - INTERCONNECTIVITY OF POLICIES, CONTROL OBJECTIVES, STANDARDS, GUIDELINES, CONTROLS, RISKS, PROCEDURES & METRICS								
INFLUENCERS (EXTERNAL & INTERNAL)	POLICIES	CONTROL OBJECTIVES	STANDARDS	GUIDELINES	CONTROLS	RISKS	PROCEDURES	METRICS
Hierarchical cybersecurity governance starts with external influencers – these establish what is considered necessary for due diligence and due care for cybersecurity operations. These include statutory requirements (laws), regulatory requirements (government regulations) and contractual requirements (legally-binding obligations) that organizations must address. External influencers usually impose meaningful penalties for non-compliance. External influencers are often non-negotiable and are the primary source for defining a need for a policy and provide scoping for control objectives. Internal influencers focus on management's desire for consistent, efficient and effective operations. This generally takes the form of: - Business strategy - Goals & objectives (e.g., customer satisfaction / service levels, budget constraints, quality targets, etc.)	A policy is a high-level statement of expectation from senior management to guide decisions and achieve rational outcomes. External influencers are commonly the root cause for a policy's existence, due to the punitive nature of non-compliance. Policies are a business decision, not a technical one. Where a technology determines how policies are implemented, policies provide direction for the sake of protecting the organization from potential harm.	Control Objectives are the desired result or purpose to be achieved by implementing a particular process or technology. These are desired conditions to be met and are designed to ensure that a policy's intent is achieved. Where applicable, control objectives are directly linked to an industry-recognized secure practice to align cybersecurity and privacy with accepted practices that would satisfy scrutiny for due diligence and due care.	Standards are formally-established requirements in regard to processes, actions and configurations that are designed to satisfy control objectives. Standards are intended to be practical in nature and establish Minimum Security Requirements (MSR) to ensure systems, applications and processes are designed and operated in a secure manner, including appropriate cybersecurity and privacy protections.	Guidelines are recommended practices that are based on industry-recognized practices to help augment standards when discretion is permissible. Unlike standards, guidelines are not mandatory and allow users to apply discretion, or leeway, in a guideline's interpretation, implementation or use.	Controls are technical, administrative or physical safeguards. Controls are the nexus used to manage risks through preventing, detecting or lessening the ability of a particular threat from negatively impacting business processes. Controls directly map to standards, since control testing is designed to measure specific aspects of how standards are actually implemented. Control testing is routinely used in pre-production testing to validate a project or system has met a minimum level of security before it is authorized for use in a production environment. Recurring testing is often performed on certain controls in order to verify compliance with statutory, regulatory and contractual obligations.	Risks represent a potential exposure to harm or loss. Risk is often calculated by a formula of Threat x Vulnerability x Consequence in an attempt to quantify the potential magnitude of a risk instance occurring. While it is not possible to have a totally risk-free environment, it may be possible to manage risks by avoiding, reducing, transferring or accepting the risks. Questionnaires are often used in control testing to determine if a control is met. While this is often a YES / NO option, this approach is often fallible and does not provide proper insight into most risk. Assessing controls against a targeted level of process maturity provides a more accurate insight into existing risks, specific to the control in question.	Procedures are a formal method of conducting a specific task or process. Procedures are expected to document a finite series of actions, in a certain order or manner and in conformance with an applicable standard. The result of a procedure is intended to satisfy a specific control. Procedures are also commonly referred to as "control activities." Procedures are generally the responsibility of the process owner / asset custodian to build and maintain, but are expected to include stakeholder oversight to ensure applicable compliance requirements are addressed. Procedures help address the question of how the organization actually operationalizes a policy, standard or control. Without documented procedures, there can be defensible evidence of due care practices.	Metrics are designed to facilitate decision-making, evaluate performance and improve accountability through the collection, analysis and reporting of relevant performance-related data. Metrics provide a "point in time" view of specific, discrete measurements, unlike trending and analytics that are derived by comparing a baseline of two or more measurements taken over a period of time. Analytics are generated from the analysis of metrics. Good metrics are those that are SMART (Specific, Measurable, Attainable, Repeatable and Time-dependent).
Internal Influencers - Other corporate policies - Board of Director (BoD) guidance / directives - Other internal requirements	External Influencers - Contractual - PCI DSS - SOC 2 - ISO 27001 - NIST Cybersecurity Framework - Other contractual requirements	External Influencers - Statutory - HIPAA / HITECH - FACTA - GLBA - CCPA - SOX - Data Protection Act (UK) - Other data protection laws	External Influencers - Regulatory - NIST 800-171 (FAR & OFARS) - FedRAMP - EU GDPR - Other data protection regulations	PCI DSS / ISO 27001 / SOC 2 / Etc. HIPAA / SOX / CCPA / Etc. EU GDPR / NIST 800-171 / FedRAMP / Etc.	Every Control Objective Maps To A Policy. Every Standard Maps To A Control Objective. Guidelines Support Applicable Standards. Every Control Maps To A Standard. Every Risk Maps To A Control. Every Procedure Maps To A Control. Every Metric Maps To A Control.	Control Questions Procedures Metrics		
TOP-DOWN PROCESS FLOW OF CYBERSECURITY & PRIVACY GOVERNANCE CONCEPTS								
Internal & external influencers primarily drive the development of cybersecurity and privacy policies. The development is generally compliance-focused to provide evidence of due diligence and due care.	Policies define high-level expectations and provide evidence of due diligence to address applicable requirements (internal and external).	Control objectives support policies and provide scoping for standards, based on industry-recognized secure practices.	Standards operationalize policies by providing organization-specific requirements that must be met.	Guidelines provide useful additional content to help operationalize standards.	Controls are assigned to stakeholders to assign responsibilities in enforcing standards.	Control questions are presented to stakeholders to evaluate the implementation of a control. These control questions are often consolidated and presented as questionnaires.	Procedures operationalize standards and controls. The output of procedures is evidence of due care that requirements are enforced.	Metrics provide evidence of an oversight function for the cybersecurity and privacy program by measuring criteria to determine performance.

Cybersecurity and privacy documentation is meant to be hierarchical. The foundation starts with the policy and builds from there with supporting documentation to demonstrate appropriate evidence of due diligence and due care.





POLICY: A policy is a high-level statement of management's intent (e.g., no more than 1-3 sentences are necessary) where the policy should be clear and concise. It is a formally-established requirement to guide decisions and achieve rational outcomes.

EXAMPLE 1 - CONFIGURATION MANAGEMENT (CFG)*

Policy: ACME shall ensure all technology platforms used in support of its business operations adhere with industry-recognized secure configuration management practices. Current and accurate inventories of technology platforms shall be maintained so applicable secure configuration settings can be enforced on those technology platforms.

EXAMPLE 2 - CONTINUOUS MONITORING (MON)*

Policy: ACME shall achieve and maintain situational awareness through comprehensive and ongoing monitoring activities to help ensure the security and resilience of its technology infrastructure against both physical and cyber threats. Technology assets shall be configured according to secure configuration management requirements to enable the capture of relevant security event logs. A centralized log analysis capability shall be used to identify anomalous behavior and support incident response operations so that appropriate steps can be taken to remediate potential incidents.

*Policies are from the *Digital Security Program (DSP)*



CONTROL OBJECTIVE: A control objective provides a specific target against which to evaluate the effectiveness of controls. It is a target or desired condition to be met.

CFG-03 – LEAST FUNCTIONALITY*

Control Objective: The organization configures systems to provide only essential capabilities and specifically prohibits or restricts the use of ports, protocols, and / or services.

CFG-02(A) External Influencers: NIST 800-53 rev4 CM-7 & SA-15(5) | NIST 800-171 rev1 3.4.6 | NIST CSF v1.1 PR.PT-3

MON-02 – CENTRALIZED EVENT LOG COLLECTION*

Control Objective: The organization:

- Monitors events on systems in accordance with organization-defined monitoring objectives and detects system attacks;
- Identifies unauthorized use of systems; and
- Heightens the level of system monitoring activity whenever there is an indication of increased risk to organizational operations and assets, individuals or other organizations, based on credible sources of information.
- Determines, based on a risk assessment and mission / business needs, that the system must be capable of auditing events;
- Coordinates the security audit function with other organizational entities requiring audit-related information to enhance mutual support and to help guide the selection of auditable events; and
- Provides a rationale for why the list of auditable events is deemed to be adequate to support after-the-fact investigations of security incidents.

MON-02 External Influencers: NIST 800-53 rev4 AU-2, AU-2(2), AU-6 & SI-4 | NIST 800-171 rev1 3.3.1, 3.3.2, 3.14.6 & 3.14.7

*Control Objectives are from the **Digital Security Program (DSP)**

Policy

Control
Objective**Standard**

Guideline

Control

Procedure

Metric

STANDARD: Standards are granular requirements that support Policies. These satisfy Control Objectives regarding processes, actions and configurations.

CFG-03 – LEAST FUNCTIONALITY*

Standard: ACME utilizes the “principle of least privilege,” which states that only the minimum access and functionality necessary to perform an operation should be granted and only for the minimum amount of time necessary. Asset custodians are required to:

- (a) Identify and remove insecure services, protocols and ports;
- (b) Enable only necessary and secure services, protocols and daemons, as required for the function of the system;
- (c) Implement security features for any required services, protocols or daemons that are considered to be insecure (e.g., NetBIOS, Telnet, FTP, etc.);
- (d) Verify services, protocols and ports are documented and properly implemented by examining device settings; and
- (e) Remove all unnecessary functionality, such as:
 - 1. Scripts;
 - 2. Drivers;
 - 3. Features;
 - 4. Subsystems;
 - 5. File systems; and
 - 6. Unnecessary web servers.

MON-02: CENTRALIZED EVENT LOG COLLECTION*

Standard: Asset custodians are required to configure all systems, devices and applications to implement automated audit trails for all system components and automatically forward security-related event logs to a centralized log collector or Security Incident Event Management (SIEM) solution to allow ACME security personnel to reconstruct the following events:

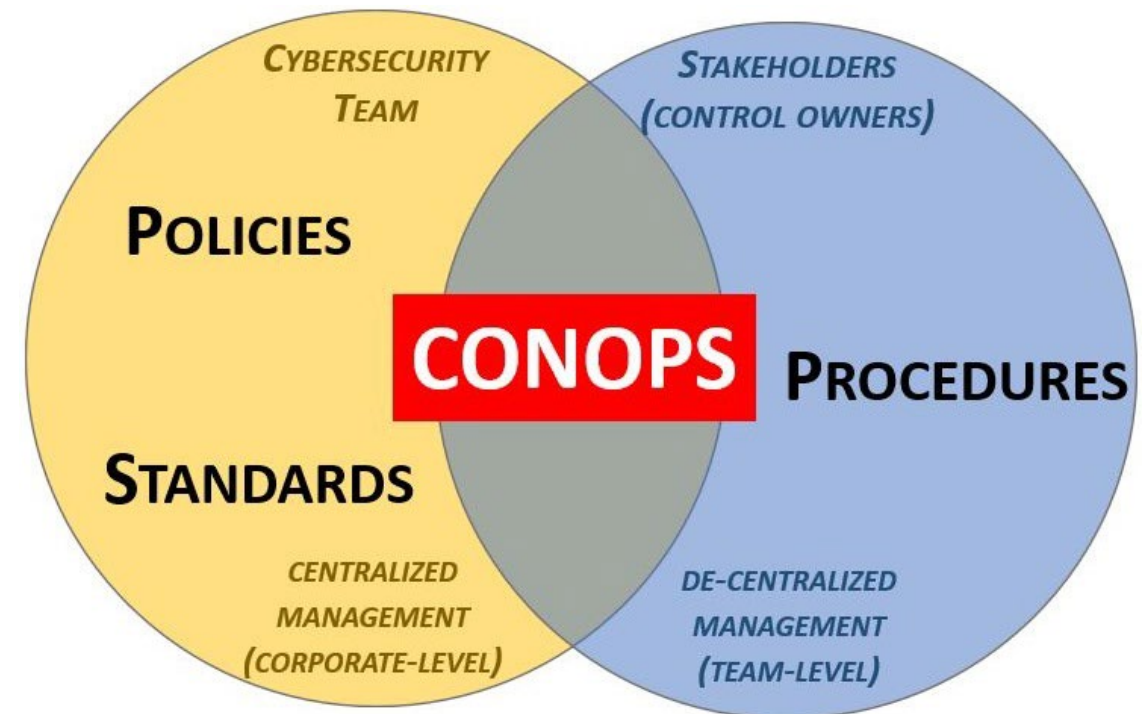
- (a) All individual user accesses to sensitive data (e.g., payment card data, SSNs, financial accounts, etc.);
- (b) All actions taken by any individual with root or administrative privileges;
- (c) Access to all audit trails;
- (d) Invalid logical access attempts;
- (e) Use of and changes to identification and authentication mechanisms, including but not limited to:
 - 1. Creation of new accounts and elevation of privileges; and
 - 2. All changes, additions or deletions to accounts with root or administrative privileges;
- (f) Initialization, stopping or pausing of the audit logs; and
- (g) Creation and deletion of system-level objects.

Standards are from the **Digital Security Program (DSP)*



Within the context of standards falls the concept of “program level guidance” documentation. A **Concept of Operations (CONOPS)** is a user-oriented guidance document that describes the mission, operational objectives and overall expectations from an integrated systems point of view, without being overly technical or formal.

A CONOPS straddles the territory between an organization's centrally-managed policies/standards and its decentralized, stakeholder-executed procedures, where CONOPS serves as expert-level guidance that is meant to run a specific function.





Several ComplianceForge documents are essentially CONOPS documents, where CONOPS are more conceptual than procedures and are focused on providing program-level guidance.

Examples of where a CONOPS is useful for providing program-level guidance:

- Risk management (e.g., Risk Management Program (**RMP**))
- Vulnerability management (e.g., Vulnerability & Patch Management Program (**VPMP**))
- Incident response (e.g., Integrated Incident Response Program (**IIRP**))
- Business Continuity / Disaster Recovery (e.g., Continuity of Operations Plan (**COOP**))
- Secure Engineering (e.g., Security & Privacy By Design (**SPBD**))
- Pre-production testing (e.g., Information Assurance Program (**IAP**))
- Supply Chain Risk Management (SCRM) (e.g., Third-Party Security Management (**TPSM**))



GUIDELINE: Guidelines are recommended, but not required, practice to augment Standards when discretion is permissible.

CFG-03 – LEAST FUNCTIONALITY*

Guideline: Asset custodians should review functions and services of systems, to determine which functions and services are candidates for elimination (e.g., Instant Messaging, SMS, auto-execute and file sharing). ACME may utilize network scanning tools, intrusion detection and prevention systems and endpoint protections such as firewalls and host-based intrusion detection systems to identify and prevent the use of prohibited functions, ports, protocols and services.

MON-02 – CENTRALIZED EVENT LOG COLLECTION*

Guideline: Monitoring is necessary to ensure that only authorized processes are being performed. The level of monitoring required will depend upon the business function in question. All monitoring activities will be formally authorized by management. System monitoring includes external and internal monitoring and the collection of monitoring data will be limited to justifiable business and legal purposes.

- External monitoring includes the observation of events occurring at the system boundary (e.g., part of perimeter defense and boundary protection).
- Internal monitoring includes the observation of events occurring within the system.

*Guidelines are from the **Digital Security Program (DSP)**

Policy

Control
Objective

Standard

Guideline

Control

Procedure

Metric

CONTROL: Controls are technical, administrative and/or physical safeguard that exists to prevent, detect or lessen the impact or ability of a threat to exploit a vulnerability. ISO 27002 and NIST SP 800-53 are examples of a “controls catalog,” which is a collection of security and privacy controls.

CFG-03 – LEAST FUNCTIONALITY*

Control: Mechanisms exist to configure systems to provide only essential capabilities by specifically prohibiting or restricting the use of ports, protocols, and/or services.

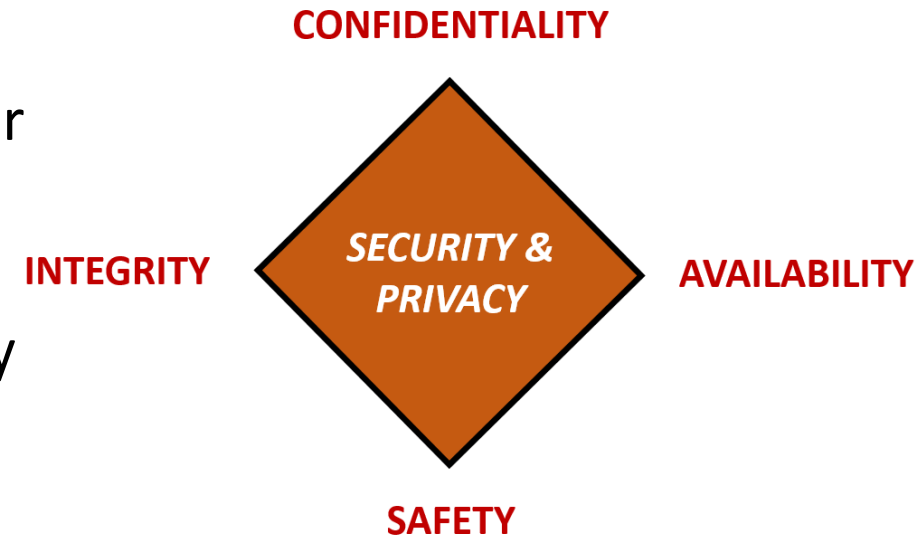
MON-02 – CENTRALIZED EVENT LOG COLLECTION*

Control: Mechanisms exist to utilize a Security Incident Event Manager (SIEM) or similar automated tool, to support the centralized collection of security-related event logs.

**Controls are from the Secure Controls Framework (SCF)*



Cybersecurity and privacy controls must be implemented to guard against unauthorized access to, alteration, disclosure or destruction of data and systems, applications and services (including accidental loss or destruction). The security of systems, applications and services must include cybersecurity and privacy controls to ensure Confidentiality, Integrity, Availability and Safety (**CIAS**) concerns:



- **CONFIDENTIALITY** – This addresses preserving authorized restrictions on access and disclosure to authorized users and services, including means for protecting personal privacy and proprietary information.
- **INTEGRITY** – This addresses protecting against improper modification or destruction, including ensuring non-repudiation and authenticity.
- **AVAILABILITY** – This addresses timely, reliable access to data, systems and services for authorized users, services and processes.
- **SAFETY** – This addresses reducing risk associated with technologies that could fail or be manipulated by nefarious actors to cause death, injury, illness, damage to or loss of equipment.

Policy

Control
Objective

Standard

Guideline

Control

Procedure

Metric

PROCEDURE: Procedures are a formal method of doing something, based on a series of actions that are conducted in a certain order or manner.

P-CFG-03 – LEAST FUNCTIONALITY*

Procedure: System Administrator [OM-ADM-001], in conjunction with Systems Security Analyst [OM-ANA-001]:

- (1) Uses vendor-recommended settings and industry-recognized secure practices to ensure configuration parameters limit privileges to the minimum amount necessary for the user/service to perform needed functions.
- (2) Identifies and removes insecure services, protocols, and ports.
- (3) Enables only necessary and secure services, protocols, and daemons, as required for the function of the system.
- (4) Implements security features for any required services, protocols or daemons that are considered to be insecure (e.g., NetBIOS, Telnet, FTP, etc.).
- (5) Verifies services, protocols, and ports are documented and properly implemented by examining firewall and router configuration settings.
- (6) Removes all unnecessary functionality, such as:
 - a. Scripts;
 - b. Drivers;
 - c. Features;
 - d. Subsystems;
 - e. File systems; and
 - f. Unnecessary web servers.
- (7) Utilizes network scanning tools, intrusion detection and prevention systems, and endpoint protections such as firewalls and host-based intrusion detection systems to identify and prevent the use of prohibited functions, ports, protocols, and services.
- (8) On at least an annual basis, during the [1st, 2nd, 3rd, 4th] quarter of the calendar year, reviews the process for non-conforming instances. As needed, revises processes to address necessary changes and evolving conditions. Whenever the process is updated:
 - a. Distributes copies of the change to key personnel; and
 - b. Communicates the changes and updates to key personnel.
- (9) If necessary, requests corrective action to address identified deficiencies.
- (10) If necessary, validates corrective action occurred to appropriately remediate deficiencies.
- (11) If necessary, documents the results of corrective action and notes findings.
- (12) If necessary, requests additional corrective action to address unremediated deficiencies.

Procedures are from the **Cybersecurity Standardized Operating Procedures (CSOP)*

Policy

Control
Objective

Standard

Guideline

Control

Procedure

Metric

PROCEDURE: Procedures are a formal method of doing something, based on a series of actions that are conducted in a certain order or manner. **P-MON-02 – CENTRALIZED EVENT LOG COLLECTION***

Procedure: Cyber Defense Analyst [PR-CDA-001], in conjunction with Systems Security Developer [SP-SYS-001], Network Operations Specialist [OM-NET-001], System Administrator [OM-ADM-001] and Cyber Defense Incident Responder [PR-CIR-001]:

- (1) Uses vendor-recommended settings and industry-recognized secure practices to utilize the Security Incident Event Manager (SIEM) log review process to correlate information and perform a log review process.
- (2) Works with asset custodians to ensure systems are configured to implement automated audit trails for all system components and automatically forward security-related event logs to the SIEM solution to allow [Company Name] security personnel to reconstruct the following events:
 - a. All individual user accesses to sensitive data (e.g., sensitive data, SSNs, financial accounts, etc.);
 - b. All actions taken by any individual with root or administrative privileges;
 - c. Access to all audit trails;
 - d. Invalid logical access attempts;
 - e. Use of and changes to identification and authentication mechanisms, including but not limited to:
 - i. Creation of new accounts and elevation of privileges; and
 - ii. All changes, additions, or deletions to accounts with root or administrative privileges.
 - f. Initialization, stopping, or pausing of the audit logs; and
 - g. Creation and deletion of system-level objects.
- (3) On at least an annual basis, during the [1st, 2nd, 3rd, 4th] quarter of the calendar year, reviews the process for non-conforming instances. As needed, revises processes to address necessary changes and evolving conditions. Whenever the process is updated:
 - a. Distributes copies of the change to key personnel; and
 - b. Communicates the changes and updates to key personnel.
- (4) If necessary, requests corrective action to address identified deficiencies.
- (5) If necessary, validates corrective action occurred to appropriately remediate deficiencies.
- (6) If necessary, documents the results of corrective action and notes findings.
- (7) If necessary, requests additional corrective action to address unremediated deficiencies.

Procedures are from the **Cybersecurity Standardized Operating Procedures (CSOP)*

Policy

Control
Objective

Standard

Guideline

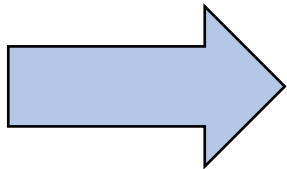
Control

Procedure

Metric

Within the context of procedures falls the requirement for deliverables, such as the existence of risk assessments, Continuity of Operations Plan (COOP) documentation, Data Protection Impact Assessments (DPIAs) and other items that would be considered evidence of due diligence to demonstrate compliance.

HELPS PROVIDE
EVIDENCE OF DUE CARE



POLICIES & STANDARDS

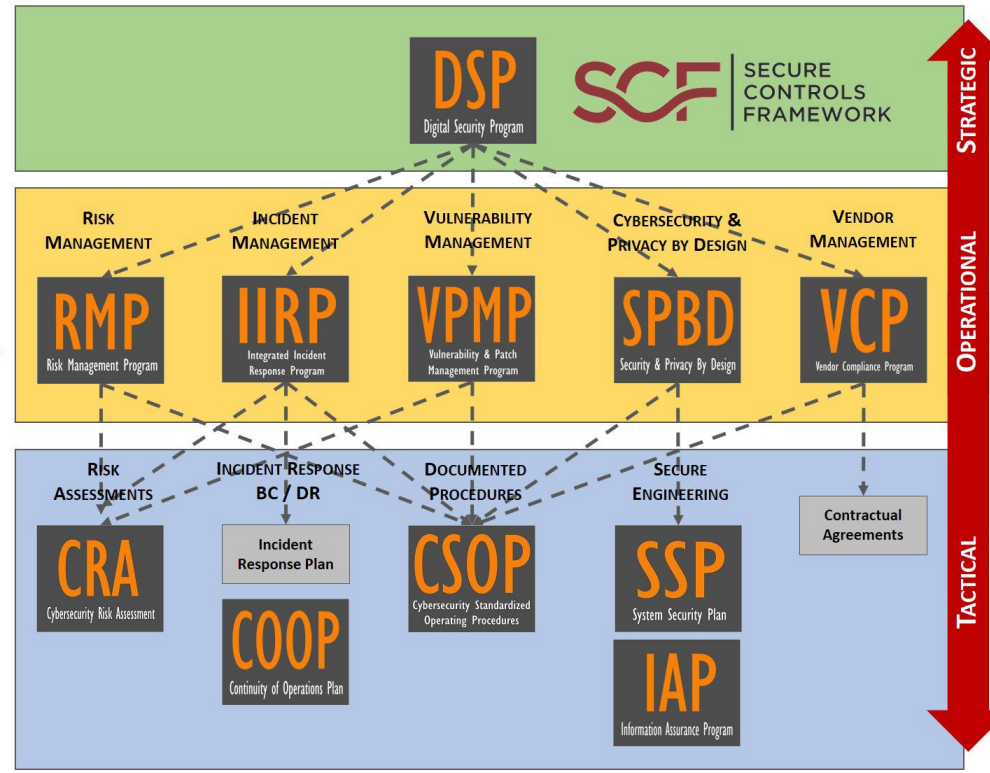
- Centrally-Managed Documentation (Corporate)
- Organization-Wide Focus
- Addresses the “What” & “Why” Requirements To Be Secure

FUNCTION-SPECIFIC GUIDANCE

- Centrally-Managed Documentation (Corporate)
- Function-Specific Focus
- Game Plan To Address “How” These Capabilities Operationalize Policies & Standards

PROCEDURES & DELIVERABLES

- Decentralized Documentation (Department or Team)
- Department or Team-Focus
- Provides Evidence of “How” Policies & Standards Are Implemented



Policy

Control
Objective

Standard

Guideline

Control

Procedure

Metric

METRIC: Metrics are a “point in time” measurement that is designed to facilitate decision making, evaluate performance and improve accountability.

CFG-M-03*Metric:

- Type: Integer (#)
- Metric: **# platforms with documented baseline configuration standards**
- Calculation: # platforms (e.g., Windows server, Redhat, Cisco IOS, Windows 10, etc.) that have a current, formal baseline configuration that is based on an industry-recognized benchmark (e.g., CIS, DISA STIGs, etc.)

MON-M-05*Metric:

- Type: Integer (#)
- Metric: **# sources sending logs to the SIEM**
- Calculation: # sources that forward security event logs to the centralized SIEM

MON-M-06*Metric:

- Type: Integer (#)
- Metric: **# events that become incidents from non-SIEM sources**
- Calculation: # events that escalated into incidents that came from sources other than the SIEM (e.g., personnel reporting to managers, customer feedback, etc.)

**Metrics are from the Digital Security Program (DSP)*



QUESTIONS?

(855) 205-8437 OR SUPPORT@COMPLIANCEFORGE.COM