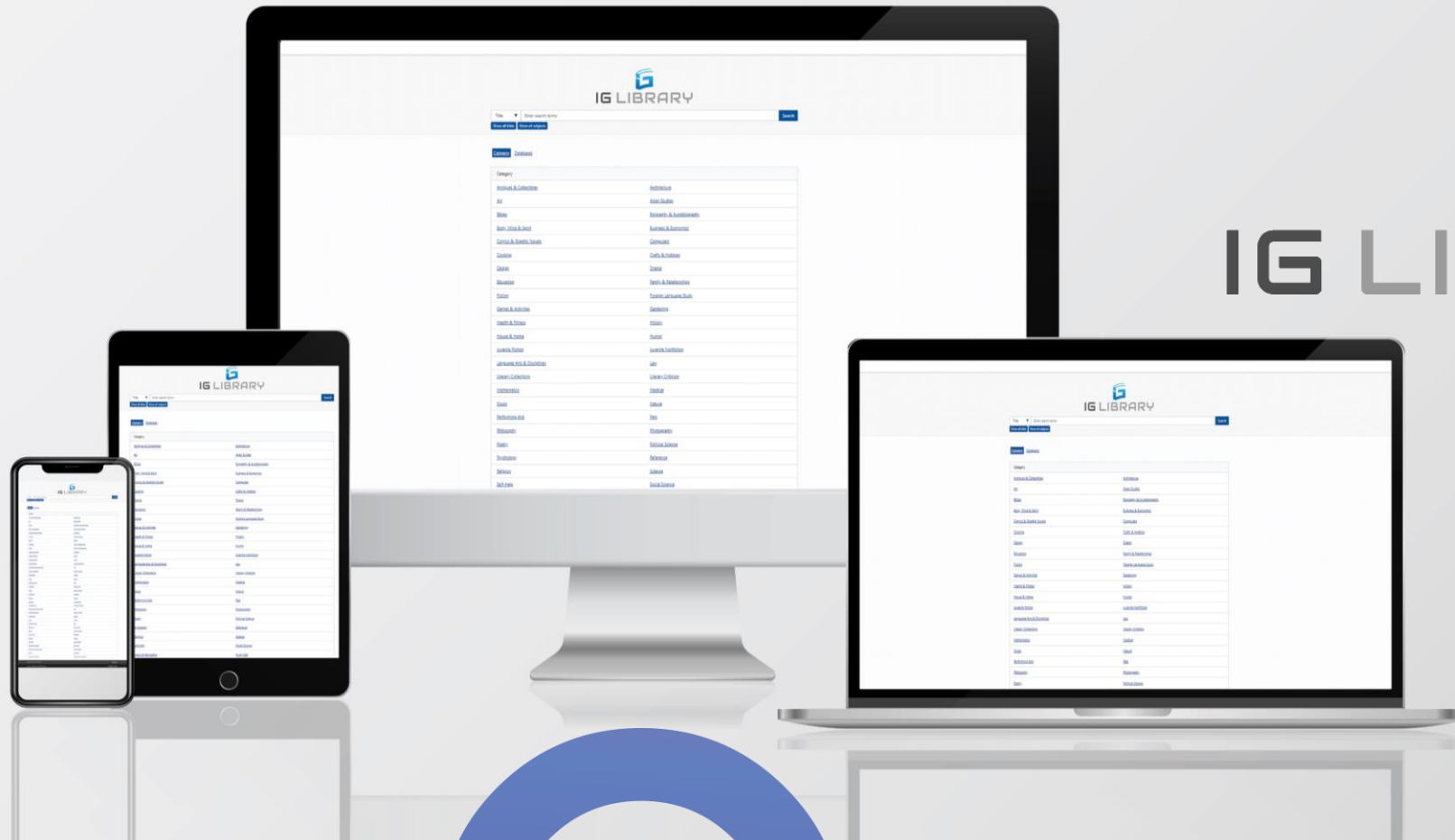


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Building effective cybersecurity programs: a security manager's handbook

Schreider, Tari; Noakes-Fry, Kristen  
Rothstein Publishing, 2017; English; 249 Pages

You know by now that your company could not survive without the Internet. Not in today's market. You are either part of the digital economy or reliant upon it. With critical information assets at risk Cybersecurity Programs: A Security Manager's Handbook, lays out the step-by-step roadmap to follow as you build or enhance your cybersecurity program.

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The manager's guide to quick crisis response: effective action in an emergency

Blythe, Bruce T.; Noakes-Fry, Kristen  
Rothstein Publishing, 2016; English; 114 Pages

Avoid being "blindsided" by an unexpected emergency or crisis in the workplace - violence, natural disaster, or worse! Bruce Blythe's The Manager's Guide to Quick Response in a Crisis: Effective Action Blythe uses real-world case studies, examples, and checklists to help you be the top-notch leader the situation requires.

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Emergency evacuation planning for your workplace: from chaos to life-saving solutions

Burtles, Jim; Noakes-Fry, Kristen  
Rothstein Associates Inc., 2014; English; 342 Pages

Would your routine office fire drill be able to handle the large-scale chaos of a major disaster? Can you get everyone out safely in the face of a factory fire, explosion, or natural disaster? In Emergency Evacuation Planning for Your Workplace, you can be assured your company will be ready and that everyone will know what to do - whatever the nature of the emergency.

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Business continuity planning: a step-by-step guide with planning forms, 3rd edition

Fulmer, Kenneth L.; Rothstein, Philip Jan  
Rothstein Publishing, 2015; English; 191 Pages

This easy workbook format shows managers new to Business Continuity Planning how to quickly develop a basic plan and keep it updated. If you've been tasked with developing a basic business continuity plan, this book is for you. The book is aimed at single/few location companies with up to 250 employees and is more oriented to an office environment, especially where computer operations are critical. It offers a fast, practical approach to developing a business continuity plan. The book includes these helpful tools: Straightforward, jargon-free explanations emphasize the non-technical aspects of Information Technology/Disaster Recovery planning. Glossary with 120 terms and Appendices with sample risk assessment and risk analysis checklists.

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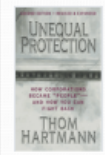


A crowdfunder's strategy guide: build a better business by building community

Stegmaier, Jamey  
Berrett-Koehler Publishers, 2015; English; 217 Pages

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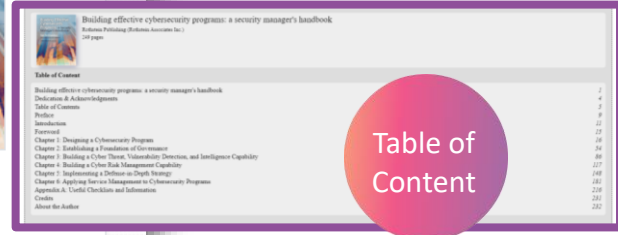


# Building effective cybersecurity programs: a security manager's handbook

Schreider, Tari  
Noakes-Fry, Kristen

Rothstein Publishing, 2017

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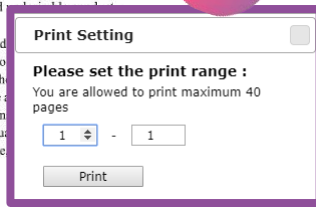
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The *Red Book* has four main components that outline an iterative improvement process to achieve principled performance. Principled performance is OCEG's point of view and approach to business to help achieve governance objectives. While a sequence is implied, components operate concurrently (OCEG, 2015).

- Learn: Examine and analyze context, culture, and stakeholders to learn what the organization needs to know to establish and support objectives and strategies.
  - o L1 External Context: Consider the external business context in which the organization operates.
  - o L2 Internal Context: Consider the internal business context in which the organization operates.
  - o L3 Culture: Understand existing culture, organizational climate, and individual mindsets concerning governance, assurance, compliance, and risk.
  - o L4 Stakeholders: Ensure stakeholders understand expectations and requirements that may affect the organization.
- Align: Align performance, risk and compliance objectives, strategies, decision-making criteria, actions, and controls with the context, culture, and stakeholder requirements.
  - o A1 Direction: Provide clear mission, vision, and value statements.
  - o A2 Objectives: Establish a set of measurable objectives that are consistent with decision-making criteria.
  - o A3 Identification: Identify forces that may cause opportunities or threats to achievement of objectives.
  - o A4 Assessment: Analyze approach to address opportunities and threats.
  - o A5 Design: Develop strategic and tactical plans to achieve the objectives.
- Perform: Address threats, opportunities, and requirements by encouraging desired conduct and events, and preventing what is undesired, through the application of proactive, detective, and responsive actions and controls.
  - o P1 Controls: Establish a mix of management, process, human capital, technology, information, and physical actions and controls that serve governance, management, and assurance needs.
  - o P2 Policies: Implement policies and associated procedures to address opportunities, threats, and requirements and set clear expectations of conduct for the governing authority, management, the workforce, and the extended enterprise.
  - o P3 Communication: Deliver and receive relevant, reliable, and timely information to the right audiences.
  - o P4 Education: Educate the governing authority, management, and the workforce.
  - o P5 Incentives: Implement incentives that motivate desired conduct and recognize those who contribute.
  - o P6 Notification: Report progress toward objectives, and the actual or potential occurrence of undesirable and desirable conduct, conditions, and events.
- P7 Inquiry: Analyze data and seek input about progress towards objectives, and the existence of undesirable conduct, conditions and events.
- P8 Response: Execute responses to identified or suspected undesirable conduct, conditions, events, or weaknesses in capabilities.
- Review: Conduct activities to monitor and improve design and all actions and controls, including their continued alignment to
  - o R1 Monitoring: Motivate desired conduct and recognize the occurrence of undesirable and desirable conduct, conditions, events, or weaknesses in capabilities.
  - o R2 Assurance: Report progress toward objectives, and the occurrence of undesirable and desirable conduct, conditions, events, or weaknesses in capabilities.
  - o R3 Improvement: Review information from periodic evaluation to identify and implement responsive actions and controls, monitoring, and assurance for capability.

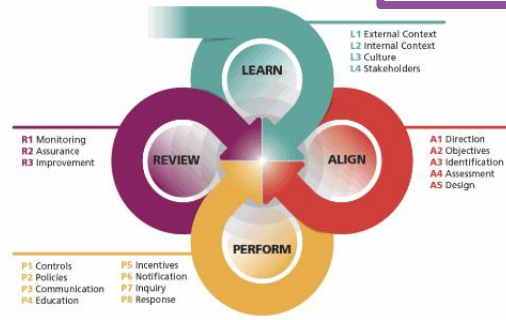


Figure 2-5. OCEG GRC Capability Model. (Copyright ©2015, OCEG. Permission by OCEG is required for reproduction and/or use of material.)

**Analysis**

- **Strengths:** OCEG licenses the *Red Book* under Creative Commons Attribution, which makes it easier to use than some other approaches as it is open source and subsequently free from licensing costs. Anyone may use and build upon the *Red Book* with open source expansions. The *Red Book* is also comprehensive and should suit any governance

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# Building effective cybersecurity programs: a security manager's handbook

Schreider, Tari  
Noakes-Fry, Kristen

Rothstein Publishing, 2017



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Abstract ▾

You know by now that your company could use a cybersecurity program. Your company requires a state-of-the-art cybersecurity program. This handbook provides you with the step-by-step roadmap to follow as you build your cybersecurity program.

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Chapter: Preface

. To ensure you do not become one of those managers you read about who lets the cyber aggressors in the backdoor, you must also take cybersecurity seriously as well. Whether you are a new manager or a current manager involved in your organization's cybersecurity program, I am confident this book will answer many questions you have about what is involved in **building** a program. You will be able to get up to speed quickly on program development practices and have a roadmap to follow in **building**

Page: [10](#)

Chapter: Preface

serially throughout their careers. This leaves little time to forge experience gained through **building** a program of their own design. • In addition, few of these managers graduated from a cybersecurity degree program that teaches architecture and design. Second, we do not have a generation of managers equipped to **build** cybersecurity programs. • By many accounts, there are over one million cybersecurity jobs open in the US. According to the US Bureau of Labor Statistics, this industry

Page: [14](#)

Chapter: Introduction

a methodical approach to their design and construction. When setting out on a journey to **build** a cybersecurity program, my advice is to start at the beginning, resist haphazard steps, and stay true to the journey. This book is a process, emphasizing the benefits of basic preparatory steps that are often overlooked. Your journey begins with creating a blueprint of what you are going to **build**, and it will end with ensuring your program operates as a mature service organization.

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# Building effective cybersecurity programs: a security manager's handbook

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You know by now that your company could not survive without the Internet. Not in today's market. You are either part of the digital economy or reliant upon it. With critical information assets at risk, your company requires a state-of-the-art cybersecurity program. But how do you achieve the best possible program? Tari Schreider, in Building Effective Cybersecurity Programs: A Security Manager's Handbook, lays out the step-by-step roadmap to follow as you build or enhance your cybersecurity program.

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You know by now that your company could not survive without the Internet. Not in today's market. You are either part of the digital economy or reliant upon it. With critical information assets at risk, your company requires a state-of-the-art cybersecurity program. But how do you achieve the best possible program? Tari Schreider, in Building Effective Cybersecurity Programs: A Security Manager's Handbook, lays out the step-by-step roadmap to follow as you build or enhance your cybersecurity program.

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## Chapter 2

### Establishing a Foundation of Governance

Now that you are designing your cybersecurity program like an architect, it is time for you to think about how you will administer your program or, in other words, apply some governance. It makes no sense to create a great program and then let it go to seed. Governance ensures your program performs as intended. So, what is governance? If you ask ten people, you will get ten different answers. Dictionary definitions will only leave you puzzled. Simply put, governance is managing your program ethically and responsibly according to a set of principles and policies. Think in terms of doing the right things for the right reasons to allow the right things to happen.

Since the acronym GRC (governance, risk, and compliance) popped up in early 2000, a great deal of confusion on what constitutes governance ensued. GRC is only a vendor acronym serving as nothing more than a marketing umbrella for three separate functions or products. The use of the acronym allows anyone with a standard or solution aligning to any one of the letters of GRC to claim the governance moniker. In my experience, I have found that few true governance models, standards, or frameworks exist. In this chapter, I will focus on the "G" of GRC and decipher what governance is and is not as well as provide you with overviews of what I believe are credible frameworks or models to serve as your cybersecurity program governance foundation. I cover the "R" in Chapter 4 and the "C" in Chapter 5. My goal in this chapter is for you to learn what governance really is, what authoritative governance reference materials to rely on, and how to apply the right measure of oversight to your cybersecurity program.

**This chapter will help you to:**

- Understand what should be included in your governance foundation.
- Define an effective cybersecurity governance foundation.
- Familiarize yourself with the top governance frameworks and models.
- Recognize ways to automate your governance program.

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## Chapter 2

### Establishing a Foundation of Governance

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#### 2.1 Governance Overview

I once thought it was safe to assume everyone understood what governance was, that, however, turned out to be a rather fanciful notion. It is not that most people cannot cite some definition of governance; it is they cannot provide practical working examples. Seems odd, right? Try it yourself: in the context of cybersecurity, quickly try to come up with a definition of governance. See what I mean? To some, governance includes all the letters of GRC (governance, risk, and compliance); to others it includes just two of the letters of GRC, and so on. At this point in the process, I want you to think only of the "G" in GRC.

So, what exactly is governance? For that answer, let us start with the Merriam-Webster dictionary definition: "the way that a city, company, etc., is controlled by the people who run it" (Governance, 2017). In our context, it is how your organization's management controls its cybersecurity program. Note the emphasis on controlling the program, not defending against threats and vulnerabilities through the use of controls. Extending your governance program beyond the same boundaries of governance will only cause confusion and complicate your efforts to build an appropriate governance foundation.

In my way of thinking, governance refers to independently guided direction of an organization according to its principles and policies. Governance is all about independent oversight of a cybersecurity program to ensure it is performing to your design and fulfilling the requirements of your organization's cybersecurity principles and policies. In my dealings with organizations, I consistently found that the primary missing element in understanding governance was always that of independence. My customers easily understood the rational of independent board

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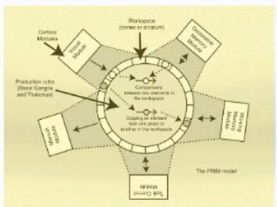


Figure 5. The PRIMs cognitive architecture, from [56]. Reprinted with permission from the author of this work. PRIMs models of strategic reasoning are used as "virtual participants" that play computer games.

or copy information between modules (cf. Figure 5). There is a fixed number of PRIMs in the architecture. When PRIMs are used often over time, production compilation combines them to form more complex production rules. While PRIMs may have some task-specific elements, PRIMs also have task-general elements that can be used by other tasks. Taatgen<sup>62</sup> showed the predictive power of PRIMs by modeling a variety of transfer experiments such as text editing, arithmetic, and cognitive control. The architecture has been used to model children's development of theory of mind,<sup>63</sup> transfer between the 'take the best' heuristic and the balance beam task,<sup>64</sup> and children's mistakes in arithmetic.<sup>65</sup> PRIMs models can also be run to predict the estimated time to complete certain tasks. Like ACT-R, PRIMs models cognitive resources as being bounded.

3. Details of the bridging techniques

3

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**Building effective cybersecurity programs: a security manager's handbook**

Schreider, Tari  
Noakes-Fry, Kristen

Rothstein Publishing, 2017

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You know by now that your company could not survive without the Internet. Not in today's market. You are either part of the digital economy or reliant upon it. With critical information assets at risk, your company requires a state-of-the-art cybersecurity program. But how do you achieve the best possible program? Tari Schreider, in Building Effective Cybersecurity Programs: A Security Manager's Handbook, lays out the step-by-step roadmap to follow as you build or enhance your cybersecurity program.

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You know by now that your company could not survive without the Internet. Not in today's market. You are either part of the digital economy or you are not. With critical information and data, your company requires a state-of-the-art cybersecurity program. But how do you achieve the best possible program? Tari Schreider, in Building Effective Cybersecurity Programs: A Security Manager's Handbook, provides the step-by-step roadmap to follow as you build or enhance your cybersecurity program.

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Installing app

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key in desire loan period

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## Read on App

- Step 1: Sign in your personal account.
- Step 2: Change your loan period.

How many days you want to borrow?



14 days

Next step

App installation, it is available for Android or iOS.

Android iOS

Scan the QR code to link to Google Play

If you can not access Google Play Store, please download the APK file and install to your Android device.  
APK file last updated at May 6, 2019

Obtain authorisation code to key-in in app

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## Read on App

- Step 1: Sign in your personal account.
- Step 2: Change your loan period.
- Step 3: Enter authorization code.


Download App

You have completed the borrowing process.

The last step is to enter authorization code in APP.

Please open the iGP Reader App, and enter authorization code below.

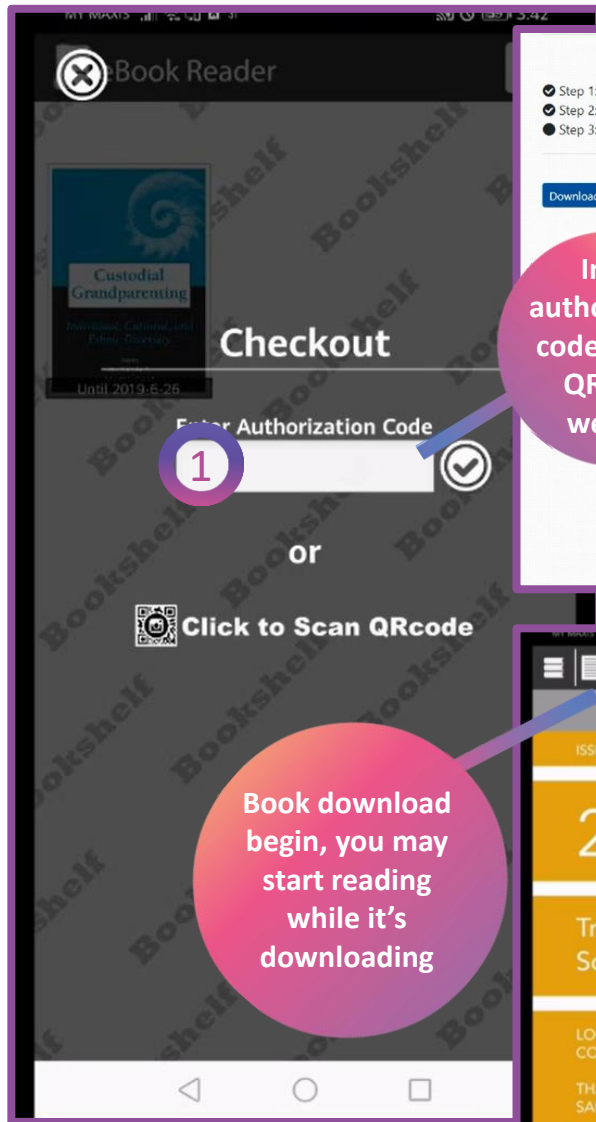
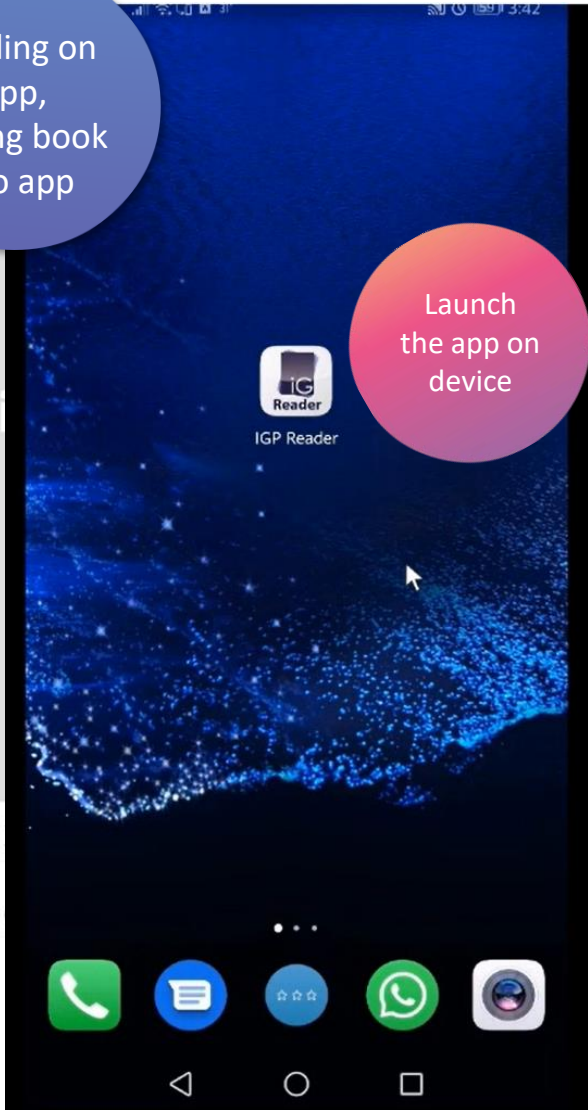
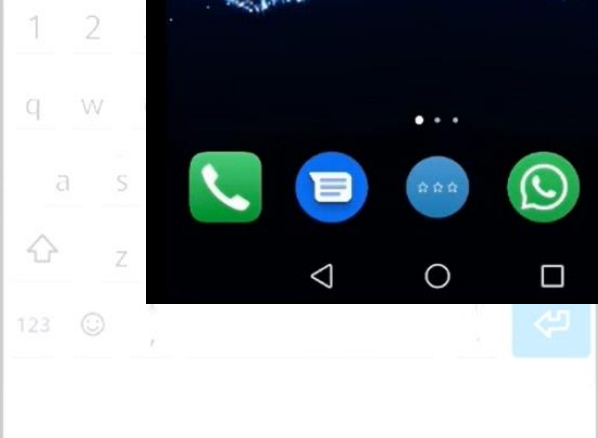
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