



ISAO Support Processes

Draft Document—Request For Comment

SWG Pr 5—2016 v0.2

ISAO Standards Organization
Standards Working Group 5: ISAO Support
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1 EXECUTIVE SUMMARY

2 Standards Working Group (SWG) 5, ISAO Support has a slightly different role in
3 the overall Information Sharing and Analysis Organizational (ISAO) standards
4 landscape. Instead of defining standards and identifying best practices for ISAO
5 development and maturity, the chartered purpose for SWG 5/Support is to,
6 **“...assist the ISAO SO and emerging ISAOs as they implement and adopt**
7 **processes that enhance their value towards and their coordination with one**
8 **another.”** In the nutshell, SWG 5/Support assists the ISAO SO in its initial devel-
9 opmental efforts to implement immediate processes and capabilities of value to
10 the developing ISAO community.

11 Because much of its current bandwidth is and should be spent on standing up
12 Standards Working Groups, and engaging existing organizations and partners to
13 ensure the success of its overall mission; the existence of SWG 5/Support is po-
14 tentially a critical enabler for the ISAO SO in its early stages of development.
15 This is made even more important when you consider that organizations have
16 been seeking information and assistance on defining the value for and on be-
17 coming ISAOs long before the ISAO SO was selected. The ISAO SO is assum-
18 ing a broad responsibility for a processes that began long before its existence,
19 and that will not wait for it to develop and mature processes.

20 SWG 5/Support is able to look externally at emerging organizations and existing
21 ISAOs to identify processes and capabilities that are required to identify and es-
22 tablish meaningful relationships of support between the ISAO SO and they, and
23 to help the ISAO SO translate their support requirements into efficient and sus-
24 tainable organizational processes that the ISAO SO can review and adopt to
25 meet the needs of its larger and growing constituency.

26 The following introduces and outlines five key processes that SWG 5/Support
27 has identified and are researching and developing to support ISAO SO intake
28 and sustained engagement with organizations and ISAOs relevant to its support
29 mission. These process areas include Intake, Checklists, Alignment, Mentoring,
30 and Feedback. While their execution is generally the work of the ISAO SO, and
31 their success is largely dependent on the products of the other SWGs; the deliv-
32 erables and outcomes of SWG 5/Support will provide an investment in the infra-
33 structure that will hopefully support potential, emerging, or developing ISAOs for
34 many years to come.

35 INTRODUCTION

36 Standards Working Group (SWG) 5/Support seeks to define and enhance the
37 flow of the ISAO SO's post-outreach support efforts to organizations seeking its
38 assistance. In doing so, SWG 5/Support is initially focused on five basic func-
39 tions associated with ISAO SO coordination; Intake, ISAO Checklists, Alignment,
40 Mentoring, and Feedback.

41 These functions are briefly defined as follows:

- 42 • **Intake**—the work flows and processes for the ISAO SO connecting with or-
43 ganizations seeking information about or assistance in forming an ISAO.
- 44 • **ISAO Checklists**—the content and processes for identifying the data neces-
45 sary to inform ISAO SO products, services, relevant standards, and relation-
46 ships of value to a particular organization or ISAO in its intake process.
- 47 • **Alignment** – the activities and functions by which the ISAO SO and/or the or-
48 ganization seeking ISAO SO assistance may identify and connect with prod-
49 ucts, services, relevant standards, and relationships of value to their
50 organizational development and maturity.
- 51 • **Mentorship**—the ISAO SO capability that allows organizations seeking ISAO
52 SO assistance to identify, connect with, obtain support from, and to evaluate
53 the effectiveness of organizations who have identified themselves as mentors
54 for particular aspects of organizational development and maturity, and offered
55 to make themselves available to support or assist the development of other
56 organizations.
- 57 • **Feedback**—the content and processes for soliciting, capturing, and leverag-
58 ing organizational input on ISAO SO products, services, relevant standards,
59 and relationships as provided by organizations seeking ISAO SO assistance
60 in order to assess their value to the ISAO user community and to enable their
61 continued improvement for organizations continually refine them.

62 **INTAKE PROCESS**

63 Workflows, Processes, and Content Under Development by SWG 5/Support
64 CDT. Content will remain non-public until coordinated for comment with SWG 5
65 General Membership.

66 **CHECKLISTS (ORGANIZATIONAL DATA 67 GATHERING)**

68 Workflows, Processes, and Content Under Development by SWG 5/Support
69 CDT. Content will remain non-public until coordinated for comment with SWG 5
70 General Membership.

71 **PRODUCT/SERVICES ALIGNMENT**

72 Workflows, Processes, and Content Under Development by SWG 5/Support
73 CDT. Content will remain non-public until coordinated for comment with SWG 5
74 General Membership.

75 **MENTOR-PROTÉGÉ PROGRAM**

76 Workflows, Processes, and Content Under Development by SWG 5/Support
77 CDT. Content will remain non-public until coordinated for comment with SWG 5
78 General Membership.

79 **ISAO SO FEEDBACK PROCESS**

80 Workflows, Processes, and Content Under Development by SWG 5/Support
81 CDT. Content will remain non-public until coordinated for comment with SWG 5
82 General Membership.

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84 **APPENDIX A. INTAKE AND DATA GATHERING**
85 **INITIAL DELIVERABLES**

86 The following details the initial deliverables underway to support ISAO SO Intake
87 and Data Gathering activities and processes:

- 88 • Intake:
- 89 ■ Intake Workflow Narrative
- 90 ■ Intake Workflow Process Flow Chart
- 91 ■ Intake Welcome Informational Handbook/Primer
- 92 • Checklists and Data Gathering:
- 93 ■ Checklist of Relevant Intake Data
- 94 ■ Roster of Key Products/Services
- 95 ■ DRAFT ISAO Organizational Survey for ISAO SO / DHS Paper Work Re-
96 duction Act Submission
- 97 ○ Intake Section
- 98 ○ Mentor Organization Section
- 99 ○ Products/Services/Relationships Feedback Section

100 **APPENDIX B. MENTOR-PROTÉGÉ INITIAL** 101 **DELIVERABLES**

102 The following pages show sample, draft web-based data sheets that the ISAO
103 SO Support Division can use to populate data captured from organizations that
104 apply to the ISAO SO Mentor Registry, and make that data accessible to ISAOs
105 seeking assistance in particular areas. The forms are initial templates intended to
106 represent the functionality of a web-based form that would be available to ISAOs
107 and mentoring organizations via the www.ISAO.org website.

108 Organizations seeking to be ISAO mentors in the ISAO SO Mentor Registry will
109 communicate the competencies and expertise that they agree to mentor for
110 emerging and developing ISAOs. That information will be published via a web-
111 based ISAO Mentor Registry form. That form will be maintained and made ac-
112 cessible to ISAOs seeking services from the ISAO SO as long as the mentor or-
113 ganization agrees to be a mentor, or as long as the ISAO SO recognizes that
114 organization as an appropriate mentoring entity for the ISAO Mentor Registry.

115 Organizations seeking assistance from the ISAO SO will identify themselves and
116 their key and relevant attributes during the ISAO SO's intake process. Within that
117 intake process, the ISAO SO will acquire sufficient information to identify the ca-
118 pabilities that the ISAOs are seeking or that are essential for their development
119 and sustained success as an ISAO. These potential ISAO protégé organizations
120 will then be encouraged to connect with ISAO mentors in the ISAO Mentor Reg-
121 istry that offer services or support in those particular competency areas. The
122 ISAO protégé will be able to connect with as many mentors as it wishes, and
123 may partner or acquire services or support from them to the extent that it identi-
124 fies the mentoring support to be of value to their members and their organiza-
125 tional interests.

126 The organizational competencies and expertise available in the ISAO SO Mentor
127 Registry will be a list of core competencies representing

- 128 • Expertise and abilities that emerging or developing ISAOs are seeking or
129 need assistance in;
- 130 • Particular capabilities that ISAO SO SWGs may identify as critical or essential
131 to ISAO business or operational success; and
- 132 • Skills that potential mentor organizations wish to share and that one or more
133 SWGs or the ISAO SO itself deems to be of value to emerging and develop-
134 ing ISAOs.

135 The ISAO SO will periodically solicit relevant feedback from protégé ISAOs to en-
136 sure that the Mentor Registry and mentors supporting protégé organizations are
137 providing a meaningful service.

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Figure A-1. Mentor Registry

Click for more Info on ISAOs

ISAO Mentor Registry

Mentors	Brief Description of Competency/Expertise01 (Hyperlinked Box Leads to List of Organizational Mentors Where Each Name Hyperlinks to Their Registry Submission)
Mentors	Brief Description of Competency/Expertise02
Mentors	Brief Description of Competency/Expertise03
Mentors	Brief Description of Competency/Expertise04
Mentors	Brief Description of Competency/Expertise05
Mentors	Brief Description of Competency/Expertise...
Mentors	Brief Description of Competency/Expertise...
Mentors	Brief Description of Competency/Expertise...

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Figure A-2. Mentor Registry Submission Form

Information Sharing and Analysis Organization Mentor Registry Submission

Organizational Name:	
Organizational Email Point of Contact:	
Web Site URL:	
Date Began Current Operations:	
Competency/Expertise Willing to Mentor:	
Narrative Description of Organization:	

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Figure A-3. Mentor Registry Sample Submission

Information Sharing and Analysis Organization Mentor Registry Submission

Click for more Info on ISAOs

Organizational Name:	Defense Security Information Exchange (incorporated as The Defense Industrial Base Information Sharing and Analysis Organization)
Organizational Email Point of Contact:	Engagement@dsie.org
Web Site URL:	www.dsie.org
Date Began Current Operations:	2006-2010
Competency/Expertise Willing to Mentor:	Organizational trust development
Competency/Expertise Willing to Mentor:	Industry collaboration within a sector or subsector
Competency/Expertise Willing to Mentor:	Analyst-to-analyst information sharing and collaboration
Competency/Expertise Willing to Mentor:	Working group establishment and management
Competency/Expertise Willing to Mentor:	Analyst mentoring models
Narrative Description of Organization:	<p><i>At its core, DSIE is a member-based cyber information-sharing body focused on protecting and defending defense industrial base critical cyber networks and systems and the information residing thereon, and on maturing the security posture of entities that use them. To accomplish that purpose, DSIE facilitates trusted high quality collaboration and threat information sharing among cyber security experts, including analyst-to-analyst threat information sharing, enabling the defense of corporate network enterprises against significant and advanced security threats.</i></p> <p><i>The primary functions of DSIE members includes gathering and sharing contextual information and analysis on cyber vulnerabilities, threats and intrusions among trusted peers; capturing, documenting and sharing cyber security best practice information; and enhancing their company's enterprise risk processes and their personnel's abilities to prepare for, respond to and mitigate the risks of cyber threats, vulnerabilities and incidents. DSIE members achieve those organizational functions by maintaining DSIE as a cyber center of excellence for their cyber threat collaboration. DSIE members partner together to discuss and mature one another's understanding on key contemporary threats, and explore tools, resources, and strategies that are most effective in the detection and mitigation of threat activity. DSIE members engage in periodic hosted technical exchanges, training WebEx discussions, member-to-member mentoring relationships, and in working groups that are actively focused on the collective research, development, and/or implementation of solutions designed to benefit their enterprise environment, as well as security activities and enterprise risk management functions across the DIB community.</i></p>

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