A Sample Capability Maturity Model (not Global Resilience Federation (G.R.F.) endorsed).

*The measurements below are examples. We can tailor the measures to fit an organization's specific context and goals. They serve as indicators to assess the maturity level within each capability area. Regular assessments and evaluations against these measurements can help track progress, identify gaps, and prioritize efforts to ensure regular review of goals and objectives for updating as required to address disruption or impairment.*

A capability maturity model for implementing industry-recognized risk management, information technology, and cybersecurity control frameworks can help assess the organization's maturity in these areas.

The following instructional videos go through each G.R.F. control, looking at each maturity level for each control. The controls are in the files included in the training. As a reminder, this is not a G.R.F. endorsed training but takes directly from G.R.F. content creating a maturity model shared with the G.R.F.. Some of the control levels may have duplicative Level measurements and duplicative implementation strategies to some degree. Be sure to download the artifacts for the maturity model.

Control 1.1 Governance: Security Controls

Level 1: Initial

* Ad hoc implementation or no implementation of risk management, IT, and cybersecurity control frameworks.
* Measurements:
	+ Absence of documented processes and procedures for risk management and control implementation.
	+ Lack of awareness and understanding of industry-recognized frameworks.
	+ Limited or no alignment with recognized best practices or standards.

Level 2: Managed

* Basic implementation of risk management, IT, and cybersecurity control frameworks.
* Measurements:
	+ Documentation of processes and procedures for risk management and control implementation.
	+ Partial alignment with industry-recognized frameworks.
	+ Partial adoption of recognized best practices or standards.

Level 3: Defined

* Well-defined and consistently implemented risk management, IT, and cybersecurity control frameworks.
* Measurements:
	+ Well-documented and communicated processes and procedures for risk management and control implementation.
	+ Substantial alignment with industry-recognized frameworks.
	+ Demonstrated adoption of recognized best practices or standards.

Level 4: Quantitatively Managed

* Actively monitor and measure Risk management, IT, and cybersecurity control frameworks.
* Measurements:
	+ Regular monitoring and measurement of risk management and control performance.
	+ Use metrics and key performance indicators (K.P.I) to assess effectiveness and identify improvement areas.
	+ Analysis of data and trends to make informed decisions and adjustments.

Level 5: Optimizing

* Continuous improvement and optimization of risk management, IT, and cybersecurity control frameworks.
* Measurements:
	+ Continuous evaluation and enhancement of processes and procedures.
	+ Proactive identification and implementation of improvements based on industry trends and emerging threats.
	+ Strong collaboration with external partners and industry peers to exchange knowledge and adopt leading-edge practices.

"Ad hoc implementation or no implementation of risk management, IT, and cybersecurity control frameworks." This statement refers to organizations at the initial stage of security governance maturity. They either have no implementation of risk management, IT, and cybersecurity controls, or their implementation is inconsistent and not systematic, often characterized as ad hoc.

"Absence of documented processes and procedures for risk management and control implementation” refers to the lack of formal documentation outlining how risk management and control implementation should be conducted within these organizations. No written guidelines or procedures make it challenging to maintain consistency or transfer knowledge.

"Lack of awareness and understanding of industry-recognized frameworks indicates that the organization does not fully understand or is not aware of established industry frameworks that guide risk management, IT, and cybersecurity controls, such as the ISO 27001 or NIST frameworks.

"Limited or no alignment with recognized best practices or standards." The organization does not adhere to or align with recognized industry standards and best practices for risk management and cybersecurity controls, leading to potential vulnerabilities.

"Basic implementation of risk management, IT, and cybersecurity control frameworks." This reflects organizations implementing essential risk management, IT, and cybersecurity controls, moving beyond the ad hoc stage. There is a level of systematic approach, but it may be incomplete or not fully developed.

"Documentation of processes and procedures for risk management and control implementation." The organization now has written procedures and processes for risk management and control implementation, helping ensure consistency and standardization.

"Partial alignment with industry-recognized frameworks." The organization has begun aligning its risk management, IT, and cybersecurity controls with established industry frameworks, although this alignment is incomplete.

"Partial adoption of recognized best practices or standards." The organization has started to adopt best practices or standards recognized within the industry, yet this adoption is incomplete.

"Well-defined and consistently implemented risk management, IT, and cybersecurity control frameworks." This reflects organizations with precise, standardized risk management, IT, and cybersecurity control frameworks consistently implemented throughout the organization.

"Well-documented and communicated processes and procedures for risk management and control implementation." The organization has detailed, written processes and procedures for risk management and control implementation that are widely communicated, enhancing consistency and understanding.

"Substantial alignment with industry-recognized frameworks." The organization has significantly aligned its practices with established industry frameworks, indicating an elevated level of maturity in managing risk and cybersecurity.

"Demonstrated adoption of recognized best practices or standards." The organization has successfully integrated recognized industry standards and best practices into its risk management and cybersecurity controls.

"Actively monitor and measure Risk management, IT, and cybersecurity control frameworks." The organization consistently tracks and evaluates the performance of its risk management, IT, and cybersecurity controls, an essential aspect of maintaining and improving security.

"Regular monitoring and measurement of risk management and control performance." The organization performs routine assessments of its risk management and control performance, which can identify potential weaknesses or areas for improvement.

"Use metrics and key performance indicators (K.P.I) to assess effectiveness and identify improvement areas." The organization uses specific quantitative measures, like metrics and K.P.I, to assess the effectiveness of its risk management and cybersecurity controls and to identify areas where these controls can be improved.

"Analysis of data and trends to make informed decisions and adjustments." The organization uses the data from its metrics and K.P.I to identify trends, and inform strategic decisions, and adjust its risk management and cybersecurity controls.

"Continuous improvement and optimization of risk management, IT, and cybersecurity control frameworks

Top of Form

Control 1.2 Governance: Executive Sponsorship

Level 1: Initial

* No designated executive is responsible and accountable for operational resilience.
* Measurements:
	+ Absence of a clear executive role or responsibility for operational resilience.
	+ Lack of awareness and understanding of the importance of operational resilience at the executive level.
	+ Limited or no allocation of resources or support for operational resilience initiatives.

Level 2: Managed

* Basic designation of an executive responsible and accountable for operational resilience.
* Measurements:
	+ Identification of an executive with a level of responsibility for operational resilience.
	+ Limited allocation of resources and support for operational resilience initiatives.
	+ Initial efforts to raise awareness and understanding of operational resilience at the executive level.

Level 3: Defined

* Clearly defined and consistently implemented executive role for operational resilience.
* Measurements:
	+ Well-defined and documented responsibilities and accountabilities for the designated executive.
	+ Allocation of appropriate resources and support for operational resilience initiatives.
	+ Demonstrated commitment from the executive to prioritize and champion operational resilience.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the performance of the executive responsible for operational resilience.
* Measurements:
	+ Regularly monitor and evaluate the executive's effectiveness in fulfilling operational resilience responsibilities.
	+ Use of metrics and key performance indicators (K.P.I) to assess the executive's impact on operational resilience outcomes.
	+ Analysis of data and feedback to identify areas for improvement and provide targeted support.

Level 5: Optimizing

* Continuous improvement and optimization of the executive's role and support for operational resilience.
* Measurements:
	+ Continuous evaluation and enhancement of the executive's responsibilities and accountabilities.
	+ Proactive identification and implementation of improvements based on industry trends and emerging risks.
	+ Strong collaboration between the executive and other organizational stakeholders to foster a culture of operational resilience.

"No designated executive responsible and accountable for operational resilience." The organization does not have a specific executive assigned the responsibility and accountability for operational resilience.

"Absence of a clear executive role or responsibility for operational resilience." A well-defined executive role or specific responsibilities are not assigned to manage and oversee operational resilience within the organization.

"Lack of awareness and understanding of the importance of operational resilience at the executive level." The executives in the organization have limited awareness and understanding of the significance of operational resilience and its impact on the organization's overall resilience and ability to withstand disruptions.

"Limited or no allocation of resources or support for operational resilience initiatives." There is a scarcity of allocated resources and support to drive operational resilience initiatives within the organization, or in some cases, no resources are allocated.

"Basic designation of an executive responsible and accountable for operational resilience." The organization has taken initial steps to assign an executive with some responsibility and accountability for operational resilience.

"Identification of an executive with a level of responsibility for operational resilience." An executive has been identified within the organization with a certain degree of responsibility for overseeing operational resilience activities.

"Limited allocation of resources and support for operational resilience initiatives." Although there is some allocation of resources and support for operational resilience initiatives, it is currently limited in scope.

"Initial efforts to raise awareness and understanding of operational resilience at the executive level." The organization has initiated efforts to increase awareness and understanding of operational resilience among executives, focusing on educating them about its importance and potential benefits.

"Clearly defined and consistently implemented executive role for operational resilience." The organization has established a clearly defined and consistently implemented executive role dedicated to operational resilience management.

"Well-defined and documented responsibilities and accountabilities for the designated executive." The responsibilities and accountabilities of the designated executive responsible for operational resilience are well-defined and documented within the organization.

"Allocation of appropriate resources and support for operational resilience initiatives." Resources and support are allocated to drive and facilitate organizational and operational resilience initiatives.

"Demonstrated commitment from the executive to prioritize and champion operational resilience." The executive responsible for operational resilience demonstrates a solid commitment to prioritize and advocate for the importance of operational resilience within the organization.

"Actively monitoring and measuring the executive's performance responsible for operational resilience." An active practice is monitoring and evaluating the executive's performance responsible for operational resilience in fulfilling their assigned responsibilities.

"Regular monitoring and evaluation of the executive's effectiveness in fulfilling operational resilience responsibilities." The organization consistently and periodically monitors and evaluates the effectiveness of the executives in carrying out their operational resilience responsibilities.

"Use metrics and key performance indicators (K.P.I) to assess the executive's impact on operational resilience outcomes." Metrics and key performance indicators (K.P.I) are utilized to assess and measure the impact of the executive's actions and decisions on operational resilience's overall outcomes and effectiveness.

"Analysis of data and feedback to identify areas for improvement and provide targeted support." Data and feedback are analyzed to identify areas that require organizational performance improvement regarding operational resilience responsibilities. This analysis helps provide targeted support to enhance their effectiveness.

"Continuous evaluation and enhancement of the executive's responsibilities and accountabilities." There is a continuous evaluation and ongoing improvement of the responsibilities and accountabilities assigned to the executive responsible for operational resilience.

"Proactively identifying and implementing improvements based on industry trends and emerging risks." The organization takes a proactive approach to identifying and implementing improvements in operational resilience practices, considering industry trends and emerging risks.

"Strong collaboration between the executive and other organizational stakeholders to foster a culture of operational resilience." There is a strong emphasis on collaboration between the executive responsible for operational resilience and other organizational stakeholders. This collaboration aims to foster a culture of operational resilience where all organization members actively contribute to and prioritize resilience initiatives.

Top of Form

Control 1.3 Governance: Sustainability

Level 1: Initial

* No formal documentation or management of operational resiliency framework policies, procedures, and mechanisms.
* Measurements:
	+ Absence of documented policies and procedures related to operational resiliency.
	+ Lack of awareness and understanding of the importance of documentation and management.
	+ Limited or no allocation of resources for maintaining and updating the framework.

Level 2: Managed

* Basic documentation and management of operational resiliency framework policies, procedures, and mechanisms.
* Measurements:
	+ Documentation of key policies, procedures, and mechanisms related to operational resiliency.
	+ Basic version control and change management practices for the framework.
	+ Initial allocation of resources for documentation and management activities.

Level 3: Defined

* Well-defined and consistently managed operational resiliency framework policies, procedures, and mechanisms.
* Measurements:
	+ Clearly documented and communicated policies, procedures, and mechanisms for operational resiliency.
	+ Established change management processes to ensure updates and revisions are effectively managed and communicated.
	+ Adequate resource allocation for documentation, management, and periodic review of the framework.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the performance and effectiveness of the operational resiliency framework.
* Measurements:
	+ Regular reviews and assessments of the framework's documentation, effectiveness, and alignment with organizational goals.
	+ Use of metrics and key performance indicators (K.P.I) to assess the framework's performance and identify improvement areas.
	+ Analysis of data and trends to drive continuous improvement of the framework.

Level 5: Optimizing

* Continuous improvement and optimization of the operational resiliency framework policies, procedures, and mechanisms.
* Measurements:
	+ Continuous evaluation and enhancement of the framework based on industry best practices and emerging trends.
	+ Proactive identification and implementation of improvements to address changing organizational, internal, and external factors.
	+ Strong collaboration and feedback loops with relevant stakeholders to ensure the sustainability and effectiveness of the framework.

"No formal documentation or management of operational resiliency framework policies, procedures, and mechanisms." The organization has no formal documentation or established management practices for its operational resiliency framework. Policies, procedures, and mechanisms related to operational resiliency are not documented, leading to a lack of clarity and consistency in addressing resiliency.

"Absence of documented policies and procedures related to operational resiliency." The organization has no documented policies and procedures explicitly addressing operational resiliency. This absence makes establishing standardized practices and guidelines for managing and responding to disruptions challenging.

"Lack of awareness and understanding of the importance of documentation and management." There is a lack of awareness and understanding within the organization regarding the significance of documenting and effectively managing the operational resiliency framework. This lack of awareness hinders the adoption of best practices and the implementation of robust resiliency measures.

"Limited or no allocation of resources for maintaining and updating the framework." The organization allocates limited or no resources for the maintenance and regular updates of the operational resiliency framework. This lack of resource allocation can result in outdated practices and an inability to adapt to changing threats and challenges.

"Basic documentation and management of operational resiliency framework policies, procedures, and mechanisms." The organization has started documenting and managing its operational resiliency framework policies, procedures, and mechanisms in a basic manner. Some key aspects are documented, but more comprehensive and robust documentation is needed.

"Documentation of key policies, procedures, and mechanisms related to operational resiliency." The organization has documented vital policies, procedures, and mechanisms relevant to operational resiliency. This documentation helps establish a foundation for managing and responding to disruptions.

"Basic version control and change management practices for the framework." The organization has implemented basic practices for the operational resiliency framework's version control and change management. These practices help ensure that updates and revisions to the framework are effectively managed and communicated.

"Initial allocation of resources for documentation and management activities." There is an initial allocation of resources for activities related to documenting and managing the operational resiliency framework. While resource allocation is a good start, further investment may be needed to enhance the effectiveness of these activities.

"Well-defined and consistently managed operational resiliency framework policies, procedures, and mechanisms." The organization has well-defined and consistently managed policies, procedures, and mechanisms within its operational resiliency framework. This ensures that clear guidelines and practices are in place to address resiliency-related challenges.

"Clearly documented and communicated policies, procedures, and mechanisms for operational resiliency." The organization has clear and well-documented policies, procedures, and mechanisms that are communicated throughout the organization. This clarity helps ensure everyone understands their roles and responsibilities in managing operational resiliency.

"Established change management processes to ensure updates and revisions are effectively managed and communicated." The organization has established change management processes for the operational resiliency framework. These processes ensure that updates and revisions to the framework are effectively managed, communicated, and implemented promptly.

"Adequate resource allocation for documentation, management, and periodic review of the framework." The organization allocates sufficient resources for the documentation, management, and regular review of the operational resiliency framework. This allocation ensures the framework remains up-to-date, relevant, and aligned with organizational goals.

"Actively monitoring and measuring the performance and effectiveness of the operational resiliency framework." The organization actively monitors and measures the performance and effectiveness of its operational resiliency framework. This monitoring helps identify areas of improvement and ensures that the framework remains aligned with organizational objectives14. "Regular reviews and assessments of the framework's documentation, effectiveness, and alignment with organizational goals." The organization conducts regular reviews and assessments of the operational resiliency framework to evaluate the quality of documentation, its overall effectiveness, and its alignment with the organization's goals and objectives.

"Use metrics and key performance indicators (K.P.I) to assess the framework's performance and identify improvement areas." Metrics and key performance indicators (K.P.I) are utilized to assess the performance of the operational resiliency framework. These metrics provide quantifiable data to measure its effectiveness and identify improvement areas.

* "Analysis of data and trends to drive continuous improvement of the framework." The organization analyzes data and trends related to the operational resiliency framework to drive continuous improvement. This analysis helps identify emerging patterns, areas of weakness, and opportunities for enhancement within the framework.
* "Continuous evaluation and enhancement of the framework based on industry best practices and emerging trends." The organization continuously evaluates and enhances the operational resiliency framework based on industry best practices and emerging trends. This ensures that the framework remains up-to-date and aligned with industry standards and practices.
* "Proactively identifying and implementing improvements to address changing organizational, internal, and external factors." The organization proactively identifies and implements improvements to the operational resiliency framework. This proactive approach allows for adjustments and enhancements to address changing organizational needs and internal and external factors such as new threats or regulatory requirements.
* "Strong collaboration and feedback loops with relevant stakeholders to ensure the sustainability and effectiveness of the framework." The organization fosters strong collaboration and feedback loops with relevant stakeholders to ensure the sustainability and effectiveness of the operational resiliency framework. This collaborative approach allows for the inclusion of diverse perspectives and promotes engagement and ownership among stakeholders, leading to a more robust and resilient framework.

Control 2.1 Ecosystem: Service Catalog

Level 1: Initial

* No service catalog is in place for business services.
* Measurements:
	+ Absence of a documented service catalog.
	+ Lack of awareness and understanding of the benefits of a service catalog.
	+ Limited or no inventory of business services.

Level 2: Managed

* Basic implementation of a service catalog for business services.
* Measurements:
	+ Documentation of critical business services in the service catalog.
	+ Basic categorization and description of services.
	+ Initial efforts to collect and maintain an inventory of business services.

Level 3: Defined

* Well-defined and consistently managed service catalog for business services.
* Measurements:
	+ Clearly documented and communicated service catalog with comprehensive information on each business service.
	+ Established processes for maintaining and updating the service catalog.
	+ Regular review and validation of the inventory of business services.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the performance and effectiveness of the service catalog.
* Measurements:
	+ Regular assessments of the accuracy and completeness of the service catalog.
	+ Use metrics and key performance indicators (K.P.I) to assess the availability and usage of the service catalog.
	+ Analysis of data and trends to identify improvement opportunities and optimize the service catalog.

Level 5: Optimizing

* Continuous improvement and optimization of the service catalog for business services.
* Measurements:
	+ Continuous evaluation and enhancement of the service catalog based on feedback from users and stakeholders.
	+ Proactively identifying and implementing improvements to enhance the usability and value of the service catalog.
	+ Strong collaboration with business units ensures that the service catalog accurately represents their needs and evolves with changing requirements.

"No service catalog in place for business services." The organization does not have a service catalog designed to document and categorize its business services. This absence means that no centralized resource provides comprehensive information on the numerous services offered by the organization.

"Absence of a documented service catalog." There is a lack of a documented service catalog within the organization. The organization has not created a structured and standardized repository that outlines its business services.

"Lack of awareness and understanding of the benefits of a service catalog." The organization has limited awareness and understanding of a service catalog's advantages. There is a lack of knowledge regarding the benefits of having a centralized catalog that provides transparent information about the available business services.

"Limited or no inventory of business services." The organization has either a limited or non-existent inventory of its business services. There is no comprehensive list or record of the numerous services provided by the organization.

"Basic implementation of a service catalog for business services." The organization initially implemented a service catalog for its business services. Although it is in the preliminary stages, some critical business services have been documented within the catalog.

"Documentation of key business services in the service catalog." The service catalog contains documentation of the organization's essential business services. This documentation provides an overview of these services and their associated details.

"Basic categorization and description of services." The services within the catalog are categorized and described in a basic manner. The organization has started classifying and providing brief descriptions of the listed business services.

"Initial efforts to collect and maintain an inventory of business services." The organization has made initial efforts to gather and maintain an inventory of its business services. There are ongoing activities to ensure that the catalog reflects the complete range of services offered.

"Well-defined and consistently managed service catalog for business services." The organization has a well-defined and consistently managed service catalog tailored to its business services. This catalog provides comprehensive information and is consistently maintained and updated.

"Clearly documented and communicated service catalog with comprehensive information on each business service." The service catalog is clearly documented and effectively communicated within the organization. It contains detailed and comprehensive information about each business service, ensuring that users clearly understand what is offered.

"Established processes for maintaining and updating the service catalog." The organization has established processes for maintaining and updating the service catalog. These processes ensure that the catalog remains accurate, up-to-date, and reflective of any changes in the business services.

"Regular review and validation of the inventory of business services." The organization regularly reviews and validates the inventory of business services listed in the catalog. This ensures that the catalog remains accurate and comprehensive and that any changes or updates are appropriately reflected.

"Actively monitoring and measuring the performance and effectiveness of the service catalog." The organization actively monitors and measures the performance and effectiveness of the service catalog. This includes assessing the catalog's accuracy, completeness, availability, and usage.

"Regular assessments of the accuracy and completeness of the service catalog." Regular assessments are conducted to evaluate the accuracy and completeness of the service catalog. This helps identify any inconsistencies or gaps that need to be addressed.

"Use of metrics and key performance indicators (K.P.I) to assess the availability and usage of the service catalog." Metrics and key performance indicators (K.P.I) are utilized to assess the availability and usage of the service catalog. This provides quantitative data on its accessibility and utilization by users.

"Analysis of data and trends to identify improvement opportunities and optimize the service catalog." Data and trends related to the service catalog are analyzed to identify improvement opportunities and optimize its functionality17. "Continuous evaluation and enhancement of the service catalog based on feedback from users and stakeholders." The organization continuously evaluates and enhances the service catalog based on feedback received from users and stakeholders. This feedback-driven approach ensures that the catalog meets the needs and expectations of its users.

"Proactive identification and implementation of improvements to enhance the usability and value of the service catalog." The organization proactively identifies areas for improvement and implements changes to enhance the usability and value of the service catalog. This ensures that the catalog remains user-friendly and provides maximum value to its users.

"Strong collaboration with business units to ensure the service catalog accurately represents their needs and evolves with changing requirements." There is a strong collaboration between the organization and its business units to ensure that the service catalog accurately represents their needs. This collaboration ensures that the catalog evolves to align with changing business requirements and remains a valuable resource for the organization.

Control 2.2 Ecosystem: Service Criticality

Level 1: Initial

* No formal designation of business services as Operations Critical, Business Critical, or All Other Services.
* Measurements:
	+ Absence of documented criteria or guidelines for categorizing business services.
	+ Lack of awareness and understanding of the importance of service designation.
	+ Limited or no differentiation of business services based on criticality.

Level 2: Managed

* Basic implementation of service designation for business services.
* Measurements:
	+ Initial documentation of criteria or guidelines for categorizing business services.
	+ Partial alignment of services with critical definitions.
	+ Limited allocation of resources for maintaining and updating service designations.

Level 3: Defined

* Well-defined and consistently managed service designation for business services.
* Measurements:
	+ Clearly documented and communicated criteria or guidelines for categorizing business services.
	+ Alignment of services with defined criticality categories (Operations Critical, Business Critical, All Other Services).
	+ Established processes for reviewing and updating service designations as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of service designation.
* Measurements:
	+ Regular assessments of the accuracy and consistency of service designations.
	+ Use of metrics and key performance indicators (K.P.I) to assess the impact of criticality on service management and resource allocation.
	+ Analysis of data and trends to identify improvement opportunities and optimize service designations.

Level 5: Optimizing

* Continuous improvement and optimization of service designation for business services.
* Measurements:
	+ Continuous evaluation and enhancement of service designation criteria and guidelines based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving business needs and priorities.
	+ Strong collaboration with stakeholders to ensure the appropriate categorization of business services and effective resource allocation.

"No formal designation of business services as Operations Critical, Business Critical, or All Other Services." The organization has not formally categorized or designated its business services based on their criticality levels. There is no clear distinction between services that are considered Operations Critical, Business Critical, or fall under the category of All Other Services.

"Absence of documented criteria or guidelines for categorizing business services." There is a lack of documented criteria or guidelines within the organization for categorizing its business services based on their criticality. Without clear criteria, it becomes difficult to determine which services are more critical and require special attention.

"Lack of awareness and understanding of the importance of service designation." The organization has limited awareness and understanding of the significance of designating services based on their criticality. There is a lack of recognition regarding categorizing services' impact on prioritization, resource allocation, and overall operational resilience.

"Limited or no differentiation of business services based on criticality." There is a limited or complete absence of differentiation of business services based on their criticality levels. The organization does not prioritize services based on their importance, resulting in potentially inefficient resource allocation and response during disruptions.

"Basic implementation of service designation for business services." The organization has initiated a basic implementation of service designation for its business services. Some criteria or guidelines have been documented to categorize the services based on their criticality levels.

"Initial documentation of criteria or guidelines for categorizing business services." The organization has documented initial criteria or guidelines for categorizing its business services based on their criticality. These criteria provide a starting point for determining the importance of each service.

"Partial alignment of services with critical definitions." Some services within the organization have been partially aligned with the defined criticality categories of Operations Critical, Business Critical, or All Other Services. However, work must be done to ensure consistent alignment across all services.

"Limited allocation of resources for maintaining and updating service designations." There is a limited allocation of resources within the organization for the ongoing maintenance and updating service designations. As a result, the categorization of services may not be regularly reviewed or updated to reflect changes in business needs or priorities.

"Well-defined and consistently managed service designation for business services." The organization has a well-defined and consistently managed system for designating its business services based on criticality. Clear criteria or guidelines have been documented to categorize services into Operations Critical, Business Critical, or All Other Services.

"Clearly documented and communicated criteria or guidelines for categorizing business services." The criteria or guidelines for categorizing business services based on their criticality are clearly documented and effectively communicated within the organization. This ensures a shared understanding of how services are categorized and prioritized.

"Alignment of services with defined criticality categories (Operations Critical, Business Critical, All Other Services)." The organization has successfully aligned its services with the defined criticality categories of Operations Critical, Business Critical, and All Other Services. Each service is appropriately categorized based on its level of importance and impact on overall operations.

"Established processes for reviewing and updating service designations as needed." The organization has established processes for regularly reviewing and updating the service designations as needed. This ensures that the categorization remains accurate and relevant in response to changes in business requirements or priorities.

"Actively monitoring and measuring the effectiveness of service designation." The organization actively monitors and measures the effectiveness of its service designation approach. This includes assessing the accuracy and consistency of the designations and evaluating their impact on service management and resource allocation.

"Regular assessments of the accuracy and consistency of service designations." Regular assessments are conducted to evaluate the service designations' accuracy, consistency, and consistency. These assessments ensure that the categorization of services remains accurate and that there is uniformity in how services are classified.

"Use metrics and key performance indicators (K.P.I) to assess the impact of criticality on service management and resource allocation." Metrics and key performance indicators (K.P.I) are utilized to assess the impact of service criticality on service management and resource allocation. This data-driven approach helps measure the effectiveness of the designations and guides decision-making processes.

"Analysis of data and trends to identify improvement opportunities and optimize service designations." Data and service design trends are analyzed to identify improvement opportunities and optimize the categorization process. This analysis helps identify gaps or areas for refinement to ensure that the designations align with business needs and priorities.

"Continuous evaluation and enhancement of service designation criteria and guidelines based on feedback and lessons learned." The organization continuously evaluates and enhances the criteria and guidelines used for service designation based on feedback and lessons learned. This iterative approach ensures that the categorization process evolves to reflect changing business requirements and emerging best practices.

"Proactively identifying and implementing improvements to ensure alignment with evolving business needs and priorities." The organization proactively identifies and implements improvements to align the service designation process with evolving business needs and priorities. This ensures that the categorization remains relevant and responsive to changing circumstances.

"Strong collaboration with stakeholders to ensure the appropriate categorization of business services and effective resource allocation." The organization maintains a strong collaboration with stakeholders to ensure that the categorization of business services is accurate and aligns with their needs. This collaborative approach also helps in effective resource allocation, ensuring that critical services receive appropriate attention and resources.

Top of Form

Control 2.3 Ecosystem: Group Classification

Level 1: Initial

* No formal identification or grouping of customers, partners, and counterparties based on relevant characteristics.
* Measurements:
	+ Absence of documented criteria or guidelines for identifying and grouping stakeholders.
	+ Lack of awareness and understanding of the importance of stakeholder identification and grouping.
	+ Limited or no differentiation of stakeholders based on service delivery prioritization.

Level 2: Managed

* Basic implementation of stakeholder identification and grouping.
* Measurements:
	+ Initial documentation of criteria or guidelines for identifying and grouping stakeholders.
	+ Partial identification and grouping of stakeholders based on common characteristics.
	+ Limited allocation of resources for maintaining and updating stakeholder groups.

Level 3: Defined

* Well-defined and consistently managed stakeholder identification and grouping.
* Measurements:
	+ Clearly documented and communicated criteria or guidelines for identifying and grouping stakeholders.
	+ Comprehensive identification and grouping of stakeholders based on relevant characteristics.
	+ Established processes for reviewing and updating stakeholder groups as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of stakeholder identification and grouping.
* Measurements:
	+ Regular assessments of the accuracy and consistency of stakeholder identification and grouping.
	+ Use of metrics and key performance indicators (K.P.I) to assess the impact of stakeholder grouping on service delivery prioritization.
	+ Analysis of data and trends to identify improvement opportunities and optimize stakeholder identification and grouping.

Level 5: Optimizing

* Continuous improvement and optimization of stakeholder identification and grouping.
* Measurements:
	+ Continuous evaluation and enhancement of stakeholder identification criteria and grouping methods based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving business needs and priorities.
	+ Strong collaboration with stakeholders to ensure effective service delivery prioritization based on relevant characteristics.

"No formal identification or grouping of customers, partners, and counterparties based on relevant characteristics." The organization has not implemented a formal process for identifying and grouping its customers, partners, and counterparties based on relevant characteristics. As a result, there is no structured approach to understand and categorize these stakeholders.

"Absence of documented criteria or guidelines for identifying and grouping stakeholders." There is a lack of documented criteria or guidelines within the organization for identifying and grouping stakeholders based on relevant characteristics. Without clear guidelines, it becomes challenging to determine the appropriate categorization of stakeholders.

"Lack of awareness and understanding of the importance of stakeholder identification and grouping." The organization has limited awareness and understanding of the importance of identifying and grouping stakeholders based on relevant characteristics. There is a lack of recognition regarding the impact that stakeholder identification and grouping can have on service delivery and overall operational resilience.

"Limited or no differentiation of stakeholders based on service delivery prioritization." There is limited or no differentiation of stakeholders based on their prioritization for service delivery. The organization does not categorize stakeholders based on their significance or impact on business operations.

"Basic implementation of stakeholder identification and grouping." The organization has initiated a basic implementation of stakeholder identification and grouping. Some criteria or guidelines have been documented to identify and group stakeholders based on relevant characteristics.

"Initial documentation of criteria or guidelines for identifying and grouping stakeholders." The organization has documented initial criteria or guidelines for identifying and grouping stakeholders based on relevant characteristics. These criteria provide a starting point for understanding and categorizing stakeholders.

"Partial identification and grouping of stakeholders based on common characteristics." Some stakeholders within the organization have been partially identified and grouped based on common characteristics. However, there is still work to be done to ensure consistent identification and grouping across all stakeholders.

"Limited allocation of resources for maintaining and updating stakeholder groups." There is limited allocation of resources within the organization for maintaining and updating stakeholder groups. As a result, the grouping of stakeholders may not be regularly reviewed or updated to reflect changes in business needs or priorities.

"Well-defined and consistently managed stakeholder identification and grouping." The organization has a well-defined and consistently managed process for identifying and grouping stakeholders based on relevant characteristics. Clear criteria or guidelines have been documented to ensure stakeholders are appropriately categorized.

"Clearly documented and communicated criteria or guidelines for identifying and grouping stakeholders." The criteria or guidelines for identifying and grouping stakeholders based on relevant characteristics are clearly documented and effectively communicated within the organization. This ensures a shared understanding of how stakeholders are categorized and prioritized.

"Comprehensive identification and grouping of stakeholders based on relevant characteristics." The organization has successfully achieved a comprehensive identification and grouping of stakeholders based on relevant characteristics. Each stakeholder is categorized based on their relationship and significance to the organization's operations.

"Established processes for reviewing and updating stakeholder groups as needed." The organization has established processes for regularly reviewing and updating stakeholder groups as needed. This ensures that the categorization remains accurate and relevant, reflecting any changes in business relationships or priorities.

"Actively monitoring and measuring the effectiveness of stakeholder identification and grouping." The organization actively monitors and measures the effectiveness of its stakeholder identification and grouping approach. This includes assessing the accuracy and consistency of the identification and grouping processes and evaluating their impact on service delivery.

"Regular assessments of the accuracy and consistency of stakeholder identification and grouping." Regular assessments are conducted to evaluate the accuracy and consistency of stakeholder identification and grouping. This helps ensure that stakeholders are appropriately categorized and that the grouping remains consistent over time.

"Use of metrics and key performance indicators (K.P.I) to assess the impact of stakeholder grouping on service delivery prioritization." Metrics and key performance indicators (K.P.I) are utilized to assess the impact of stakeholder grouping on service delivery prioritization. This data-driven approach helps measure the effectiveness of the grouping process and guides decision-making regarding resource allocation.

"Analysis of data and trends to identify improvement opportunities and optimize stakeholder identification and grouping." Data and trends related to stakeholder identification and grouping are analyzed to identify improvement opportunities and optimize the process. This analysis helps identify any gaps or areas for refinement, ensuring that stakeholders are appropriately categorized to support effective service delivery.

"Continuous evaluation and enhancement of stakeholder identification criteria and grouping methods based on feedback and lessons learned." The organization continuously evaluates and enhances the stakeholder identification criteria and grouping methods based on feedback and lessons learned. This iterative approach ensures that the categorization process evolves to reflect changing business needs and emerging best practices.

"Proactive identification and implementation of improvements to ensure alignment with evolving business needs and priorities." The organization proactively identifies and implements improvements to align the stakeholder identification and grouping process with evolving business needs and priorities. This ensures that the categorization remains relevant and responsive to changes in the organization's operations.

"Strong collaboration with stakeholders to ensure effective service delivery prioritization based on relevant characteristics." The organization maintains strong collaboration with stakeholders to ensure that the stakeholder grouping process enables effective service delivery prioritization based on relevant characteristics. This collaborative approach ensures that the organization considers the needs and priorities of stakeholders when making resource allocation decisions.

Control 2.4 Ecosystem: Group Prioritization

Level 1: Initial

* No formal assignment of priority levels to customer, partner, and counterparty groups.
* Measurements:
	+ Absence of documented criteria or guidelines for assigning priority levels.
	+ Lack of awareness and understanding of the importance of prioritization.
	+ Limited or no differentiation of customer, partner, and counterparty groups based on priority.

Level 2: Managed

* Basic implementation of priority assignment to customer, partner, and counterparty groups.
* Measurements:
	+ Initial documentation of criteria or guidelines for assigning priority levels.
	+ Partial assignment of priority levels based on defined criteria.
	+ Limited allocation of resources for maintaining and updating priority assignments.

Level 3: Defined

* Well-defined and consistently managed priority assignment to customer, partner, and counterparty groups.
* Measurements:
	+ Clearly documented and communicated criteria or guidelines for assigning priority levels.
	+ Comprehensive assignment of priority levels based on defined criteria.
	+ Established processes for reviewing and updating priority assignments as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of priority assignment.
* Measurements:
	+ Regular assessments of the accuracy and consistency of priority assignments.
	+ Use of metrics and key performance indicators (K.P.I) to assess the impact of priority assignment on service delivery.
	+ Analysis of data and trends to identify improvement opportunities and optimize priority assignments.

Level 5: Optimizing

* Continuous improvement and optimization of priority assignment for customer, partner, and counterparty groups.
* Measurements:
	+ Continuous evaluation and enhancement of priority assignment criteria and methods based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving business needs and priorities.
	+ Strong collaboration with stakeholders to ensure effective service delivery based on assigned priority levels.

"No formal assignment of priority levels to customer, partner, and counterparty groups." The organization has not implemented a formal process for assigning priority levels to its customer, partner, and counterparty groups. As a result, there is no structured approach to determine the priority levels of these groups.

"Absence of documented criteria or guidelines for assigning priority levels." There is a lack of documented criteria or guidelines within the organization for assigning priority levels to customer, partner, and counterparty groups. Without clear guidelines, it becomes challenging to determine the appropriate priority levels for each group.

"Lack of awareness and understanding of the importance of prioritization." The organization has limited awareness and understanding of the importance of prioritization. There is a lack of recognition regarding the impact that assigning priority levels can have on service delivery and overall operational resilience.

"Limited or no differentiation of customer, partner, and counterparty groups based on priority." There is limited or no differentiation of customer, partner, and counterparty groups based on their priority levels. The organization does not categorize these groups based on their significance or impact on business operations.

"Basic implementation of priority assignment to customer, partner, and counterparty groups." The organization has initiated a basic implementation of priority assignment to its customer, partner, and counterparty groups. Some criteria or guidelines have been documented to assign priority levels based on defined criteria.

"Initial documentation of criteria or guidelines for assigning priority levels." The organization has documented initial criteria or guidelines for assigning priority levels to customer, partner, and counterparty groups. These criteria provide a starting point for understanding and determining the priority of each group.

"Partial assignment of priority levels based on defined criteria." Some customer, partner, and counterparty groups within the organization have been partially assigned priority levels based on the defined criteria. However, there is still work to be done to ensure consistent assignment across all groups.

"Limited allocation of resources for maintaining and updating priority assignments." There is limited allocation of resources within the organization for maintaining and updating the priority assignments. As a result, the assignment of priority levels may not be regularly reviewed or updated to reflect changes in business needs or priorities.

"Well-defined and consistently managed priority assignment to customer, partner, and counterparty groups." The organization has a well-defined and consistently managed process for assigning priority levels to its customer, partner, and counterparty groups. Clear criteria or guidelines have been documented to ensure consistent and accurate assignment of priority levels.

"Clearly documented and communicated criteria or guidelines for assigning priority levels." The criteria or guidelines for assigning priority levels to customer, partner, and counterparty groups are clearly documented and effectively communicated within the organization. This ensures a shared understanding of how priority levels are determined.

"Comprehensive assignment of priority levels based on defined criteria." The organization has successfully achieved a comprehensive assignment of priority levels to customer, partner, and counterparty groups based on the defined criteria. Each group is assigned a priority level that reflects its significance and impact on the organization's operations.

"Established processes for reviewing and updating priority assignments as needed." The organization has established processes for regularly reviewing and updating the priority assignments as needed. This ensures that the assignment of priority levels remains accurate and relevant, reflecting any changes in business requirements or priorities.

"Actively monitoring and measuring the effectiveness of priority assignment." The organization actively monitors and measures the effectiveness of its priority assignment approach. This includes assessing the accuracy and consistency of the priority assignments and evaluating their impact on service delivery.

"Regular assessments of the accuracy and consistency of priority assignments." Regular assessments are conducted to evaluate the accuracy and consistency of the priority assignments. This helps ensure that the priority levels are assigned appropriately and consistently across different customer, partner, and counterparty groups.

"Use of metrics and key performance indicators (K.P.I) to assess the impact of priority assignment on service delivery." Metrics and key performance indicators (K.P.I) are utilized to assess the impact of priority assignment on service delivery. This data-driven approach helps measure the effectiveness of the assignment process and provides insights into how priority levels affect the delivery of services.

"Analysis of data and trends to identify improvement opportunities and optimize priority assignments." Data and trends related to priority assignments are analyzed to identify improvement opportunities and optimize the process. This analysis helps identify any gaps or areas for refinement, ensuring that priority levels are assigned in the most effective and efficient manner.

"Continuous improvement and optimization of priority assignment for customer, partner, and counterparty groups." The organization continuously evaluates and enhances the priority assignment process for its customer, partner, and counterparty groups. Feedback and lessons learned are used to identify areas for improvement, ensuring that the assignment criteria and methods align with evolving business needs and priorities.

"Proactive identification and implementation of improvements to ensure alignment with evolving business needs and priorities." The organization proactively identifies and implements improvements to ensure that the priority assignment process aligns with evolving business needs and priorities. This proactive approach helps to keep the assignment process relevant and responsive to changing circumstances.

"Strong collaboration with stakeholders to ensure effective service delivery based on assigned priority levels." The organization maintains strong collaboration with stakeholders to ensure that the assigned priority levels effectively support service delivery. By considering the assigned priorities, the organization can allocate resources and prioritize activities in a way that meets the needs and expectations of its stakeholders.

Control 3.1 Minimum Viable Service: Service Delivery

Level 1: Initial

* No formal identification of the supporting processes for Operations Critical and Business Critical services.
* Measurements:
	+ Absence of documented processes or guidelines for identifying supporting processes.
	+ Lack of awareness and understanding of the importance of supporting processes.
	+ Limited or no differentiation of processes based on criticality.

Level 2: Managed

* Basic implementation of identifying supporting processes for Operations Critical and Business Critical services.
* Measurements:
	+ Initial documentation of processes involved in the delivery of Operations Critical and Business Critical services.
	+ Partial alignment of processes with criticality classifications.
	+ Limited allocation of resources for maintaining and updating supporting process documentation.

Level 3: Defined

* Well-defined and consistently managed supporting processes for Operations Critical and Business Critical services.
* Measurements:
	+ Clearly documented and communicated processes required for the delivery of Operations Critical and Business Critical services.
	+ Comprehensive identification and description of supporting processes.
	+ Established processes for reviewing and updating supporting process documentation as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of supporting processes.
* Measurements:
	+ Regular assessments of the efficiency and effectiveness of supporting processes.
	+ Use of metrics and key performance indicators (K.P.I) to assess process performance.
	+ Analysis of data and trends to identify improvement opportunities and optimize supporting processes.

Level 5: Optimizing

* Continuous improvement and optimization of supporting processes for Operations Critical and Business Critical services.
* Measurements:
	+ Continuous evaluation and enhancement of supporting processes based on industry best practices and feedback.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving business needs and priorities.
	+ Strong collaboration with stakeholders to ensure effective delivery of Operations Critical and Business Critical services through supporting processes.

"No formal identification of the supporting processes for Operations Critical and Business Critical services." The organization has not implemented a formal process to identify the supporting processes for its Operations Critical and Business Critical services. There is a lack of structured approach in determining and documenting the processes that are essential for delivering these critical services.

"Absence of documented processes or guidelines for identifying supporting processes." There is an absence of documented processes or guidelines within the organization for identifying the supporting processes for Operations Critical and Business Critical services. Without clear guidelines, it becomes challenging to determine and define the specific processes required for delivering these critical services.

"Lack of awareness and understanding of the importance of supporting processes." The organization has limited awareness and understanding of the importance of supporting processes for Operations Critical and Business Critical services. There is a lack of recognition regarding the impact that these processes have on the resilience and successful delivery of critical services.

"Limited or no differentiation of processes based on criticality." There is limited or no differentiation of processes based on their criticality. The organization does not categorize or prioritize processes according to their significance or impact on the delivery of Operations Critical and Business Critical services.

"Basic implementation of identifying supporting processes for Operations Critical and Business Critical services." The organization has initiated a basic implementation of identifying the supporting processes for its Operations Critical and Business Critical services. Some processes involved in the delivery of these services have been documented, albeit with room for further improvement.

"Initial documentation of processes involved in the delivery of Operations Critical and Business Critical services." There is initial documentation of the processes involved in the delivery of Operations Critical and Business Critical services. These documented processes provide a starting point for understanding and defining the supporting processes.

"Partial alignment of processes with criticality classifications." Some processes within the organization have been partially aligned with criticality classifications. However, there is still work to be done to ensure that all processes are consistently aligned and categorized based on their criticality.

"Limited allocation of resources for maintaining and updating supporting process documentation." There is limited allocation of resources within the organization for maintaining and updating the documentation of supporting processes. As a result, the documentation may not be regularly reviewed or updated to reflect changes in business needs or evolving requirements.

"Well-defined and consistently managed supporting processes for Operations Critical and Business Critical services." The organization has well-defined and consistently managed supporting processes for its Operations Critical and Business Critical services. Clear and comprehensive documentation exists outlining the specific processes required for the successful delivery of these critical services.

"Clearly documented and communicated processes required for the delivery of Operations Critical and Business Critical services." The processes required for the delivery of Operations Critical and Business Critical services are clearly documented and effectively communicated within the organization. This ensures that all stakeholders have a shared understanding of the processes necessary for delivering these critical services.

"Comprehensive identification and description of supporting processes." There is a comprehensive identification and description of the supporting processes for Operations Critical and Business Critical services. Each process is clearly defined and documented, outlining its purpose, activities, inputs, outputs, and responsibilities.

"Established processes for reviewing and updating supporting process documentation as needed." The organization has established processes for regularly reviewing and updating the documentation of supporting processes as needed. This ensures that the documentation remains accurate, up-to-date, and aligned with the evolving needs of Operations Critical and Business Critical services.

"Actively monitoring and measuring the effectiveness of supporting processes." The organization actively monitors and measures the effectiveness of its supporting processes. Regular assessments are conducted to evaluate the efficiency and effectiveness of these processes in supporting the delivery of Operations Critical and Business Critical services.

"Regular assessments of the efficiency and effectiveness of supporting processes." Regular assessments are conducted to evaluate the efficiency and effectiveness of the supporting processes. This involves analyzing how well the processes perform their intended functions, identifying any bottlenecks or areas for improvement, and determining if they are meeting the desired outcomes.

"Use of metrics and key performance indicators (K.P.I) to assess process performance." Metrics and key performance indicators (K.P.I) are used to assess the performance of the supporting processes. These metrics provide quantifiable measures of process efficiency, effectiveness, and compliance with established standards. They help identify areas of strength and areas that require improvement.

"Analysis of data and trends to identify improvement opportunities and optimize supporting processes." Data and trends related to the supporting processes are analyzed to identify improvement opportunities and optimize their performance. This analysis involves examining process data, identifying patterns or anomalies, and using insights gained to make informed decisions for process enhancements.

"Continuous improvement and optimization of supporting processes for Operations Critical and Business Critical services." The organization actively engages in continuous improvement and optimization of the supporting processes for Operations Critical and Business Critical services. This involves evaluating the effectiveness of the processes, seeking feedback from stakeholders, and implementing enhancements to ensure they align with industry best practices and evolving business needs.

"Continuous evaluation and enhancement of supporting processes based on industry best practices and feedback." The supporting processes are continuously evaluated and enhanced based on industry best practices and feedback from stakeholders. The organization stays abreast of the latest advancements in process management and incorporates relevant insights to optimize the supporting processes.

"Proactive identification and implementation of improvements to ensure alignment with evolving business needs and priorities." The organization proactively identifies and implements improvements to ensure that the supporting processes align with evolving business needs and priorities. This proactive approach ensures that the processes remain effective and adaptable to changing circumstances.

"Strong collaboration with stakeholders to ensure effective delivery of Operations Critical and Business Critical services through supporting processes." The organization maintains strong collaboration with stakeholders to ensure that the supporting processes effectively contribute to the delivery of Operations Critical and Business Critical services. By involving stakeholders, their valuable insights and expertise are incorporated, leading to processes that are aligned with business objectives and priorities.

Control 3.2 Minimum Viable Service: Failure Modes

Level 1: Initial

* No formal identification of top-level failure modes and levels of impairment.
* Measurements:
	+ Absence of documented failure modes and impairment levels for Operations Critical and Business Critical services.
	+ Lack of awareness and understanding of the importance of identifying failure modes and levels of impairment.
	+ Limited or no differentiation of failure modes and levels of impairment based on criticality.

Level 2: Managed

* Basic implementation of identifying top-level failure modes and levels of impairment.
* Measurements:
	+ Initial documentation of common failure modes and potential levels of impairment for Operations Critical and Business Critical services.
	+ Partial alignment of failure modes and impairment levels with criticality classifications.
	+ Limited allocation of resources for maintaining and updating the documentation.

Level 3: Defined

* Well-defined and consistently managed identification of top-level failure modes and levels of impairment.
* Measurements:
	+ Clearly documented and communicated failure modes and levels of impairment for Operations Critical and Business Critical services.
	+ Comprehensive identification and description of failure modes and potential levels of impairment.
	+ Established processes for reviewing and updating the documentation as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of identifying failure modes and levels of impairment.
* Measurements:
	+ Regular assessments of the accuracy and completeness of the identified failure modes and levels of impairment.
	+ Use of metrics and key performance indicators (K.P.I) to assess the effectiveness of identification and mitigation efforts.
	+ Analysis of data and trends to identify improvement opportunities and optimize the identification process.

Level 5: Optimizing

* Continuous improvement and optimization of the identification of failure modes and levels of impairment.
* Measurements:
	+ Continuous evaluation and enhancement of the failure mode identification process based on industry best practices and feedback.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving business needs and priorities.
	+ Strong collaboration with stakeholders to ensure effective mitigation of top-level failure modes and levels of impairment.

"No formal identification of top-level failure modes and levels of impairment." The organization has not formally identified the top-level failure modes and levels of impairment for its Operations Critical and Business Critical services. There is a lack of structured approach in determining and documenting the potential failure modes and the extent of impairment that may occur.

"Absence of documented failure modes and impairment levels for Operations Critical and Business Critical services." There is an absence of documented failure modes and impairment levels for Operations Critical and Business Critical services. The organization has not documented the specific types of failures that may occur and the corresponding levels of impairment that could result.

"Lack of awareness and understanding of the importance of identifying failure modes and levels of impairment." There is limited awareness and understanding within the organization of the importance of identifying failure modes and levels of impairment. The significance of recognizing and documenting potential failure scenarios and their potential impact on critical services may not be fully recognized or understood.

"Limited or no differentiation of failure modes and levels of impairment based on criticality." There is limited or no differentiation of failure modes and levels of impairment based on their criticality. The organization does not categorize or prioritize failure modes and levels of impairment according to their significance or impact on Operations Critical and Business Critical services.

"Basic implementation of identifying top-level failure modes and levels of impairment." The organization has initiated a basic implementation of identifying the top-level failure modes and levels of impairment for its Operations Critical and Business Critical services. Some common failure modes and potential impairment levels have been documented, although further refinement is needed.

"Initial documentation of common failure modes and potential levels of impairment for Operations Critical and Business Critical services." There is initial documentation of common failure modes and potential levels of impairment for Operations Critical and Business Critical services. These documented failure modes and impairment levels provide a starting point for understanding and addressing potential risks.

"Partial alignment of failure modes and impairment levels with criticality classifications." Some of the identified failure modes and impairment levels are partially aligned with criticality classifications. However, there is a need for further alignment and categorization based on the criticality of the services being considered.

"Limited allocation of resources for maintaining and updating the documentation." There is limited allocation of resources within the organization for maintaining and updating the documentation of failure modes and impairment levels. As a result, the documentation may not be regularly reviewed or updated to reflect changes in business needs or emerging risks.

"Well-defined and consistently managed identification of top-level failure modes and levels of impairment." The organization has a well-defined and consistently managed process for identifying the top-level failure modes and levels of impairment for its Operations Critical and Business Critical services. Clear and comprehensive documentation exists, outlining the potential failure scenarios and the associated levels of impairment.

"Clearly documented and communicated failure modes and levels of impairment for Operations Critical and Business Critical services." The failure modes and levels of impairment for Operations Critical and Business Critical services are clearly documented and effectively communicated within the organization. This ensures that all stakeholders have a shared understanding of the potential risks and impacts on critical services.

"Comprehensive identification and description of failure modes and potential levels of impairment." There is a comprehensive identification and description of failure modes and potential levels of impairment for Operations Critical and Business Critical services. Each failure mode is clearly defined and documented, along with the possible levels of impairment it may cause.

"Established processes for reviewing and updating the documentation as needed." The organization has established processes for regularly reviewing and updating the documentation of failure modes and levels of impairment as needed. This ensures that the documentation remains accurate, up-to-date, and aligned with the evolving needs and priorities of the organization.

"Actively monitoring and measuring the effectiveness of identifying failure modes and levels of impairment. The organization actively monitors and measures the effectiveness of its process for identifying failure modes and levels of impairment. Regular assessments are conducted to evaluate the accuracy and completeness of the identified failure modes and the effectiveness of the identification process.

"Regular assessments of the accuracy and completeness of the identified failure modes and levels of impairment." Regular assessments are conducted to evaluate the accuracy and completeness of the identified failure modes and levels of impairment. This involves reviewing the documented failure modes and impairment levels and comparing them against real-world scenarios to ensure their reliability and comprehensiveness.

"Use of metrics and key performance indicators (K.P.I) to assess the effectiveness of identification and mitigation efforts." Metrics and key performance indicators (K.P.I) are used to assess the effectiveness of the organization's identification and mitigation efforts for failure modes and levels of impairment. These metrics provide measurable indicators of the success and efficiency of the identification process and the subsequent mitigation strategies.

"Analysis of data and trends to identify improvement opportunities and optimize the identification process." Data and trends related to failure modes and levels of impairment are analyzed to identify improvement opportunities and optimize the identification process. By analyzing data and identifying trends, the organization can make informed decisions about refining the process, enhancing accuracy, and addressing emerging risks.

"Continuous improvement and optimization of the identification of failure modes and levels of impairment." The organization is committed to continuously improving and optimizing the process of identifying failure modes and levels of impairment. Through regular evaluations and feedback, the identification process is refined, and best practices are adopted to enhance the organization's ability to anticipate and mitigate potential risks.

"Continuous evaluation and enhancement of the failure mode identification process based on industry best practices and feedback." The failure mode identification process is continuously evaluated and enhanced based on industry best practices and feedback from stakeholders. The organization actively seeks insights from industry experts, benchmarks against industry standards, and incorporates feedback to ensure that the identification process remains robust and effective.

"Proactive identification and implementation of improvements to ensure alignment with evolving business needs and priorities." The organization proactively identifies and implements improvements to align the identification process with evolving business needs and priorities. By staying attuned to changes in the business landscape, emerging risks, and evolving customer expectations, the organization can adapt its approach to ensure effective risk identification and mitigation.

"Strong collaboration with stakeholders to ensure effective mitigation of top-level failure modes and levels of impairment." The organization maintains strong collaboration with stakeholders to ensure the effective mitigation of top-level failure modes and levels of impairment. By involving stakeholders from across the organization, valuable insights are gathered, and mitigation strategies are developed and implemented to minimize the impact of potential failures and impairment on critical services.

Control 3.3 Minimum Viable Service: Minimum Service Levels

Level 1: Initial

* No formal establishment of Minimum Viable Service Levels.
* Measurements:
	+ Absence of documented criteria or guidelines for establishing M.V.S.Ls.
	+ Lack of awareness and understanding of the importance of M.V.S.Ls.
	+ Limited or no differentiation of service levels based on customer, partner, and counterparty groups.

Level 2: Managed

* Basic implementation of establishing Minimum Viable Service Levels.
* Measurements:
	+ Initial documentation of criteria or guidelines for establishing M.V.S.Ls.
	+ Partial differentiation of service levels based on customer, partner, and counterparty groups.
	+ Limited allocation of resources for maintaining and updating M.V.S.Ls.

Level 3: Defined

* Well-defined and consistently managed establishment of Minimum Viable Service Levels.
* Measurements:
	+ Clearly documented and communicated M.V.S.Ls for each customer, partner, and counterparty group.
	+ Comprehensive differentiation of service levels based on relevant criteria and stakeholder requirements.
	+ Established processes for reviewing and updating M.V.S.Ls as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of Minimum Viable Service Levels.
* Measurements:
	+ Regular assessments of the alignment between M.V.S.Ls and stakeholder expectations.
	+ Use of metrics and key performance indicators (K.P.I) to assess service level performance.
	+ Analysis of data and trends to identify improvement opportunities and optimize M.V.S.Ls.

Level 5: Optimizing

* Continuous improvement and optimization of Minimum Viable Service Levels.
* Measurements:
	+ Continuous evaluation and enhancement of M.V.S.L criteria and methods based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving business needs and stakeholder expectations.
	+ Strong collaboration with customers, partners, and counterparties to ensure effective service level agreements and continuous improvement.

"No formal establishment of Minimum Viable Service Levels." The organization has not formally established Minimum Viable Service Levels (M.V.S.Ls) as a standard practice. There is a lack of defined criteria or guidelines for determining the minimum acceptable levels of service that should be provided to customers, partners, and counterparties.

"Absence of documented criteria or guidelines for establishing M.V.S.Ls." There is an absence of documented criteria or guidelines for establishing M.V.S.Ls within the organization. The specific requirements and expectations for service levels have not been clearly defined or documented.

"Lack of awareness and understanding of the importance of M.V.S.Ls." There is limited awareness and understanding within the organization of the importance of M.V.S.Ls. The significance of determining and meeting minimum acceptable service levels to ensure customer satisfaction, partner engagement, and effective business relationships may not be fully recognized or understood.

"Limited or no differentiation of service levels based on customer, partner, and counterparty groups." Service levels are not differentiated or tailored based on specific customer, partner, and counterparty groups. There is a lack of consideration for the unique requirements, expectations, and priorities of different stakeholders.

"Basic implementation of establishing Minimum Viable Service Levels." The organization has made some initial progress in establishing M.V.S.Ls. There is initial documentation and guidelines for determining the minimum acceptable service levels.

"Initial documentation of criteria or guidelines for establishing M.V.S.Ls." Criteria or guidelines for establishing M.V.S.Ls have been documented at a basic level. The organization has started defining the factors and considerations for determining the minimum acceptable service levels.

"Partial differentiation of service levels based on customer, partner, and counterparty groups." Some differentiation of service levels based on customer, partner, and counterparty groups has been implemented. The organization has identified and addressed certain variations in service requirements and expectations among different stakeholders, although further refinement is needed.

"Limited allocation of resources for maintaining and updating M.V.S.Ls." There is a limited allocation of resources within the organization for maintaining and updating the M.V.S.Ls. As a result, the documentation, and guidelines for establishing M.V.S.Ls may not be regularly reviewed or updated to reflect changing business needs or evolving stakeholder expectations.

"Well-defined and consistently managed establishment of Minimum Viable Service Levels." The organization has well-defined and consistently managed processes for establishing M.V.S.Ls. There is clear documentation and communication of the M.V.S.Ls for each customer, partner, and counterparty group.

"Clearly documented and communicated M.V.S.Ls for each customer, partner, and counterparty group." M.V.S.Ls for each customer, partner, and counterparty group are clearly documented and effectively communicated within the organization. This ensures that all stakeholders have a shared understanding of the minimum acceptable service levels that will be provided.

"Comprehensive differentiation of service levels based on relevant criteria and stakeholder requirements." Service levels are comprehensively differentiated based on relevant criteria and stakeholder requirements. The organization considers numerous factors, such as the criticality of services, specific service level agreements, and the unique needs of different stakeholders.

"Established processes for reviewing and updating M.V.S.Ls as needed." The organization has established processes for regularly reviewing and updating the M.V.S.Ls as needed. This ensures that the M.V.S.Ls remain relevant, aligned with changing business needs, and responsive to evolving stakeholder expectations.

"Actively monitoring and measuring the effectiveness of Minimum Viable Service Levels." The organization actively monitors and measures the effectiveness of the M.V.S.Ls. Regular assessments are conducted to evaluate the alignment between the M.V.S.Ls and stakeholder expectations, ensuring that the minimum acceptable service levels are being met.

"Regular assessments of the alignment between M.V.S.Ls and stakeholder expectations." Regular assessments are conducted to evaluate the alignment between the M.V.S.Ls and stakeholder expectations. This includes comparing the actual service levels delivered with the established M.V.S.Ls to identify any gaps or areas for improvement.

"Use of metrics and key performance indicators (K.P.I) to assess service level performance." Metrics and key performance indicators (K.P.I) are utilized to assess the performance of service levels. These metrics provide objective measurements of the organization's ability to meet the M.V.S.Ls and identify areas where improvements can be made.

"Analysis of data and trends to identify improvement opportunities and optimize M.V.S.Ls." Data and trends related to service level performance are analyzed to identify improvement opportunities and optimize the M.V.S.Ls. This analysis helps the organization identify patterns, trends, and areas of underperformance, enabling them to make informed decisions to enhance service levels.

"Continuous improvement and optimization of Minimum Viable Service Levels." The organization is committed to continuously improving and optimizing the M.V.S.Ls. Through ongoing evaluation and feedback, the organization seeks to refine the criteria, guidelines, and processes related to M.V.S.Ls to ensure they remain effective and aligned with evolving business needs and stakeholder expectations.

"Continuous evaluation and enhancement of M.V.S.L criteria and methods based on feedback and lessons learned." There is a continuous evaluation and enhancement process for the M.V.S.L criteria and methods based on feedback received and lessons learned. The organization actively seeks input from stakeholders and incorporates their insights to improve the criteria and methods used for establishing and managing M.V.S.Ls.

"Proactive identification and implementation of improvements to ensure alignment with evolving business needs and stakeholder expectations." The organization proactively identifies and implements improvements to ensure that the M.V.S.Ls align with evolving business needs and stakeholder expectations. This includes considering changes in technology, industry standards, and stakeholder requirements to maintain the relevance and effectiveness of the M.V.S.Ls.

"Strong collaboration with customers, partners, and counterparties to ensure effective service level agreements and continuous improvement." The organization maintains strong collaboration with customers, partners, and counterparties to ensure the development and implementation of effective service level agreements. This collaboration facilitates ongoing communication, feedback, and joint efforts to continuously improve service levels and meet the evolving needs of all stakeholders involved.

Control 4.1 Delivery Objectives: Service Dependencies

Level 1: Initial

* No formal identification of internal and external dependencies.
* Measurements:
	+ Absence of documented criteria or guidelines for identifying dependencies.
	+ Lack of awareness and understanding of the importance of dependency identification.
	+ Limited or no differentiation of internal and external dependencies.

Level 2: Managed

* Basic implementation of identifying internal and external dependencies.
* Measurements:
	+ Initial documentation of criteria or guidelines for identifying dependencies.
	+ Partial identification of internal and external dependencies for Operations Critical and Business Critical services.
	+ Limited allocation of resources for maintaining and updating the documentation.

Level 3: Defined

* Well-defined and consistently managed identification of internal and external dependencies.
* Measurements:
	+ Clearly documented and communicated internal and external dependencies for each Operations Critical and Business Critical service.
	+ Comprehensive identification and description of dependencies.
	+ Established processes for reviewing and updating the documentation as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of identifying dependencies.
* Measurements:
	+ Regular assessments of the accuracy and completeness of the identified dependencies.
	+ Use of metrics and key performance indicators (K.P.I) to assess the impact of dependencies on service delivery.
	+ Analysis of data and trends to identify improvement opportunities and optimize dependency identification.

Level 5: Optimizing

* Continuous improvement and optimization of the identification of internal and external dependencies.
* Measurements:
	+ Continuous evaluation and enhancement of the dependency identification process based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving business needs and priorities.
	+ Strong collaboration with stakeholders to ensure effective management of internal and external dependencies.

"No formal identification of internal and external dependencies." The organization has not formally identified the internal and external dependencies that exist within their operations. There is a lack of documented criteria or guidelines for determining and documenting these dependencies.

"Absence of documented criteria or guidelines for identifying dependencies." There are no documented criteria or guidelines in place for identifying dependencies within the organization. This means that the specific factors and considerations for identifying and managing dependencies have not been clearly defined.

"Lack of awareness and understanding of the importance of dependency identification." There is limited awareness and understanding within the organization regarding the importance of identifying and managing dependencies. The significance of understanding the relationships and interdependencies between different processes, systems, and stakeholders may not be fully recognized or understood.

"Limited or no differentiation of internal and external dependencies." There is limited or no differentiation between internal and external dependencies within the organization. The identification and management of dependencies may not consider the distinction between dependencies that exist within the organization and those that involve external parties such as vendors, partners, or customers.

"Basic implementation of identifying internal and external dependencies." The organization has made some initial progress in identifying internal and external dependencies. There is initial documentation of criteria or guidelines for identifying dependencies, although further development and refinement are needed.

"Initial documentation of criteria or guidelines for identifying dependencies." The organization has started documenting criteria or guidelines for identifying dependencies. This provides a foundation for the identification and management of dependencies within the organization.

"Partial identification of internal and external dependencies for Operations Critical and Business Critical services." There has been partial identification of internal and external dependencies specifically for Operations Critical and Business Critical services. The organization has recognized and documented dependencies that have a significant impact on the delivery of these critical services.

"Limited allocation of resources for maintaining and updating the documentation." There is a limited allocation of resources within the organization for maintaining and updating the documentation of dependencies. As a result, the documentation may not be regularly reviewed or updated to reflect changes in processes, systems, or stakeholder relationships.

"Well-defined and consistently managed identification of internal and external dependencies." The organization has a well-defined and consistently managed process for identifying internal and external dependencies. There is clear documentation and communication of the dependencies for each Operations Critical and Business Critical service.

"Clearly documented and communicated internal and external dependencies for each Operations Critical and Business Critical service." The internal and external dependencies for each Operations Critical and Business Critical service are clearly documented and effectively communicated within the organization. This ensures that all stakeholders are aware of the dependencies and can take them into account when making decisions or managing risks.

"Comprehensive identification and description of dependencies." The organization has conducted a comprehensive identification and description of dependencies. This includes a thorough understanding of the relationships and interdependencies between different processes, systems, stakeholders, and external entities.

"Established processes for reviewing and updating the documentation as needed." There are established processes within the organization for regularly reviewing and updating the documentation of dependencies. This ensures that the documentation remains accurate, up to date, and reflective of the current state of dependencies within the organization.

"Actively monitoring and measuring the effectiveness of identifying dependencies." The organization actively monitors and measures the effectiveness of identifying dependencies. Regular assessments are conducted to evaluate the accuracy and completeness of the identified dependencies and to ensure that they are effectively managed.

"Regular assessments of the accuracy and completeness of the identified dependencies." Regular assessments are conducted to evaluate the accuracy and completeness of the identified dependencies. This ensures that the documentation remains reliable and that all dependencies are accounted for in the organization's operations.

"Use of metrics and key performance indicators (K.P.I) to assess the impact of dependencies on service delivery." Metrics and key performance indicators (K.P.I) are utilized to assess the impact of dependencies on service delivery. This allows the organization to measure and evaluate how dependencies influence the performance and effectiveness of their operations.

"Analysis of data and trends to identify improvement opportunities and optimize dependency identification." Data and trends related to dependencies are analyzed to identify improvement opportunities and optimize the process of dependency identification. This analysis helps the organization identify patterns, areas for improvement, and potential risks associated with dependencies.

"Continuous improvement and optimization of the identification of internal and external dependencies." The organization is committed to continuously improving and optimizing the identification of internal and external dependencies. Through ongoing evaluation and feedback, the organization seeks to enhance the accuracy, completeness, and effectiveness of dependency identification.

"Continuous evaluation and enhancement of the dependency identification process based on feedback and lessons learned." There is a continuous evaluation and enhancement process for the dependency identification process based on feedback received and lessons learned. The organization actively seeks input from stakeholders and incorporates their insights to improve the criteria, guidelines, and methods used for identifying and managing dependencies.

"Proactive identification and implementation of improvements to ensure alignment with evolving business needs and priorities." The organization proactively identifies and implements improvements to ensure that the identification of dependencies remains aligned with evolving business needs and priorities. This includes considering changes in technology, processes, stakeholder requirements, and industry trends to maintain the relevance and effectiveness of the dependency identification process.

"Strong collaboration with stakeholders to ensure effective management of internal and external dependencies." The organization maintains strong collaboration with stakeholders to ensure the effective management of internal and external dependencies. This collaboration fosters communication, cooperation, and joint efforts to identify, understand, and mitigate dependencies, thereby enhancing operational resilience and efficiency.

Control 4.2 Delivery Objectives: Service Design

Level 1: Initial

* No formal establishment of Target Operational Service Levels.
* Measurements:
	+ Absence of documented criteria or guidelines for setting service levels.
	+ Lack of awareness and understanding of the importance of Target Operational Service Levels.
	+ Limited or no consideration of minimum service levels required by stakeholders and identified service dependencies.

Level 2: Managed

* Basic implementation of establishing Target Operational Service Levels.
* Measurements:
	+ Initial documentation of criteria or guidelines for setting service levels.
	+ Partial consideration of minimum service levels required by stakeholders and identified service dependencies.
	+ Limited allocation of resources for maintaining and updating Target Operational Service Levels.

Level 3: Defined

* Well-defined and consistently managed establishment of Target Operational Service Levels.
* Measurements:
	+ Clearly documented and communicated Target Operational Service Levels, considering the minimum service levels required by stakeholders and identified service dependencies.
	+ Comprehensive identification and description of service levels.
	+ Established processes for reviewing and updating the Target Operational Service Levels as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of Target Operational Service Levels.
* Measurements:
	+ Regular assessments of the alignment between Target Operational Service Levels and stakeholder expectations.
	+ Use of metrics and key performance indicators (K.P.I) to assess service level performance.
	+ Analysis of data and trends to identify improvement opportunities and optimize Target Operational Service Levels.

Level 5: Optimizing

* Continuous improvement and optimization of Target Operational Service Levels.
* Measurements:
	+ Continuous evaluation and enhancement of the Target Operational Service Level criteria and methods based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving business needs and stakeholder expectations.
	+ Strong collaboration with customers, partners, and counterparties to ensure effective service level agreements and continuous improvement.

"No formal establishment of Target Operational Service Levels." The organization has not formally established Target Operational Service Levels, which are specific performance levels or metrics that define the expected quality, availability, and responsiveness of operational services.

"Absence of documented criteria or guidelines for setting service levels." There are no documented criteria or guidelines in place for setting service levels within the organization. This means that the specific factors and considerations for determining the appropriate service levels have not been clearly defined.

"Lack of awareness and understanding of the importance of Target Operational Service Levels." There is limited awareness and understanding within the organization regarding the importance of setting and maintaining Target Operational Service Levels. The significance of clearly defining and meeting service level expectations may not be fully recognized or understood.

"Limited or no consideration of minimum service levels required by stakeholders and identified service dependencies." There is limited or no consideration given to the minimum service levels required by stakeholders and identified service dependencies within the organization. The establishment of service levels may not adequately address the specific needs and dependencies of stakeholders and may not align with critical service dependencies.

"Basic implementation of establishing Target Operational Service Levels." The organization has made some initial progress in establishing Target Operational Service Levels. There is initial documentation of criteria or guidelines for setting service levels, although further development and refinement are needed.

"Initial documentation of criteria or guidelines for setting service levels." The organization has started documenting criteria or guidelines for setting service levels. This provides a foundation for determining the appropriate performance levels and metrics for operational services.

"Partial consideration of minimum service levels required by stakeholders and identified service dependencies." There has been partial consideration of the minimum service levels required by stakeholders and identified service dependencies. The organization has recognized and documented the key factors that should be considered when setting service levels.

"Limited allocation of resources for maintaining and updating Target Operational Service Levels." There is a limited allocation of resources within the organization for maintaining and updating the documentation of Target Operational Service Levels. As a result, the documentation may not be regularly reviewed or updated to reflect changes in stakeholder expectations or evolving business needs.

"Well-defined and consistently managed establishment of Target Operational Service Levels." The organization has a well-defined and consistently managed process for establishing Target Operational Service Levels. There is clear documentation and communication of the expected service levels, considering the minimum service levels required by stakeholders and identified service dependencies.

"Clearly documented and communicated Target Operational Service Levels, considering the minimum service levels required by stakeholders and identified service dependencies." The Target Operational Service Levels, which specify the expected performance and quality of operational services, are clearly documented, and effectively communicated within the organization. These service levels consider the minimum requirements of stakeholders and the dependencies identified in the service delivery process.

"Comprehensive identification and description of service levels." The organization has conducted a comprehensive identification and description of the service levels. This includes defining the specific performance metrics, thresholds, and objectives that are associated with each service level.

"Established processes for reviewing and updating the Target Operational Service Levels as needed." There are established processes within the organization for regularly reviewing and updating the Target Operational Service Levels as needed. This ensures that the service levels remain relevant and aligned with changing stakeholder expectations and business requirements.

"Actively monitoring and measuring the effectiveness of Target Operational Service Levels." The organization actively monitors and measures the effectiveness of the Target Operational Service Levels. Regular assessments are conducted to evaluate the alignment between the established service levels and stakeholder expectations.

"Regular assessments of the alignment between Target Operational Service Levels and stakeholder expectations." Regular assessments are conducted to evaluate the alignment between the Target Operational Service Levels and stakeholder expectations. This ensures that the service levels meet the desired performance standards and effectively address the needs and requirements of stakeholders.

"Use of metrics and key performance indicators (K.P.I) to assess service level performance." Metrics and key performance indicators (K.P.I) are utilized to assess the performance of service levels. These metrics and K.P.I provide objective measurements that help determine whether the actual service level performance meets the established targets.

"Analysis of data and trends to identify improvement opportunities and optimize Target Operational Service Levels." Data and trends related to service level performance are analyzed to identify improvement opportunities and optimize the Target Operational Service Levels. This analysis helps identify areas where service levels may need adjustment or enhancement to better meet stakeholder expectations and business goals.

"Continuous improvement and optimization of Target Operational Service Levels." The organization is committed to continuously improving and optimizing the Target Operational Service Levels. This involves ongoing evaluation and refinement of the criteria, guidelines, and methods used for setting and maintaining service levels.

"Continuous evaluation and enhancement of the Target Operational Service Level criteria and methods based on feedback and lessons learned." There is a continuous evaluation and enhancement process for the Target Operational Service Level criteria and methods. Feedback from stakeholders and lessons learned from previous experiences are considered to adjust and improvements to the criteria and methods used for setting service levels.

"Proactive identification and implementation of improvements to ensure alignment with evolving business needs and stakeholder expectations." The organization proactively identifies and implements improvements to ensure that the Target Operational Service Levels remain aligned with evolving business needs and stakeholder expectations. This includes considering changes in technology, industry best practices, and feedback from stakeholders to enhance the relevance and effectiveness of service level targets.

"Strong collaboration with customers, partners, and counterparties to ensure effective service level agreements and continuous improvement." The organization maintains strong collaboration with customers, partners, and counterparties to ensure effective service level agreements and continuous improvement. This collaborative approach fosters open communication, mutual understanding, and joint efforts to define and meet service level expectations, thereby enhancing operational resilience and customer satisfaction.

Control 4.3 Delivery Objectives: Service Delivery Objectives

Level 1: Initial

* No formal definition of Service Delivery Objectives.
* Measurements:
	+ Absence of documented criteria or guidelines for defining S.D.Os.
	+ Lack of awareness and understanding of the importance of S.D.Os.
	+ Limited or no differentiation of service objectives based on criticality.

Level 2: Managed

* Basic implementation of defining Service Delivery Objectives.
* Measurements:
	+ Initial documentation of criteria or guidelines for defining S.D.Os.
	+ Partial definition of S.D.Os for Operations Critical and Business Critical services.
	+ Limited allocation of resources for maintaining and updating the documentation.

Level 3: Defined

* Well-defined and consistently managed definition of Service Delivery Objectives.
* Measurements:
	+ Clearly documented and communicated S.D.Os for each Operations Critical and Business Critical service.
	+ Comprehensive definition of S.D.Os based on relevant criteria and stakeholder requirements.
	+ Established processes for reviewing and updating the documentation as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of Service Delivery Objectives.
* Measurements:
	+ Regular assessments of the alignment between S.D.Os and stakeholder expectations.
	+ Use of metrics and key performance indicators (K.P.I) to assess service delivery performance.
	+ Analysis of data and trends to identify improvement opportunities and optimize S.D.Os.

Level 5: Optimizing

* Continuous improvement and optimization of Service Delivery Objectives.
* Measurements:
	+ Continuous evaluation and enhancement of the S.D.O. definition process based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving business needs and stakeholder expectations.
	+ Strong collaboration with stakeholders to ensure effective service delivery based on defined objectives.

"No formal definition of Service Delivery Objectives." The organization lacks a formal definition of Service Delivery Objectives (S.D.Os), which are specific goals and targets related to the delivery of services. These objectives outline the desired outcomes and performance standards that need to be achieved.

"Absence of documented criteria or guidelines for defining S.D.Os." There are no documented criteria or guidelines in place for defining S.D.Os within the organization. This means that there are no established rules or standards for determining the specific objectives and targets that should be set for service delivery.

"Lack of awareness and understanding of the importance of S.D.Os." There is limited awareness and understanding within the organization regarding the importance of defining and establishing S.D.Os. The significance of clearly defining service objectives and aligning them with stakeholder expectations may not be fully recognized or understood.

"Limited or no differentiation of service objectives based on criticality." There is limited or no differentiation of service objectives based on criticality within the organization. The objectives for service delivery may not adequately reflect the varying importance and priority levels associated with different services.

"Basic implementation of defining Service Delivery Objectives." The organization has made initial progress in defining Service Delivery Objectives. There is initial documentation of criteria or guidelines for defining S.D.Os, although further development and refinement are needed.

"Initial documentation of criteria or guidelines for defining S.D.Os." The organization has started documenting criteria or guidelines for defining S.D.Os. This provides a foundation for determining the specific objectives and performance targets that should be set for service delivery.

"Partial definition of S.D.Os for Operations Critical and Business Critical services." There has been partial definition of S.D.Os for Operations Critical and Business Critical services. The organization has identified and documented the key objectives and targets that need to be achieved for these critical services.

"Limited allocation of resources for maintaining and updating the documentation." There is a limited allocation of resources within the organization for maintaining and updating the documentation of S.D.Os. As a result, the documentation may not be regularly reviewed or updated to reflect changes in stakeholder expectations or evolving business needs.

"Well-defined and consistently managed definition of Service Delivery Objectives." The organization has a well-defined and consistently managed process for defining Service Delivery Objectives. There is clear documentation and communication of the specific objectives for each Operations Critical and Business Critical service, based on relevant criteria and stakeholder requirements.

"Clearly documented and communicated S.D.Os for each Operations Critical and Business Critical service." The Service Delivery Objectives (S.D.Os) for each Operations Critical and Business Critical service are clearly documented and effectively communicated within the organization. These objectives are based on comprehensive considerations of relevant criteria and stakeholder requirements.

"Comprehensive definition of S.D.Os based on relevant criteria and stakeholder requirements." The organization has developed a comprehensive definition of S.D.Os, considering relevant criteria and stakeholder requirements. The objectives are aligned with the specific needs and expectations of stakeholders and reflect the criticality of the services being delivered.

"Established processes for reviewing and updating the documentation as needed." There are established processes within the organization for regularly reviewing and updating the documentation of S.D.Os as needed. This ensures that the objectives remain relevant and aligned with changing stakeholder expectations and business requirements.

"Actively monitoring and measuring the effectiveness of Service Delivery Objectives." The organization actively monitors and measures the effectiveness of the Service Delivery Objectives (S.D.Os). Regular assessments are conducted to evaluate the alignment between the defined objectives and stakeholder expectations.

"Regular assessments of the alignment between S.D.Os and stakeholder expectations." Regular assessments are conducted to evaluate the alignment between the defined S.D.Os and stakeholder expectations. This ensures that the objectives set for service delivery meet the needs and requirements of stakeholders.

"Use of metrics and key performance indicators (K.P.I) to assess service delivery performance." Metrics and key performance indicators (K.P.I) are utilized to assess the performance of service delivery in relation to the defined Service Delivery Objectives. These measurements provide objective data that helps evaluate whether the objectives are being met or if adjustments are necessary.

"Analysis of data and trends to identify improvement opportunities and optimize S.D.Os." Data and trends related to service delivery performance are analyzed to identify improvement opportunities and optimize the Service Delivery Objectives. This analysis helps identify areas where objectives may need to be adjusted or enhanced to better align with stakeholder expectations and improve overall service delivery.

"Continuous improvement and optimization of Service Delivery Objectives." The organization is committed to continuous improvement and optimization of the Service Delivery Objectives. This involves ongoing evaluation and refinement of the objectives based on feedback, lessons learned, and changes in business needs and stakeholder expectations.

"Continuous evaluation and enhancement of the S.D.O. definition process based on feedback and lessons learned." There is a continuous evaluation and enhancement process for the definition of Service Delivery Objectives. Feedback from stakeholders and lessons learned from previous experiences are considered to make improvements to the S.D.O. definition process and ensure that the objectives remain effective and relevant.

"Proactive identification and implementation of improvements to ensure alignment with evolving business needs and stakeholder expectations." The organization proactively identifies and implements improvements to ensure that the Service Delivery Objectives remain aligned with evolving business needs and stakeholder expectations. This includes considering changes in technology, industry best practices, and feedback from stakeholders to enhance the effectiveness and relevance of the objectives.

"Strong collaboration with stakeholders to ensure effective service delivery based on defined objectives." The organization maintains strong collaboration with stakeholders to ensure effective service delivery based on the defined Service Delivery Objectives. This collaborative approach fosters open communication, mutual understanding, and joint efforts to achieve the objectives, thereby enhancing operational resilience and customer satisfaction.

Control 4.4 Delivery Objectives: Data Restoration Objectives

Level 1: Initial

* No formal definition of Data Restoration Objectives.
* Measurements:
	+ Absence of documented criteria or guidelines for defining DROs.
	+ Lack of awareness and understanding of the importance of DROs.
	+ Limited or no differentiation of data restoration objectives based on criticality.

Level 2: Managed

* Basic implementation of defining Data Restoration Objectives.
* Measurements:
	+ Initial documentation of criteria or guidelines for defining DROs.
	+ Partial definition of DROs for Critical Data Set components.
	+ Limited allocation of resources for maintaining and updating the documentation.

Level 3: Defined

* Well-defined and consistently managed definition of Data Restoration Objectives.
* Measurements:
	+ Clearly documented and communicated DROs for each Critical Data Set component.
	+ Comprehensive definition of DROs based on relevant criteria and stakeholder requirements.
	+ Established processes for reviewing and updating the documentation as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of Data Restoration Objectives.
* Measurements:
	+ Regular assessments of the alignment between DROs and Service Delivery Objectives.
	+ Use of metrics and key performance indicators (K.P.I) to assess data restoration performance.
	+ Analysis of data and trends to identify improvement opportunities and optimize DROs.

Level 5: Optimizing

* Continuous improvement and optimization of Data Restoration Objectives.
* Measurements:
	+ Continuous evaluation and enhancement of the DRO definition process based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving business needs and stakeholder expectations.
	+ Strong collaboration with stakeholders to ensure effective data restoration based on defined objectives.

"No formal definition of Data Restoration Objectives." The organization lacks a formal definition of Data Restoration Objectives (DROs), which are specific goals and targets related to restoring data in the event of a disruption or incident. These objectives outline the desired outcomes and performance standards for data restoration processes.

"Absence of documented criteria or guidelines for defining DROs." There are no documented criteria or guidelines in place for defining DROs within the organization. This means that there are no established rules or standards for determining the specific objectives and targets that should be set for data restoration.

"Lack of awareness and understanding of the importance of DROs." There is limited awareness and understanding within the organization regarding the importance of defining and establishing DROs. The significance of clearly defining data restoration objectives and aligning them with stakeholder requirements may not be fully recognized or understood.

"Limited or no differentiation of data restoration objectives based on criticality." There is limited or no differentiation of data restoration objectives based on criticality within the organization. The objectives for data restoration may not adequately reflect the varying importance and priority levels associated with different types of data and critical systems.

"Basic implementation of defining Data Restoration Objectives." The organization has made some initial progress in defining Data Restoration Objectives. There is initial documentation of criteria or guidelines for defining DROs, although further development and refinement are needed.

"Initial documentation of criteria or guidelines for defining DROs." The organization has started documenting criteria or guidelines for defining DROs. This provides a foundation for determining the specific objectives and performance targets that should be set for data restoration.

"Partial definition of DROs for Critical Data Set components." There has been partial definition of DROs for Critical Data Set components. The organization has identified and documented some of the key objectives and targets that need to be achieved for restoring critical data.

"Limited allocation of resources for maintaining and updating the documentation." There is a limited allocation of resources within the organization for maintaining and updating the documentation of DROs. As a result, the documentation may not be regularly reviewed or updated to reflect changes in stakeholder requirements or evolving business needs.

"Well-defined and consistently managed definition of Data Restoration Objectives." The organization has a well-defined and consistently managed process for defining Data Restoration Objectives. There is clear documentation and communication of the specific objectives for each Critical Data Set component, based on relevant criteria and stakeholder requirements.

"Clearly documented and communicated DROs for each Critical Data Set component." The Data Restoration Objectives (DROs) for each Critical Data Set component are clearly documented and effectively communicated within the organization. These objectives are based on comprehensive considerations of relevant criteria and stakeholder requirements.

"Comprehensive definition of DROs based on relevant criteria and stakeholder requirements." The organization has developed a comprehensive definition of DROs, considering relevant criteria and stakeholder requirements. The objectives are aligned with the specific needs and expectations of stakeholders and reflect the criticality of the data being restored.

"Established processes for reviewing and updating the documentation as needed." There are established processes within the organization for regularly reviewing and updating the documentation of DROs as needed. This ensures that the objectives remain relevant and aligned with changing stakeholder requirements and business needs.

"Actively monitoring and measuring the effectiveness of Data Restoration Objectives." The organization actively monitors and measures the effectiveness of the Data Restoration Objectives (DROs). Regular assessments are conducted to evaluate the alignment between the defined objectives and Service Delivery Objectives.

"Regular assessments of the alignment between DROs and Service Delivery Objectives." Regular assessments are conducted to evaluate the alignment between the Data Restoration Objectives (DROs) and the Service Delivery Objectives. This assessment helps ensure that the objectives set for data restoration are consistent with the broader goals and targets for service delivery.

"Use of metrics and key performance indicators (K.P.I) to assess data restoration performance." Metrics and key performance indicators (K.P.I) are utilized to assess the performance of data restoration in relation to the defined DROs. These measurements provide objective data that helps evaluate whether the objectives are being met and identify areas for improvement.

"Analysis of data and trends to identify improvement opportunities and optimize DROs." Data and trends related to data restoration performance are analyzed to identify improvement opportunities and optimize the Data Restoration Objectives. This analysis helps identify areas where objectives may need to be adjusted or enhanced to improve the effectiveness and efficiency of data restoration.

"Continuous improvement and optimization of Data Restoration Objectives." The organization is committed to continuously improving and optimizing the Data Restoration Objectives. This involves ongoing evaluation and refinement of the objectives based on feedback, lessons learned, and changes in stakeholder requirements.

"Continuous evaluation and enhancement of the DRO definition process based on feedback and lessons learned." There is a continuous evaluation and enhancement process for the definition of Data Restoration Objectives. Feedback from stakeholders and lessons learned from previous data restoration efforts are considered to make improvements to the DRO definition process and ensure that the objectives remain effective and relevant.

"Proactive identification and implementation of improvements to ensure alignment with evolving business needs and stakeholder expectations." The organization proactively identifies and implements improvements to ensure that the Data Restoration Objectives remain aligned with evolving business needs and stakeholder expectations. This includes considering changes in technology, industry best practices, and feedback from stakeholders to enhance the effectiveness and relevance of the objectives.

"Strong collaboration with stakeholders to ensure effective data restoration based on defined objectives." The organization maintains strong collaboration with stakeholders to ensure effective data restoration based on the defined Data Restoration Objectives. This collaborative approach fosters open communication, mutual understanding, and joint efforts to achieve the objectives, thereby enhancing operational resilience and data availability.

Control 5.1 Data Archive: Format

Level 1: Initial

* No formal process for extracting Critical Data Sets in a format that meets Data Restoration Objectives.
* Measurements:
	+ Absence of documented criteria or guidelines for data extraction.
	+ Lack of awareness and understanding of the importance of extracting data in the required format.
	+ Limited or no consideration of Data Restoration Objectives during data extraction.

Level 2: Managed

* Basic implementation of extracting Critical Data Sets in a format that meets Data Restoration Objectives.
* Measurements:
	+ Initial documentation of criteria or guidelines for data extraction.
	+ Partial consideration of Data Restoration Objectives during data extraction.
	+ Limited allocation of resources for maintaining and updating the documentation.

Level 3: Defined

* Well-defined and consistently managed extraction of Critical Data Sets in a format that meets Data Restoration Objectives.
* Measurements:
	+ Clearly documented and communicated criteria and guidelines for data extraction.
	+ Comprehensive consideration of Data Restoration Objectives during data extraction.
	+ Established processes for reviewing and updating the documentation as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of data extraction to meet Data Restoration Objectives.
* Measurements:
	+ Regular assessments of the alignment between data extraction practices and Data Restoration Objectives.
	+ Use of metrics and key performance indicators (K.P.I) to assess the success of data extraction.
	+ Analysis of data and trends to identify improvement opportunities and optimize data extraction practices.

Level 5: Optimizing

* Continuous improvement and optimization of data extraction to meet Data Restoration Objectives.
* Measurements:
	+ Continuous evaluation and enhancement of data extraction processes based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving business needs and Data Restoration Objectives.
	+ Strong collaboration with stakeholders to ensure effective data extraction practices.

"No formal process for extracting Critical Data Sets at predefined intervals." The organization does not have a formal process in place for extracting Critical Data Sets at predefined intervals. This means that there is no established procedure for regularly and systematically extracting the essential data sets that are critical for the organization's operations and resilience.

"Absence of documented criteria or guidelines for data extraction intervals." There are no documented criteria or guidelines for determining the intervals at which data should be extracted. The organization has not established clear rules or standards for defining the frequency and timing of data extraction from Critical Data Sets.

"Lack of awareness and understanding of the importance of predefined extraction intervals." There is limited awareness and understanding within the organization regarding the significance of predefined extraction intervals. The importance of extracting Critical Data Sets at regular and predefined intervals may not be fully recognized or understood by the relevant stakeholders.

"Limited or no consideration of Data Restoration Objectives during data extraction." There is limited or no consideration of Data Restoration Objectives during the data extraction process. The objectives related to restoring data and meeting specific targets may not be considered when determining the intervals for extracting Critical Data Sets.

"Basic implementation of extracting Critical Data Sets at predefined intervals." The organization has implemented a basic process for extracting Critical Data Sets at predefined intervals. There is initial documentation of criteria or guidelines for determining the intervals, although further development and refinement may be needed.

"Initial documentation of criteria or guidelines for data extraction intervals." The organization has started documenting criteria or guidelines for determining the intervals at which data should be extracted. This provides a foundation for establishing predefined intervals and ensuring consistency in the data extraction process.

"Partial consideration of predefined extraction intervals based on identified needs." The organization has partially considered predefined extraction intervals based on identified needs. While some intervals have been established, there may be room for further refinement and alignment with Data Restoration Objectives and business requirements.

"Limited allocation of resources for maintaining and updating the documentation." There is a limited allocation of resources within the organization for maintaining and updating the documentation related to data extraction intervals. As a result, the documentation may not be regularly reviewed or updated to reflect changes in business needs or evolving requirements.

"Well-defined and consistently managed extraction of Critical Data Sets at predefined intervals." The organization has a well-defined and consistently managed process for extracting Critical Data Sets at predefined intervals. There are clearly documented criteria and guidelines for determining the intervals, ensuring consistent and timely extraction of essential data.

"Clearly documented and communicated criteria and guidelines for data extraction intervals." The criteria and guidelines for data extraction intervals are clearly documented and effectively communicated within the organization. These criteria and guidelines provide specific instructions on when and how Critical Data Sets should be extracted.

"Comprehensive consideration of Data Restoration Objectives and business requirements during data extraction." During the data extraction process, there is a comprehensive consideration of Data Restoration Objectives and business requirements. The extraction intervals are aligned with the objectives and requirements to ensure that the extracted data supports the organization's resilience and operational needs.

"Established processes for reviewing and updating the documentation as needed." There are established processes within the organization for regularly reviewing and updating the documentation related to data extraction intervals. This ensures that the criteria and guidelines remain up to date and aligned with changing business needs and objectives.

"Actively monitoring and measuring the effectiveness of data extraction at predefined intervals." The organization actively monitors and measures the effectiveness of data extraction at predefined intervals. Regular assessments are conducted to evaluate the alignment between the extraction intervals and Data Restoration Objectives.

"Regular assessments of the alignment between data extraction intervals and Data Restoration Objectives." Regular assessments are conducted to evaluate the alignment between the predefined data extraction intervals and the Data Restoration Objectives. This helps ensure that the intervals are appropriate and conducive to achieving the desired data restoration outcomes.

"Use of metrics and key performance indicators (K.P.I) to assess the success of adhering to predefined extraction intervals." Metrics and key performance indicators (K.P.I) are utilized to assess the extent to which the organization adheres to the predefined data extraction intervals. These metrics provide objective measurements that help determine the success and effectiveness of the established intervals.

"Analysis of data and trends to identify improvement opportunities and optimize data extraction practices." Data and trends related to data extraction practices are analyzed to identify improvement opportunities and optimize the overall process. This analysis enables the organization to make informed decisions and adjustments to enhance the efficiency and effectiveness of data extraction.

"Continuous improvement and optimization of data extraction at predefined intervals." The organization is committed to continuously improving and optimizing the data extraction process at predefined intervals. This involves ongoing evaluation, learning from past experiences, and implementing enhancements to ensure that the process remains efficient and aligned with organizational goals.

"Continuous evaluation and enhancement of the DRO definition process based on feedback and lessons learned." The organization continuously evaluates and enhances the process of defining Data Restoration Objectives (DROs) based on feedback and lessons learned. This iterative approach allows for continuous refinement and adjustment to ensure that the defined objectives remain relevant and effective.

"Proactive identification and implementation of improvements to ensure alignment with evolving business needs and Data Restoration Objectives." The organization proactively identifies and implements improvements to ensure that the data extraction process aligns with evolving business needs and Data Restoration Objectives. This proactive approach ensures that the extraction intervals remain relevant and supportive of the organization's resilience goals.

"Strong collaboration with stakeholders to ensure effective data extraction practices and predefined intervals." The organization maintains strong collaboration with stakeholders to ensure that data extraction practices and predefined intervals are effective and aligned with stakeholder expectations. This collaboration fosters a shared understanding and promotes the adoption of best practices in data extraction to enhance operational resilience.

Control 5.2 Data Archive: Frequency

Level 1: Initial

* No formal process for extracting Critical Data Sets at predefined intervals.
* Measurements:
	+ Absence of documented criteria or guidelines for data extraction intervals.
	+ Lack of awareness and understanding of the importance of predefined extraction intervals.
	+ Limited or no consideration of Data Restoration Objectives during data extraction.

Level 2: Managed

* Basic implementation of extracting Critical Data Sets at predefined intervals.
* Measurements:
	+ Initial documentation of criteria or guidelines for data extraction intervals.
	+ Partial consideration of predefined extraction intervals based on identified needs.
	+ Limited allocation of resources for maintaining and updating the documentation.

Level 3: Defined

* Well-defined and consistently managed extraction of Critical Data Sets at predefined intervals.
* Measurements:
	+ Clearly documented and communicated criteria and guidelines for data extraction intervals.
	+ Comprehensive consideration of Data Restoration Objectives and business requirements during data extraction.
	+ Established processes for reviewing and updating the documentation as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of data extraction at predefined intervals.
* Measurements:
	+ Regular assessments of the alignment between data extraction intervals and Data Restoration Objectives.
	+ Use of metrics and key performance indicators (K.P.I) to assess the success of adhering to predefined extraction intervals.
	+ Analysis of data and trends to identify improvement opportunities and optimize data extraction practices.

Level 5: Optimizing

* Continuous improvement and optimization of data extraction at predefined intervals.
* Measurements:
	+ Continuous evaluation and enhancement of data extraction processes based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving business needs and Data Restoration Objectives.
	+ Strong collaboration with stakeholders to ensure effective data extraction practices and predefined intervals.

"No formal process for extracting Critical Data Sets at predefined intervals." The organization does not have a formal process in place for extracting Critical Data Sets at predefined intervals. This means that there is no established procedure for regularly and systematically extracting the essential data sets that are critical for the organization's operations and resilience.

"Absence of documented criteria or guidelines for data extraction intervals." There are no documented criteria or guidelines for determining the intervals at which data should be extracted. The organization has not established clear rules or standards for defining the frequency and timing of data extraction from Critical Data Sets.

"Lack of awareness and understanding of the importance of predefined extraction intervals." There is limited awareness and understanding within the organization regarding the significance of predefined extraction intervals. The importance of extracting Critical Data Sets at regular and predefined intervals may not be fully recognized or understood by the relevant stakeholders.

"Limited or no consideration of Data Restoration Objectives during data extraction." There is limited or no consideration of Data Restoration Objectives during the data extraction process. The objectives related to restoring data and meeting specific targets may not be considered when determining the intervals for extracting Critical Data Sets.

"Basic implementation of extracting Critical Data Sets at predefined intervals." The organization has implemented a basic process for extracting Critical Data Sets at predefined intervals. There is initial documentation of criteria or guidelines for determining the intervals, although further development and refinement may be needed.

"Initial documentation of criteria or guidelines for data extraction intervals." The organization has started documenting criteria or guidelines for determining the intervals at which data should be extracted. This provides a foundation for establishing predefined intervals and ensuring consistency in the data extraction process.

"Partial consideration of predefined extraction intervals based on identified needs." The organization has partially considered predefined extraction intervals based on identified needs. While some intervals have been established, there may be room for further refinement and alignment with Data Restoration Objectives and business requirements.

"Limited allocation of resources for maintaining and updating the documentation." There is a limited allocation of resources within the organization for maintaining and updating the documentation related to data extraction intervals. As a result, the documentation may not be regularly reviewed or updated to reflect changes in business needs or evolving requirements.

"Well-defined and consistently managed extraction of Critical Data Sets at predefined intervals." The organization has a well-defined and consistently managed process for extracting Critical Data Sets at predefined intervals. There are clearly documented criteria and guidelines for determining the intervals, ensuring consistent and timely extraction of essential data.

"Clearly documented and communicated criteria and guidelines for data extraction intervals." The criteria and guidelines for data extraction intervals are clearly documented and effectively communicated within the organization. These criteria and guidelines provide specific instructions on when and how Critical Data Sets should be extracted.

"Comprehensive consideration of Data Restoration Objectives and business requirements during data extraction." During the data extraction process, there is a comprehensive consideration of Data Restoration Objectives and business requirements. The extraction intervals are aligned with the objectives and requirements to ensure that the extracted data supports the organization's resilience and operational needs.

"Established processes for reviewing and updating the documentation as needed." There are established processes within the organization for regularly reviewing and updating the documentation related to data extraction intervals. This ensures that the criteria and guidelines remain up to date and aligned with changing business needs and objectives.

"Actively monitoring and measuring the effectiveness of data extraction at predefined intervals." The organization actively monitors and measures the effectiveness of data extraction at predefined intervals. Regular assessments are conducted to evaluate the alignment between the extraction intervals and Data Restoration Objectives.

"Regular assessments of the alignment between data extraction intervals and Data Restoration Objectives." Regular assessments are conducted to evaluate the alignment between the predefined data extraction intervals and the Data Restoration Objectives. This helps ensure that the intervals are appropriate and conducive to achieving the desired data restoration outcomes.

"Use of metrics and key performance indicators (K.P.I) to assess the success of adhering to predefined extraction intervals." Metrics and key performance indicators (K.P.I) are utilized to assess the extent to which the organization adheres to the predefined data extraction intervals. These metrics provide objective measurements that help determine the success and effectiveness of the established intervals.

"Analysis of data and trends to identify improvement opportunities and optimize data extraction practices." Data and trends related to data extraction practices are analyzed to identify improvement opportunities and optimize the overall process. This analysis enables the organization to make informed decisions and adjustments to enhance the efficiency and effectiveness of data extraction.

"Continuous improvement and optimization of data extraction at predefined intervals." The organization is committed to continuously improving and optimizing the data extraction process at predefined intervals. This involves ongoing evaluation, learning from past experiences, and implementing enhancements to ensure that the process remains efficient and aligned with organizational goals.

"Continuous evaluation and enhancement of the DRO definition process based on feedback and lessons learned." The organization continuously evaluates and enhances the process of defining Data Restoration Objectives (DROs) based on feedback and lessons learned. This iterative approach allows for continuous refinement and adjustment to ensure that the defined objectives remain relevant and effective.

"Proactive identification and implementation of improvements to ensure alignment with evolving business needs and Data Restoration Objectives." The organization proactively identifies and implements improvements to ensure that the data extraction process aligns with evolving business needs and Data Restoration Objectives. This proactive approach ensures that the extraction intervals remain relevant and supportive of the organization's resilience goals.

"Strong collaboration with stakeholders to ensure effective data extraction practices and predefined intervals." The organization maintains strong collaboration with stakeholders to ensure that data extraction practices and predefined intervals are effective and aligned with stakeholder expectations. This collaboration fosters a shared understanding and promotes the adoption of best practices in data extraction to enhance operational resilience.

Control 5.3 Preservation: Confidentiality

Level 1: Initial

* No formal practices for maintaining the confidentiality of Critical Data Set extracts.
* Measurements:
	+ Absence of documented criteria or guidelines for maintaining confidentiality.
	+ Lack of awareness and understanding of the importance of confidentiality.
	+ Limited or no implementation of standard practices for confidentiality.

Level 2: Managed

* Basic implementation of practices for maintaining the confidentiality of Critical Data Set extracts.
* Measurements:
	+ Initial documentation of criteria or guidelines for maintaining confidentiality.
	+ Partial implementation of standard practices for confidentiality.
	+ Limited allocation of resources for maintaining and updating the documentation.

Level 3: Defined

* Well-defined and consistently managed practices for maintaining the confidentiality of Critical Data Set extracts.
* Measurements:
	+ Clearly documented and communicated criteria and guidelines for maintaining confidentiality.
	+ Comprehensive implementation of standard practices for confidentiality.
	+ Established processes for reviewing and updating the documentation as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of practices for maintaining confidentiality.
* Measurements:
	+ Regular assessments of the alignment between confidentiality practices and requirements.
	+ Use of metrics and key performance indicators (K.P.I) to assess the effectiveness of maintaining confidentiality.
	+ Analysis of data and trends to identify improvement opportunities and optimize confidentiality practices.

Level 5: Optimizing

* Continuous improvement and optimization of practices for maintaining confidentiality.
* Measurements:
	+ Continuous evaluation and enhancement of confidentiality practices based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving business needs and regulatory requirements.
	+ Strong collaboration with stakeholders to ensure effective and up-to-date practices for maintaining confidentiality.

"No formal practices for maintaining the confidentiality of Critical Data Set extracts." The organization lacks formal practices for maintaining the confidentiality of Critical Data Set extracts. This means that there are no established guidelines or procedures in place to ensure that the extracted data remains confidential and protected from unauthorized access or disclosure.

"Absence of documented criteria or guidelines for maintaining confidentiality." There are no documented criteria or guidelines that outline how confidentiality should be maintained for Critical Data Set extracts. Without clear guidance, there is a risk of inconsistent practices and potential breaches of confidentiality.

"Lack of awareness and understanding of the importance of confidentiality." Within the organization, there is limited awareness and understanding of the significance of maintaining confidentiality. The importance of safeguarding sensitive data and protecting it from unauthorized disclosure may not be fully recognized or comprehended by the relevant stakeholders.

"Limited or no implementation of standard practices for confidentiality." There is limited or no implementation of standard practices for maintaining confidentiality. The organization has not adopted established and recognized practices to ensure the confidentiality of Critical Data Set extracts.

"Basic implementation of practices for maintaining the confidentiality of Critical Data Set extracts." The organization has implemented basic practices for maintaining the confidentiality of Critical Data Set extracts. There is initial documentation of criteria or guidelines for maintaining confidentiality, although further development and refinement may be necessary.

"Initial documentation of criteria or guidelines for maintaining confidentiality." The organization has started documenting criteria or guidelines for maintaining confidentiality. This provides a foundation for establishing consistent practices that support the confidentiality of Critical Data Set extracts.

"Partial implementation of standard practices for confidentiality." The organization has partially implemented standard practices for maintaining confidentiality. While some practices are in place, there may be room for further adoption and adherence to established industry standards and best practices.

"Limited allocation of resources for maintaining and updating the documentation." There is a limited allocation of resources within the organization for maintaining and updating the documentation related to maintaining confidentiality. As a result, the documentation may not be regularly reviewed or updated to reflect changes in technology, regulations, or emerging threats.

"Well-defined and consistently managed practices for maintaining the confidentiality of Critical Data Set extracts." The organization has well-defined and consistently managed practices for maintaining the confidentiality of Critical Data Set extracts. There are clearly documented criteria and guidelines that provide instructions on how to handle and protect the extracted data to ensure its confidentiality.

"Clearly documented and communicated criteria and guidelines for maintaining confidentiality." The criteria and guidelines for maintaining confidentiality are clearly documented and effectively communicated within the organization. These criteria and guidelines provide specific instructions on how to handle and protect Critical Data Set extracts to maintain their confidentiality.

"Comprehensive implementation of standard practices for confidentiality." There is a comprehensive implementation of standard practices for maintaining confidentiality. The organization has adopted and integrated established industry-standard practices to ensure the confidentiality of Critical Data Set extracts.

"Established processes for reviewing and updating the documentation as needed." The organization has established processes for regularly reviewing and updating documentation related to maintaining confidentiality. This ensures that the criteria and guidelines remain up to date and aligned with changes in technology, regulations, and best practices.

"Actively monitoring and measuring the effectiveness of practices for maintaining confidentiality." The organization actively monitors and measures the effectiveness of practices for maintaining confidentiality. Regular assessments are conducted to evaluate the alignment between the implemented practices and the confidentiality requirements.

"Regular assessments of the alignment between confidentiality practices and requirements." Regular assessments are conducted to evaluate how well the implemented confidentiality practices align with the organization's confidentiality requirements. This helps ensure that the practices remain effective and compliant with applicable regulations and standards.

"Use of metrics and key performance indicators (K.P.I) to assess the effectiveness of maintaining confidentiality." Metrics and key performance indicators (K.P.I) are utilized to assess the effectiveness of maintaining confidentiality. These metrics provide quantitative measurements that help gauge the success of the implemented practices in safeguarding the confidentiality of Critical Data Set extracts.

"Analysis of data and trends to identify improvement opportunities and optimize confidentiality practices." Data and trends related to confidentiality practices are analyzed to identify improvement opportunities and optimize the overall approach to maintaining confidentiality. This analysis helps identify areas for enhancement and ensures that the practices remain aligned with evolving business needs and regulatory requirements.

"Continuous improvement and optimization of practices for maintaining confidentiality." The organization is committed to continuously improving and optimizing the practices for maintaining confidentiality. This involves ongoing evaluation, learning from past experiences, and implementing enhancements to strengthen the protection of Critical Data Set extracts.

"Continuous evaluation and enhancement of confidentiality practices based on feedback and lessons learned." Confidentiality practices are continuously evaluated and enhanced based on feedback received and lessons learned from previous implementations. This iterative approach ensures that the practices remain effective, adaptive to changing circumstances, and aligned with industry best practices.

"Proactive identification and implementation of improvements to ensure alignment with evolving business needs and regulatory requirements." The organization proactively identifies and implements improvements to ensure that the practices for maintaining confidentiality align with evolving business needs and regulatory requirements. This proactive approach helps address emerging challenges and maintain compliance with applicable laws and regulations.

"Strong collaboration with stakeholders to ensure effective and up-to-date practices for maintaining confidentiality." The organization maintains strong collaboration with stakeholders to ensure that the practices for maintaining confidentiality are effective and up to date. This collaboration fosters a shared understanding of the importance of confidentiality and promotes the adoption of best practices across the organization.

Control 5.4 Preservation: Integrity

Level 1: Initial

* No formal process for validating Critical Data Set extracts.
* Measurements:
	+ Absence of documented criteria or guidelines for validation.
	+ Lack of awareness and understanding of the importance of data validation.
	+ Limited or no validation of Critical Data Set extracts for integrity and completeness.

Level 2: Managed

* Basic implementation of validating Critical Data Set extracts for integrity and completeness.
* Measurements:
	+ Initial documentation of criteria or guidelines for data validation.
	+ Partial validation of Critical Data Set extracts integrity and completeness.
	+ Limited allocation of resources for maintaining and updating the documentation.

Level 3: Defined

* Well-defined and consistently managed validation of Critical Data Set extracts for integrity and completeness.
* Measurements:
	+ Clearly documented and communicated criteria and guidelines for data validation.
	+ Comprehensive validation of Critical Data Set extracts integrity and completeness.
	+ Established processes for reviewing and updating the documentation as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of data validation.
* Measurements:
	+ Regular assessments of the alignment between data validation and integrity/completeness requirements.
	+ Use of metrics and key performance indicators (K.P.I) to assess the success of data validation.
	+ Analysis of data and trends to identify improvement opportunities and optimize data validation practices.

Level 5: Optimizing

* Continuous improvement and optimization of data validation processes.
* Measurements:
	+ Continuous evaluation and enhancement of data validation practices based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving business needs and data integrity/completeness requirements.
	+ Strong collaboration with stakeholders to ensure effective and reliable data validation.

"No formal process for validating Critical Data Set extracts." The organization lacks a formal process for validating Critical Data Set extracts. This means that there is no established procedure or framework in place to verify the integrity and completeness of the extracted data.

"Absence of documented criteria or guidelines for validation." There are no documented criteria or guidelines outlining how validation should be conducted for Critical Data Set extracts. Without clear criteria, there is a risk of inconsistent or inadequate validation practices, which could compromise the accuracy and reliability of the data.

"Lack of awareness and understanding of the importance of data validation." Within the organization, there is limited awareness and understanding of the significance of data validation. The importance of verifying the integrity and completeness of Critical Data Set extracts may not be fully recognized or comprehended by relevant stakeholders.

"Limited or no validation of Critical Data Set extracts for integrity and completeness." Critical Data Set extracts are either minimally validated or not validated at all for their integrity and completeness. There is little effort to ensure that the extracted data is accurate, consistent, and free from errors or omissions.

"Basic implementation of validating Critical Data Set extracts for integrity and completeness." The organization has implemented basic practices for validating Critical Data Set extracts, focusing on assessing the integrity and completeness of the data. There is initial documentation of criteria or guidelines for data validation, although further development and refinement may be necessary.

"Initial documentation of criteria or guidelines for data validation." The organization has started documenting criteria or guidelines for data validation. This provides a foundation for establishing consistent practices that ensure the integrity and completeness of Critical Data Set extracts.

"Partial validation of Critical Data Set extracts for integrity and completeness." There is partial validation of Critical Data Set extracts for their integrity and completeness. While some validation efforts are made, they may not cover all aspects or meet comprehensive standards. Further improvements and broader coverage are needed.

"Limited allocation of resources for maintaining and updating the documentation." There is a limited allocation of resources within the organization for maintaining and updating documentation related to data validation. As a result, the documentation may not be regularly reviewed or updated to reflect changes in technology, regulations, or emerging best practices.

"Well-defined and consistently managed validation of Critical Data Set extracts for integrity and completeness." The organization has well-defined and consistently managed practices for validating Critical Data Set extracts, ensuring their integrity and completeness. There are clearly documented criteria and guidelines that provide instructions on how to conduct thorough and reliable data validation.

"Clearly documented and communicated criteria and guidelines for data validation." The criteria and guidelines for data validation are clearly documented and effectively communicated within the organization. These criteria and guidelines provide specific instructions on how to validate Critical Data Set extracts to ensure their integrity and completeness.

"Comprehensive validation of Critical Data Set extracts for integrity and completeness." There is comprehensive validation of Critical Data Set extracts for their integrity and completeness. The organization conducts thorough assessments to ensure the accuracy, consistency, and completeness of the extracted data, minimizing the risk of errors or omissions.

"Established processes for reviewing and updating the documentation as needed." The organization has established processes for regularly reviewing and updating documentation related to data validation. This ensures that the criteria and guidelines remain up to date and aligned with changes in technology, regulations, and best practices.

"Actively monitoring and measuring the effectiveness of data validation." The organization actively monitors and measures the effectiveness of data validation. Regular assessments are conducted to evaluate the alignment between the data validation processes and the requirements for data integrity and completeness.

"Regular assessments of the alignment between data validation and integrity/completeness requirements." Regular assessments are conducted to evaluate how well the data validation processes align with the organization's requirements for data integrity and completeness. This helps ensure that the validation practices are effective in meeting the desired objectives.

"Use of metrics and key performance indicators (K.P.I) to assess the success of data validation." Metrics and key performance indicators (K.P.I) are utilized to assess the success of data validation efforts. These measurements provide quantitative insights into the performance and outcomes of the validation processes, allowing for informed decision-making and continuous improvement.

"Analysis of data and trends to identify improvement opportunities and optimize data validation practices." Data and trends related to data validation are analyzed to identify improvement opportunities and optimize the overall data validation practices. This analysis helps uncover areas for enhancement, detect patterns or anomalies, and ensure that the validation processes remain effective and aligned with organizational goals.

"Continuous improvement and optimization of data validation processes." The organization is committed to continuously improving and optimizing the data validation processes. This involves ongoing evaluation, learning from past experiences, and implementing enhancements to strengthen the accuracy, reliability, and efficiency of the validation practices.

"Continuous evaluation and enhancement of data validation practices based on feedback and lessons learned." Data validation practices are continuously evaluated and enhanced based on feedback received and lessons learned from previous validations. This iterative approach ensures that the validation processes remain effective, adaptive to changing circumstances, and aligned with industry best practices.

"Proactive identification and implementation of improvements to ensure alignment with evolving business needs and data integrity/completeness requirements." The organization proactively identifies and implements improvements to ensure that the data validation practices align with evolving business needs and the requirements for data integrity and completeness. This proactive approach helps address emerging challenges and maintain data quality and reliability.

"Strong collaboration with stakeholders to ensure effective and reliable data validation." The organization maintains strong collaboration with stakeholders to ensure that the data validation processes are effective and reliable. This collaboration fosters a shared understanding of the importance of data validation and promotes the adoption of best practices across the organization. It also facilitates the exchange of knowledge, feedback, and expertise to continuously enhance data validation practices.

Control 5.5 Preservation Availability

Level 1: Initial

* No formal process for distributing Critical Data Set extracts.
* Measurements:
	+ Absence of documented criteria or guidelines for data distribution.
	+ Lack of awareness and understanding of the importance of data redundancy and availability.
	+ Limited or no distribution of Critical Data Set extracts for redundancy and availability.

Level 2: Managed

* Basic implementation of distributing Critical Data Set extracts for redundancy and availability.
* Measurements:
	+ Initial documentation of criteria or guidelines for data distribution.
	+ Partial distribution of Critical Data Set extracts for redundancy and availability.
	+ Limited allocation of resources for maintaining and updating the documentation.

Level 3: Defined

* Well-defined and consistently managed distribution of Critical Data Set extracts for redundancy and availability.
* Measurements:
	+ Clearly documented and communicated criteria and guidelines for data distribution.
	+ Comprehensive distribution of Critical Data Set extracts for redundancy and availability.
	+ Established processes for reviewing and updating the documentation as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of data distribution.
* Measurements:
	+ Regular assessments of the alignment between data distribution and redundancy/availability requirements.
	+ Use of metrics and key performance indicators (K.P.I) to assess the success of data distribution.
	+ Analysis of data and trends to identify improvement opportunities and optimize data distribution practices.

Level 5: Optimizing

* Continuous improvement and optimization of data distribution processes.
* Measurements:
	+ Continuous evaluation and enhancement of data distribution practices based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving business needs and redundancy/availability requirements.
	+ Strong collaboration with stakeholders to ensure effective and reliable data distribution.

"No formal process for distributing Critical Data Set extracts." The organization lacks a formal process for distributing Critical Data Set extracts. This means that there is no established procedure or framework in place to ensure the proper and efficient distribution of these critical data sets.

"Absence of documented criteria or guidelines for data distribution." There are no documented criteria or guidelines outlining how data distribution should be conducted. Without clear criteria, there is a risk of inconsistent or inadequate distribution practices, which could compromise data redundancy and availability.

"Lack of awareness and understanding of the importance of data redundancy and availability." Within the organization, there is limited awareness and understanding of the significance of data redundancy and availability. The importance of having redundant copies of critical data sets and ensuring their availability may not be fully recognized or comprehended by relevant stakeholders.

"Limited or no distribution of Critical Data Set extracts for redundancy and availability." Critical Data Set extracts are either minimally distributed or not distributed at all for redundancy and availability purposes. There is little effort to ensure that redundant copies of the data sets are available in different locations to mitigate the risk of data loss or unavailability.

"Basic implementation of distributing Critical Data Set extracts for redundancy and availability." The organization has implemented basic practices for distributing Critical Data Set extracts to achieve redundancy and availability. There is initial documentation of criteria or guidelines for data distribution, although further development and refinement may be necessary.

"Initial documentation of criteria or guidelines for data distribution." The organization has started documenting criteria and guidelines for data distribution. This provides a foundation for establishing consistent practices that ensure the redundancy and availability of Critical Data Set extracts.

"Partial distribution of Critical Data Set extracts for redundancy and availability." There is partial distribution of Critical Data Set extracts for redundancy and availability. While some distribution efforts are made, they may not cover all aspects or meet comprehensive standards. Further improvements and broader coverage are needed.

"Limited allocation of resources for maintaining and updating the documentation." There is a limited allocation of resources within the organization for maintaining and updating documentation related to data distribution. As a result, the documentation may not be regularly reviewed or updated to reflect changes in technology, regulations, or emerging best practices.

"Well-defined and consistently managed distribution of Critical Data Set extracts for redundancy and availability." The organization has well-defined and consistently managed practices for distributing Critical Data Set extracts to achieve redundancy and availability. There are clearly documented criteria and guidelines that provide instructions on how to distribute the data sets in a manner that ensures redundancy and availability.

"Clearly documented and communicated criteria and guidelines for data distribution." The criteria and guidelines for data distribution are clearly documented and effectively communicated within the organization. These criteria and guidelines provide specific instructions on how to distribute Critical Data Set extracts to achieve redundancy and availability.

"Comprehensive distribution of Critical Data Set extracts for redundancy and availability." There is comprehensive distribution of Critical Data Set extracts for redundancy and availability. The organization ensures that redundant copies of the data sets are distributed to multiple locations or systems to safeguard against data loss and ensure availability when needed.

"Established processes for reviewing and updating the documentation as needed." The organization has established processes for regularly reviewing and updating documentation related to data distribution. This ensures that the criteria and guidelines remain up to date and aligned with changes in technology, regulations, and best practices.

"Actively monitoring and measuring the effectiveness of data distribution." The organization actively monitors and measures the effectiveness of data distribution. Regular assessments are conducted to evaluate the alignment between data distribution practices and the requirements for redundancy and availability.

"Regular assessments of the alignment between data distribution and redundancy/availability requirements." Regular assessments are conducted to evaluate how well the data distribution practices align with the organization's requirements for redundancy and availability. This helps ensure that the distribution practices effectively meet the desired objectives and comply with the established requirements.

"Use of metrics and key performance indicators (K.P.I) to assess the success of data distribution." Metrics and key performance indicators (K.P.I) are utilized to assess the success of data distribution efforts. These measurements provide quantitative insights into the performance and outcomes of the distribution processes, enabling the organization to evaluate the effectiveness and efficiency of their practices.

"Analysis of data and trends to identify improvement opportunities and optimize data distribution practices." Data and trends related to data distribution are analyzed to identify improvement opportunities and optimize the overall distribution practices. This analysis helps uncover areas for enhancement, detect patterns or inefficiencies, and ensure that the distribution processes remain effective and aligned with organizational goals.

"Continuous improvement and optimization of data distribution processes." The organization is committed to continuously improving and optimizing the data distribution processes. This involves ongoing evaluation, learning from past experiences, and implementing enhancements to strengthen the accuracy, reliability, and efficiency of the distribution practices.

"Continuous evaluation and enhancement of data distribution practices based on feedback and lessons learned." Data distribution practices are continuously evaluated and enhanced based on feedback received and lessons learned from previous distributions. This iterative approach ensures that the distribution processes remain effective, adaptive to changing circumstances, and aligned with industry best practices.

"Proactive identification and implementation of improvements to ensure alignment with evolving business needs and redundancy/availability requirements." The organization proactively identifies and implements improvements to ensure that the data distribution practices align with evolving business needs and the requirements for redundancy and availability. This proactive approach helps address emerging challenges and maintain data integrity, redundancy, and availability.

"Strong collaboration with stakeholders to ensure effective and reliable data distribution." The organization maintains strong collaboration with stakeholders to ensure that the data distribution processes are effective and reliable. This collaboration fosters a shared understanding of the importance of data distribution, promotes the adoption of best practices, and facilitates the exchange of knowledge and feedback to continuously enhance the data distribution practices.

Control 5.6 Preservation: Secure Archive Transfer

Level 1: Initial

* No formal process for securely transferring Critical Data Set extracts to the archive environment.
* Measurements:
	+ Absence of documented criteria or guidelines for secure data transfer.
	+ Lack of awareness and understanding of the importance of secure data transfer.
	+ Limited or no secure transfer of Critical Data Set extracts to the archive environment.

Level 2: Managed

* Basic implementation of securely transferring Critical Data Set extracts to the archive environment.
* Measurements:
	+ Initial documentation of criteria or guidelines for secure data transfer.
	+ Partial secure transfer of Critical Data Set extracts to the archive environment.
	+ Limited allocation of resources for maintaining and updating the documentation.

Level 3: Defined

* Well-defined and consistently managed secure transfer of Critical Data Set extracts to the archive environment.
* Measurements:
	+ Clearly documented and communicated criteria and guidelines for secure data transfer.
	+ Comprehensive secure transfer of Critical Data Set extracts to the archive environment.
	+ Established processes for reviewing and updating the documentation as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of secure data transfer.
* Measurements:
	+ Regular assessments of the alignment between secure data transfer practices and Data Restoration Objectives.
	+ Use of metrics and key performance indicators (K.P.I) to assess the success of secure data transfer.
	+ Analysis of data and trends to identify improvement opportunities and optimize secure data transfer practices.

Level 5: Optimizing

* Continuous improvement and optimization of secure data transfer processes.
* Measurements:
	+ Continuous evaluation and enhancement of secure data transfer practices based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving business needs and Data Restoration Objectives.
	+ Strong collaboration with stakeholders to ensure effective and secure data transfer.

"No formal process for securely transferring Critical Data Set extracts to the archive environment." The organization lacks a formal process for securely transferring Critical Data Set extracts to the archive environment. This means that there is no established procedure or framework in place to ensure the secure and protected transfer of these critical data sets.

"Absence of documented criteria or guidelines for secure data transfer." There are no documented criteria or guidelines outlining how secure data transfer should be conducted. Without clear criteria, there is a risk of insecure transfer practices, which could compromise the confidentiality, integrity, and availability of the Critical Data Set extracts.

"Lack of awareness and understanding of the importance of secure data transfer." Within the organization, there is limited awareness and understanding of the significance of secure data transfer. The importance of protecting data during its transfer, preventing unauthorized access, or tampering, may not be fully recognized, or comprehended by relevant stakeholders.

"Limited or no secure transfer of Critical Data Set extracts to the archive environment." Critical Data Set extracts are either minimally transferred securely or not transferred securely at all to the archive environment. There is little effort to ensure that the data sets are securely transferred, posing potential risks to the confidentiality, integrity, and availability of the data.

"Basic implementation of securely transferring Critical Data Set extracts to the archive environment." The organization has implemented basic practices for securely transferring Critical Data Set extracts to the archive environment. There is initial documentation of criteria or guidelines for secure data transfer, although further development and refinement may be necessary.

"Initial documentation of criteria or guidelines for secure data transfer." The organization has started documenting criteria or guidelines for secure data transfer. This provides a foundation for establishing consistent practices that ensure the secure transfer of Critical Data Set extracts to the archive environment.

"Partial secure transfer of Critical Data Set extracts to the archive environment." There is partial secure transfer of Critical Data Set extracts to the archive environment. While some efforts are made to ensure secure transfer, they may not cover all aspects or meet comprehensive security standards. Further improvements and broader coverage are needed.

"Limited allocation of resources for maintaining and updating the documentation." There is a limited allocation of resources within the organization for maintaining and updating the documentation related to secure data transfer. As a result, the documentation may not be regularly reviewed or updated to reflect changes in technology, regulations, or emerging security best practices.

"Well-defined and consistently managed secure transfer of Critical Data Set extracts to the archive environment." The organization has well-defined and consistently managed practices for securely transferring Critical Data Set extracts to the archive environment. There are clearly documented criteria and guidelines that provide instructions on how to transfer the data sets in a manner that ensures their confidentiality, integrity, and availability.

"Clearly documented and communicated criteria and guidelines for secure data transfer." The criteria and guidelines for secure data transfer are clearly documented and effectively communicated within the organization. These criteria and guidelines provide specific instructions on how to securely transfer Critical Data Set extracts to the archive environment, preventing unauthorized access or tampering.

"Comprehensive secure transfer of Critical Data Set extracts to the archive environment." There is comprehensive secure transfer of Critical Data Set extracts to the archive environment. The organization ensures that appropriate security measures are in place during the transfer process to protect the confidentiality, integrity, and availability of the data sets.

"Established processes for reviewing and updating the documentation as needed." The organization has established processes for regularly reviewing and updating documentation related to secure data transfer. This ensures that the criteria and guidelines remain up to date and aligned with changes in technology, regulations, and best practices.

"Actively monitoring and measuring the effectiveness of secure data transfer." The organization actively monitors and measures the effectiveness of secure data transfer practices. Regular assessments are conducted to evaluate the alignment between secure data transfer practices and Data Restoration Objectives. This monitoring helps identify any gaps or areas for improvement in the secure transfer process.

"Regular assessments of the alignment between secure data transfer practices and Data Restoration Objectives." Regular assessments are carried out to determine the extent to which secure data transfer practices align with Data Restoration Objectives. This ensures that the transfer process supports the overall goal of restoring critical data and maintaining its integrity and availability.

"Use of metrics and key performance indicators (K.P.I) to assess the success of secure data transfer." Metrics and key performance indicators (K.P.I) are used to assess the success of secure data transfer practices. These metrics provide measurable indicators of performance and help evaluate the effectiveness and efficiency of the secure transfer process.

"Analysis of data and trends to identify improvement opportunities and optimize secure data transfer practices." Data and trends related to secure data transfer are analyzed to identify improvement opportunities and optimize the overall transfer practices. This analysis helps identify areas for enhancement, detect patterns or inefficiencies, and ensure that the secure transfer process remains effective and aligned with organizational goals.

"Continuous improvement and optimization of secure data transfer processes." The organization is committed to continuously improving and optimizing the secure data transfer processes. This involves ongoing evaluation, learning from past experiences, and implementing enhancements to strengthen the security, efficiency, and effectiveness of the transfer practices.

"Continuous evaluation and enhancement of secure data transfer practices based on feedback and lessons learned." Secure data transfer practices are continuously evaluated and enhanced based on feedback received and lessons learned from previous transfers. This iterative approach ensures that the transfer processes remain effective, adaptive to changing circumstances, and aligned with industry best practices.

"Proactive identification and implementation of improvements to ensure alignment with evolving business needs and Data Restoration Objectives." The organization proactively identifies and implements improvements to ensure that the secure data transfer practices align with evolving business needs and the objectives of Data Restoration. This proactive approach helps address emerging challenges and maintain the confidentiality, integrity, and availability of critical data sets.

"Strong collaboration with stakeholders to ensure effective and secure data transfer." The organization maintains strong collaboration with stakeholders to ensure that the secure data transfer processes are effective and meet the required security standards. This collaboration fosters a shared understanding of the importance of secure data transfer, promotes the adoption of best practices, and facilitates the exchange of knowledge and feedback to continuously enhance the secure transfer practices.

Control 5.7 Preservation: Permanency

Level 1: Initial

* No formal process for maintaining Critical Data Set extracts on immutable storage.
* Measurements:
	+ Absence of documented criteria or guidelines for immutable storage.
	+ Lack of awareness and understanding of the importance of immutable storage.
	+ Limited or no use of immutable storage for Critical Data Set extracts.

Level 2: Managed

* Basic implementation of maintaining Critical Data Set extracts on immutable storage.
* Measurements:
	+ Initial documentation of criteria or guidelines for immutable storage.
	+ Partial implementation of immutable storage for Critical Data Set extracts.
	+ Limited allocation of resources for maintaining and updating the documentation.

Level 3: Defined

* Well-defined and consistently managed maintenance of Critical Data Set extracts on immutable storage.
* Measurements:
	+ Clearly documented and communicated criteria and guidelines for immutable storage.
	+ Comprehensive implementation of immutable storage for Critical Data Set extracts.
	+ Established processes for reviewing and updating the documentation as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of maintaining Critical Data Set extracts on immutable storage.
* Measurements:
	+ Regular assessments of the alignment between immutable storage practices and requirements.
	+ Use of metrics and key performance indicators (K.P.I) to assess the success of maintaining Critical Data Set extracts on immutable storage.
	+ Analysis of data and trends to identify improvement opportunities and optimize immutable storage practices.

Level 5: Optimizing

* Continuous improvement and optimization of maintaining Critical Data Set extracts on immutable storage.
* Measurements:
	+ Continuous evaluation and enhancement of immutable storage practices based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving business needs and regulatory requirements.
	+ Strong collaboration with stakeholders to ensure effective and reliable maintenance of Critical Data Set extracts on immutable storage.

"No formal process for maintaining Critical Data Set extracts on immutable storage." The organization lacks a formal process for maintaining Critical Data Set extracts on immutable storage. This means that there is no established procedure or framework in place to ensure that the data sets are stored on storage systems that are immutable, meaning they cannot be altered or modified once written.

"Absence of documented criteria or guidelines for immutable storage." There are no documented criteria or guidelines outlining how immutable storage should be implemented and utilized for Critical Data Set extracts. Without clear criteria, there is a risk of inconsistent implementation or inadequate use of immutable storage, which can compromise the integrity and authenticity of the stored data.

"Lack of awareness and understanding of the importance of immutable storage." Within the organization, there is limited awareness and understanding of the significance of using immutable storage for Critical Data Set extracts. The importance of preserving data integrity, protecting against unauthorized modifications, and ensuring data immutability may not be fully recognized or comprehended by relevant stakeholders.

"Limited or no use of immutable storage for Critical Data Set extracts." Critical Data Set extracts are either minimally stored on immutable storage or not stored on immutable storage at all. There is little effort to ensure that the data sets are maintained on storage systems that prevent unauthorized modifications, thereby posing potential risks to the integrity and authenticity of the data.

"Basic implementation of maintaining Critical Data Set extracts on immutable storage." The organization has implemented basic practices for maintaining Critical Data Set extracts on immutable storage. There is initial documentation of criteria or guidelines for using immutable storage, although further development and refinement may be necessary.

"Initial documentation of criteria or guidelines for immutable storage." The organization has started documenting criteria or guidelines for the use of immutable storage. This provides a foundation for establishing consistent practices that ensure Critical Data Set extracts are stored on storage systems that prevent unauthorized modifications.

"Partial implementation of immutable storage for Critical Data Set extracts." There is partial implementation of immutable storage for Critical Data Set extracts. While some efforts are made to utilize immutable storage, they may not cover all aspects or fully meet the requirements for data integrity and immutability. Further improvements and broader implementation are needed.

"Limited allocation of resources for maintaining and updating the documentation." There is a limited allocation of resources within the organization for maintaining and updating the documentation related to immutable storage. As a result, the documentation may not be regularly reviewed or updated to reflect changes in technology, regulations, or emerging best practices for immutable storage.

"Well-defined and consistently managed maintenance of Critical Data Set extracts on immutable storage." The organization has well-defined and consistently managed practices for maintaining Critical Data Set extracts on immutable storage. There are clearly documented criteria and guidelines that provide instructions on how to ensure the immutability and integrity of the stored data sets.

"Clearly documented and communicated criteria and guidelines for immutable storage." The criteria and guidelines for using immutable storage are clearly documented and effectively communicated within the organization. These criteria and guidelines provide specific instructions on how to store Critical Data Set extracts on immutable storage systems, preventing unauthorized modifications and ensuring data integrity.

"Comprehensive implementation of immutable storage for Critical Data Set extracts." There is a comprehensive implementation of immutable storage for Critical Data Set extracts. The organization ensures that all the necessary measures and controls are in place to maintain data immutability, preventing unauthorized modifications or tampering with the data sets.

"Established processes for reviewing and updating the documentation as needed." The organization has established processes for regularly reviewing and updating documentation related to immutable storage. This ensures that the criteria and guidelines remain up to date and aligned with changes in technology, regulations, and emerging best practices for data immutability.

"Actively monitoring and measuring the effectiveness of maintaining Critical Data Set extracts on immutable storage." The organization actively monitors and measures the effectiveness of its practices for maintaining Critical Data Set extracts on immutable storage. This includes regular assessments to evaluate the alignment between the implemented practices and the requirements for data immutability and integrity.

"Regular assessments of the alignment between immutable storage practices and requirements." Regular assessments are conducted to evaluate the extent to which the implemented immutable storage practices align with the requirements for maintaining data immutability. This ensures that the storage practices remain effective and in line with industry standards and regulatory requirements.

"Use of metrics and key performance indicators (K.P.I) to assess the success of maintaining Critical Data Set extracts on immutable storage." Metrics and key performance indicators (K.P.I) are utilized to assess the success of maintaining Critical Data Set extracts on immutable storage. These metrics provide quantifiable measures of the effectiveness of the storage practices and help evaluate whether the data sets are adequately protected against unauthorized modifications.

"Analysis of data and trends to identify improvement opportunities and optimize immutable storage practices." Data and trends related to the maintenance of Critical Data Set extracts on immutable storage are analyzed to identify improvement opportunities and optimize the implemented practices. This analysis enables the organization to refine its storage processes, address any weaknesses or inefficiencies, and enhance the overall effectiveness of data immutability.

"Continuous improvement and optimization of maintaining Critical Data Set extracts on immutable storage." The organization is committed to continuously improving and optimizing its practices for maintaining Critical Data Set extracts on immutable storage. This involves ongoing evaluation, learning from past experiences, and implementing enhancements to strengthen the security, reliability, and immutability of the stored data sets.

"Continuous evaluation and enhancement of immutable storage practices based on feedback and lessons learned." Immutable storage practices are continuously evaluated and enhanced based on feedback received and lessons learned from previous implementations. This iterative approach ensures that the storage processes remain effective, adaptive to emerging challenges, and aligned with industry best practices for data immutability.

"Proactive identification and implementation of improvements to ensure alignment with evolving business needs and regulatory requirements." The organization proactively identifies and implements improvements to ensure that the immutable storage practices align with evolving business needs and regulatory requirements. This proactive approach helps address emerging challenges, adapt to changing data protection regulations, and maintain the integrity and immutability of Critical Data Set extracts.

"Strong collaboration with stakeholders to ensure effective and reliable maintenance of Critical Data Set extracts on immutable storage." The organization maintains strong collaboration with stakeholders to ensure the effective and reliable maintenance of Critical Data Set extracts on immutable storage. This collaboration fosters a shared understanding of the importance of data immutability, promotes adherence to established practices, and facilitates continuous improvement efforts to safeguard critical data.

Control 5.8 Preservation: Retention

Level 1: Initial

* No formal process for retaining Critical Data Set extracts for a predefined length of time.
* Measurements:
	+ Absence of documented criteria or guidelines for data retention.
	+ Lack of awareness and understanding of the importance of data retention.
	+ Limited or no retention of Critical Data Set extracts for a predefined length of time.

Level 2: Managed

* Basic implementation of retaining Critical Data Set extracts for a predefined length of time.
* Measurements:
	+ Initial documentation of criteria or guidelines for data retention.
	+ Partial retention of Critical Data Set extracts for a predefined length of time.
	+ Limited allocation of resources for maintaining and updating the documentation.

Level 3: Defined

* Well-defined and consistently managed retention of Critical Data Set extracts for a predefined length of time.
* Measurements:
	+ Clearly documented and communicated criteria and guidelines for data retention.
	+ Comprehensive retention of Critical Data Set extracts for a predefined length of time.
	+ Established processes for reviewing and updating the documentation as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of data retention.
* Measurements:
	+ Regular assessments of the alignment between data retention practices and Data Restoration Objectives.
	+ Use of metrics and key performance indicators (K.P.I) to assess the success of data retention.
	+ Analysis of data and trends to identify improvement opportunities and optimize data retention practices.

Level 5: Optimizing

* Continuous improvement and optimization of data retention processes.
* Measurements:
	+ Continuous evaluation and enhancement of data retention practices based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving business needs and Data Restoration Objectives.
	+ Strong collaboration with stakeholders to ensure effective and reliable data retention.

"No formal process for retaining Critical Data Set extracts for a predefined length of time." The organization does not have a formal process in place for retaining Critical Data Set extracts for a predefined duration. This means that there is no established procedure or framework to ensure that the data sets are retained for a specific period as required by regulations, industry standards, or business needs.

"Absence of documented criteria or guidelines for data retention." There are no documented criteria or guidelines outlining how data should be retained for Critical Data Set extracts. Without clear criteria, there is a risk of inconsistent retention practices, inadequate preservation of data, or unintentional data loss.

"Lack of awareness and understanding of the importance of data retention." Within the organization, there is limited awareness and understanding of the significance of data retention for Critical Data Set extracts. The importance of preserving data for regulatory compliance, legal requirements, historical analysis, or other business purposes may not be fully recognized or comprehended by relevant stakeholders.

"Limited or no retention of Critical Data Set extracts for a predefined length of time." Critical Data Set extracts are either minimally retained for a predefined duration or not retained at all. There is little effort to ensure that the data sets are preserved for the required length of time as mandated by regulations or business needs.

"Basic implementation of retaining Critical Data Set extracts for a predefined length of time." The organization has implemented basic practices for retaining Critical Data Set extracts for a predefined duration. There is initial documentation of criteria or guidelines for data retention, although further development and refinement may be necessary.

"Initial documentation of criteria or guidelines for data retention." The organization has started documenting criteria or guidelines for data retention. This provides a foundation for establishing consistent practices that ensure Critical Data Set extracts are retained for the required duration as specified by regulations, industry standards, or business requirements.

"Partial retention of Critical Data Set extracts for a predefined length of time." There is partial retention of Critical Data Set extracts for a predefined duration. While some efforts are made to retain the data sets, they may not cover all aspects or fully comply with the required retention periods. Further improvements and broader implementation are needed.

"Limited allocation of resources for maintaining and updating the documentation." There is a limited allocation of resources within the organization for maintaining and updating documentation related to data retention. As a result, the documentation may not be regularly reviewed or updated to reflect changes in regulations, industry practices, or evolving business needs.

"Well-defined and consistently managed retention of Critical Data Set extracts for a predefined length of time." The organization has well-defined and consistently managed practices for retaining Critical Data Set extracts for a predefined duration. There are clearly documented criteria and guidelines that provide instructions on how to retain the data sets according to regulatory requirements, industry best practices, and business needs.

"Clearly documented and communicated criteria and guidelines for data retention." The criteria and guidelines for data retention are clearly documented and effectively communicated within the organization. These criteria and guidelines provide specific instructions on how to retain Critical Data Set extracts for the required duration, ensuring compliance with regulatory requirements and preservation of data integrity.

"Comprehensive retention of Critical Data Set extracts for a predefined length of time." There is a comprehensive retention approach for Critical Data Set extracts, ensuring that they are retained for the required duration. The organization has implemented practices that cover all aspects necessary for data retention, including adherence to regulatory requirements, business needs, and industry best practices.

"Established processes for reviewing and updating the documentation as needed." The organization has established processes for regularly reviewing and updating the documentation related to data retention. This ensures that the criteria and guidelines remain up to date and aligned with changes in regulations, industry practices, and evolving business needs.

"Actively monitoring and measuring the effectiveness of data retention." The organization actively monitors and measures the effectiveness of its data retention practices. This involves ongoing assessments to evaluate the alignment between the implemented retention practices and the Data Restoration Objectives, which define the required duration for retaining Critical Data Set extracts.

"Regular assessments of the alignment between data retention practices and Data Restoration Objectives." Regular assessments are conducted to evaluate the extent to which the implemented data retention practices align with the defined Data Restoration Objectives. These assessments help ensure that the retention practices are in line with the required data availability and restoration needs.

"Use of metrics and key performance indicators (K.P.I) to assess the success of data retention." Metrics and key performance indicators (K.P.I) are utilized to assess the success of data retention practices. These metrics provide quantifiable measures of how well the organization is retaining Critical Data Set extracts according to the predefined duration and the associated requirements.

"Analysis of data and trends to identify improvement opportunities and optimize data retention practices." Data and trends related to data retention are analyzed to identify improvement opportunities and optimize the implemented practices. This analysis enables the organization to refine its retention processes, address any gaps or inefficiencies, and enhance the overall effectiveness of data retention.

"Continuous improvement and optimization of data retention processes." The organization is committed to continuously improving and optimizing its data retention processes. This involves ongoing evaluation, learning from past experiences, and implementing enhancements to ensure that the retention practices remain effective, compliant with regulations, and aligned with evolving business needs.

"Continuous evaluation and enhancement of data retention practices based on feedback and lessons learned." Data retention practices are continuously evaluated and enhanced based on feedback received and lessons learned from previous implementations. This iterative approach ensures that the retention processes are continuously refined, improved, and aligned with industry best practices for data preservation.

"Proactive identification and implementation of improvements to ensure alignment with evolving business needs and Data Restoration Objectives." The organization proactively identifies and implements improvements to ensure that the data retention practices align with evolving business needs and the defined Data Restoration Objectives. This proactive approach helps address emerging challenges, adapt to changing retention requirements, and optimize the retention processes accordingly.

"Strong collaboration with stakeholders to ensure effective and reliable data retention." The organization maintains strong collaboration with stakeholders to ensure effective and reliable data retention. This collaboration fosters a shared understanding of the importance of data retention, promotes adherence to established practices, and facilitates continuous improvement efforts to safeguard the integrity, availability, and retention of Critical Data Set extracts.

Top of Form

Control 5.9 Preservation: DeletionTop of Form

Level 1: Initial

* No formal process for enforcing multiple authorizations for data deletion or destruction.
* Measurements:
	+ Absence of documented criteria or guidelines for multiple authorizations.
	+ Lack of awareness and understanding of the importance of multiple authorizations.
	+ Limited or no enforcement of multiple authorizations for data deletion or destruction.

Level 2: Managed

* Basic implementation of enforcing multiple authorizations for data deletion or destruction.
* Measurements:
	+ Initial documentation of criteria or guidelines for multiple authorizations.
	+ Partial enforcement of multiple authorizations for data deletion or destruction.
	+ Limited allocation of resources for maintaining and updating the documentation.

Level 3: Defined

* Well-defined and consistently managed enforcement of multiple authorizations for data deletion or destruction.
* Measurements:
	+ Clearly documented and communicated criteria and guidelines for multiple authorizations.
	+ Comprehensive enforcement of multiple authorizations for data deletion or destruction.
	+ Established processes for reviewing and updating the documentation as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of enforcing multiple authorizations.
* Measurements:
	+ Regular assessments of the alignment between multiple authorization practices and data deletion/destruction requirements.
	+ Use of metrics and key performance indicators (K.P.I) to assess the success of enforcing multiple authorizations.
	+ Analysis of data and trends to identify improvement opportunities and optimize multiple authorization practices.

Level 5: Optimizing

* Continuous improvement and optimization of multiple authorization processes.
* Measurements:
	+ Continuous evaluation and enhancement of multiple authorization practices based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving business needs and regulatory requirements.
	+ Strong collaboration with stakeholders to ensure effective and reliable enforcement of multiple authorizations.

"No formal process for enforcing multiple authorizations for data deletion or destruction." The organization does not have a formal process in place to enforce multiple authorizations for data deletion or destruction. This means that there is no established procedure or mechanism to ensure that data can only be deleted or destroyed after obtaining multiple approvals or authorizations from authorized individuals or parties.

"Absence of documented criteria or guidelines for multiple authorizations." There are no documented criteria or guidelines outlining the requirements and procedures for multiple authorizations for data deletion or destruction. Without clear criteria, there is a risk of inconsistent authorization practices, potential unauthorized or accidental data deletion, or inadequate oversight of data destruction processes.

"Lack of awareness and understanding of the importance of multiple authorizations." Within the organization, there is limited awareness and understanding of the significance of requiring multiple authorizations for data deletion or destruction. The importance of this control measure to prevent unauthorized or improper data removal may not be fully recognized or comprehended by relevant stakeholders.

"Limited or no enforcement of multiple authorizations for data deletion or destruction." There is either limited or no enforcement of multiple authorizations for data deletion or destruction. The organization does not consistently ensure that data can only be deleted or destroyed after obtaining the required number of authorizations, which poses a potential risk to data integrity and security.

"Basic implementation of enforcing multiple authorizations for data deletion or destruction." The organization has implemented basic practices to enforce multiple authorizations for data deletion or destruction. There is initial documentation of criteria or guidelines for multiple authorizations, although further development and refinement may be necessary.

"Initial documentation of criteria or guidelines for multiple authorizations." The organization has started documenting criteria or guidelines for obtaining multiple authorizations for data deletion or destruction. This provides a foundation for establishing consistent practices that require appropriate approvals from multiple authorized individuals or parties.

"Partial enforcement of multiple authorizations for data deletion or destruction." There is partial enforcement of multiple authorizations for data deletion or destruction. While some efforts are made to obtain multiple approvals, they may not cover all data deletion or destruction processes or fully adhere to the required authorization requirements. Further improvements and broader implementation are needed.

"Limited allocation of resources for maintaining and updating the documentation." There is a limited allocation of resources within the organization for maintaining and updating the documentation related to multiple authorizations. As a result, the documentation may not be regularly reviewed or updated to reflect changes in regulations, industry practices, or evolving business needs.

"Well-defined and consistently managed enforcement of multiple authorizations for data deletion or destruction." The organization has well-defined and consistently managed practices for enforcing multiple authorizations for data deletion or destruction. There are clearly documented criteria and guidelines that provide instructions on how to obtain multiple approvals and ensure compliance with regulatory requirements, data protection standards, and internal policies.

"Clearly documented and communicated criteria and guidelines for multiple authorizations." The criteria and guidelines for multiple authorizations are clearly documented and effectively communicated within the organization. These criteria and guidelines specify the requirements for obtaining multiple authorizations, ensuring that data deletion or destruction processes adhere to the necessary controls and safeguards.

"Comprehensive enforcement of multiple authorizations for data deletion or destruction." There is comprehensive enforcement of multiple authorizations for data deletion or destruction. The organization has implemented practices that cover all relevant data deletion or destruction processes and consistently adhere to the requirement of obtaining multiple authorizations. This ensures proper oversight and minimizes the risk of unauthorized or inappropriate data removal.

"Established processes for reviewing and updating the documentation as needed." The organization has established processes for regularly reviewing and updating documentation related to multiple authorizations. This ensures that the criteria and guidelines remain up to date, align with changes in regulations and industry practices, and reflect the evolving needs of the organization.

"Actively monitoring and measuring the effectiveness of enforcing multiple authorizations." The organization actively monitors and measures the effectiveness of its practices for enforcing multiple authorizations. This involves ongoing assessments to evaluate the alignment between the implemented authorization practices and the data deletion or destruction requirements, as well as the effectiveness of the control measure in preventing unauthorized or improper data removal.

"Regular assessments of the alignment between multiple authorization practices and data deletion/destruction requirements." Regular assessments are conducted to ensure that the multiple authorization practices align with the specific requirements for data deletion or destruction. These assessments evaluate whether the practices adequately address the authorization needs, comply with regulatory obligations, and meet internal policies and standards.

"Use of metrics and key performance indicators (K.P.I) to assess the success of enforcing multiple authorizations." Metrics and key performance indicators (K.P.I) are utilized to assess the success of enforcing multiple authorizations for data deletion or destruction. These metrics provide quantifiable measures of the effectiveness of the authorization processes, such as the percentage of data deletion or destruction activities that adhere to the multiple authorization requirement.

"Analysis of data and trends to identify improvement opportunities and optimize multiple authorization practices." Data and trends related to multiple authorizations for data deletion or destruction are analyzed to identify improvement opportunities and optimize the practices. This analysis helps to identify areas for enhancement, address any gaps or weaknesses in the authorization processes, and ensure that the practices align with best practices and evolving regulatory requirements.

"Continuous improvement and optimization of multiple authorization processes." The organization is committed to continuously improving and optimizing its multiple authorization processes. This involves an iterative approach of evaluation, learning from past experiences, and implementing enhancements to ensure that the processes effectively mitigate the risk of unauthorized data deletion or destruction and align with evolving business needs and regulatory requirements.

"Continuous evaluation and enhancement of multiple authorization practices based on feedback and lessons learned." The organization continuously evaluates and enhances its multiple authorization practices based on feedback received and lessons learned from previous implementations. This proactive approach helps to identify areas for improvement, address emerging challenges, and ensure that the authorization processes remain effective and aligned with industry best practices.

"Proactive identification and implementation of improvements to ensure alignment with evolving business needs and regulatory requirements." The organization proactively identifies and implements improvements to ensure that the multiple authorization processes align with evolving business needs and regulatory requirements. This proactive stance enables the organization to adapt to changing environments, address emerging risks, and enhance the overall effectiveness of the authorization practices.

"Strong collaboration with stakeholders to ensure effective and reliable enforcement of multiple authorizations." The organization maintains strong collaboration with stakeholders to ensure effective and reliable enforcement of multiple authorizations. This collaboration fosters a shared understanding of the importance of multiple authorizations, promotes adherence to the established processes, and encourages a collective effort to uphold data protection and security measures during data deletion or destruction.

Top of Form

Control 6.1 System Recovery and Reconstitution: Recovery Environment

Level 1: Initial

* No formal processes or mechanisms for ensuring the recovery environment is sufficient.
* Measurements:
	+ Absence of documented criteria or guidelines for the recovery environment.
	+ Lack of awareness and understanding of the importance of a sufficient recovery environment.
	+ Limited or no consideration of the recovery environment in meeting Service Delivery Objectives.

Level 2: Managed

* Basic implementation of processes and mechanisms to ensure the recovery environment is sufficient.
* Measurements:
	+ Initial documentation of criteria or guidelines for the recovery environment.
	+ Partial implementation of processes and mechanisms for the recovery environment.
	+ Limited allocation of resources for maintaining and updating the documentation.

Level 3: Defined

* Well-defined and consistently managed processes and mechanisms to ensure the recovery environment is sufficient.
* Measurements:
	+ Clearly documented and communicated criteria and guidelines for the recovery environment.
	+ Comprehensive implementation of processes and mechanisms for the recovery environment.
	+ Established processes for reviewing and updating the documentation as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of the recovery environment.
* Measurements:
	+ Regular assessments of the alignment between the recovery environment and Service Delivery Objectives.
	+ Use of metrics and key performance indicators (K.P.I) to assess the success of the recovery environment.
	+ Analysis of data and trends to identify improvement opportunities and optimize the recovery environment.

Level 5: Optimizing

* Continuous improvement and optimization of the recovery environment, processes, and mechanisms.
* Measurements:
	+ Continuous evaluation and enhancement of the recovery environment based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving business needs and Service Delivery Objectives.
	+ Strong collaboration with stakeholders to ensure an effective and sufficient recovery environment.

"No formal processes or mechanisms for ensuring the recovery environment is sufficient." The organization lacks formal processes or mechanisms to ensure that the recovery environment is sufficient. This means that there are no established procedures or mechanisms in place to assess, determine, and maintain the adequacy of the recovery environment, which is crucial for effective resiliency.

"Absence of documented criteria or guidelines for the recovery environment." There are no documented criteria or guidelines specifying the requirements and standards for the recovery environment. This lack of documentation makes it difficult to assess and verify whether the recovery environment meets the necessary criteria to support timely and effective recovery operations.

"Lack of awareness and understanding of the importance of a sufficient recovery environment." Within the organization, there is limited awareness and understanding of the significance of having a sufficient recovery environment. The importance of this aspect in meeting operational resiliency objectives, ensuring continuity of critical services, and minimizing downtime may not be fully recognized or comprehended by relevant stakeholders.

"Limited or no consideration of the recovery environment in meeting Service Delivery Objectives." There is limited or no consideration of the recovery environment when defining and setting Service Delivery Objectives. This means that the organization has not considered the impact of the recovery environment on achieving the desired service levels and ensuring uninterrupted service delivery during disruptions or incidents.

"Basic implementation of processes and mechanisms to ensure the recovery environment is sufficient." The organization has implemented basic processes and mechanisms to ensure the recovery environment is sufficient. There is initial documentation of criteria or guidelines for the recovery environment, although further development and refinement may be necessary.

"Initial documentation of criteria or guidelines for the recovery environment." The organization has started documenting criteria or guidelines for the recovery environment. These documents outline the specific requirements and standards that the recovery environment should meet to ensure its sufficiency and effectiveness in supporting resiliency objectives.

"Partial implementation of processes and mechanisms for the recovery environment." There is partial implementation of processes and mechanisms to ensure the sufficiency of the recovery environment. While some efforts have been made to establish these processes and mechanisms, they may not cover all aspects or fully align with the necessary requirements. Further improvements and broader implementation are needed.

"Limited allocation of resources for maintaining and updating the documentation." There is a limited allocation of resources within the organization for maintaining and updating the documentation related to the recovery environment. This limitation may hinder regular review and updates of the documentation, which is essential for keeping pace with evolving business needs, technological advancements, and best practices.

"Well-defined and consistently managed processes and mechanisms to ensure the recovery environment is sufficient." The organization has well-defined and consistently managed processes and mechanisms in place to ensure the sufficiency of the recovery environment. There are clearly documented and communicated criteria and guidelines that specify the necessary standards and requirements for the recovery environment. These processes are consistently followed and reviewed to ensure their effectiveness.

"Clearly documented and communicated criteria and guidelines for the recovery environment." The criteria and guidelines for the recovery environment are clearly documented and effectively communicated within the organization. These documents provide clear instructions and requirements for assessing, designing, and maintaining a recovery environment that meets the resiliency objectives and supports the timely recovery of critical services.

"Comprehensive implementation of processes and mechanisms for the recovery environment." There is a comprehensive implementation of processes and mechanisms for the recovery environment. The organization has implemented a range of practices and measures to ensure the sufficiency and effectiveness of the recovery environment. These include designating recovery site locations, configuring resilient infrastructure, implementing backup and replication mechanisms, and establishing recovery testing procedures.

"Established processes for reviewing and updating the documentation as needed." The organization has established processes for regularly reviewing and updating the documentation related to the recovery environment as needed. These processes ensure that the criteria and guidelines for the recovery environment remain relevant and up to date, reflecting changes in technology, business requirements, and industry best practices.

"Actively monitoring and measuring the effectiveness of the recovery environment." The organization actively monitors and measures the effectiveness of the recovery environment. This involves ongoing assessments and evaluations to ensure that the recovery environment is performing as expected and meeting the defined objectives. It includes monitoring key performance indicators (K.P.I) and conducting periodic audits or tests to validate the recovery capabilities.

"Regular assessments of the alignment between the recovery environment and Service Delivery Objectives." Regular assessments are conducted to evaluate the alignment between the recovery environment and the organization's Service Delivery Objectives. These assessments examine whether the recovery environment adequately supports the defined service levels, recovery time objectives (RTOs), recovery point objectives (RPOs), and other resiliency requirements set for critical services.

"Use of metrics and key performance indicators (K.P.I) to assess the success of the recovery environment." Metrics and key performance indicators (K.P.I) are utilized to assess the success and effectiveness of the recovery environment. These metrics provide quantifiable measures of the recovery environment's performance, such as RTO achievement, data integrity, system availability, and the ability to meet service level agreements (SLAs).

"Analysis of data and trends to identify improvement opportunities and optimize the recovery environment." Data and trends related to the recovery environment are analyzed to identify improvement opportunities and optimize its effectiveness. This analysis involves reviewing performance data, incident reports, and lessons learned to identify areas for enhancement, address weaknesses or gaps, and continuously improve the recovery environment's capabilities.

"Continuous improvement and optimization of the recovery environment, processes, and mechanisms." The organization is committed to continuously improving and optimizing the recovery environment, as well as the associated processes and mechanisms. This involves an iterative approach of evaluation, learning from past experiences, and implementing enhancements to ensure that the recovery environment remains effective, resilient, and aligned with evolving business needs and industry best practices.

"Continuous evaluation and enhancement of the recovery environment based on feedback and lessons learned." The recovery environment is continuously evaluated and enhanced based on feedback received and lessons learned from previous incidents, tests, or exercises. This proactive approach allows the organization to identify areas for improvement, address emerging challenges or risks, and strengthen the recovery capabilities of the environment.

"Proactive identification and implementation of improvements to ensure alignment with evolving business needs and Service Delivery Objectives." The organization proactively identifies and implements improvements to ensure that the recovery environment aligns with evolving business needs and Service Delivery Objectives. This includes staying abreast of technological advancements, regulatory changes, and industry trends to adapt the recovery environment to meet emerging challenges and requirements.

"Strong collaboration with stakeholders to ensure an effective and sufficient recovery environment." The organization maintains strong collaboration with stakeholders to ensure that the recovery environment is effective and sufficient. This collaboration involves engaging relevant parties, such as IT teams, business units, and external service providers, to collectively define, implement, and maintain the recovery environment in line with the organization's resiliency goals.

Top of Form

Bottom of Form

Control 6.2 System Recovery and Reconstitution: Restore Critical Data

Level 1: Initial

* No formal processes or mechanisms for data restoration into the recovery environment.
* Measurements:
	+ Absence of documented criteria or guidelines for data restoration processes.
	+ Lack of awareness and understanding of the importance of data restoration.
	+ Limited or no consideration of data restoration in the designated recovery environment.

Level 2: Managed

* Basic implementation of processes and mechanisms for data restoration into the recovery environment.
* Measurements:
	+ Initial documentation of criteria or guidelines for data restoration processes.
	+ Partial implementation of processes and mechanisms for data restoration.
	+ Limited allocation of resources for maintaining and updating the documentation.

Level 3: Defined

* Well-defined and consistently managed processes and mechanisms for data restoration into the recovery environment.
* Measurements:
	+ Clearly documented and communicated criteria and guidelines for data restoration processes.
	+ Comprehensive implementation of processes and mechanisms for data restoration.
	+ Established processes for reviewing and updating the documentation as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of data restoration processes and mechanisms.
* Measurements:
	+ Regular assessments of the alignment between data restoration processes and Data Restoration Objectives.
	+ Use of metrics and key performance indicators (K.P.I) to assess the success of data restoration.
	+ Analysis of data and trends to identify improvement opportunities and optimize data restoration practices.

Level 5: Optimizing

* Continuous improvement and optimization of data restoration processes and mechanisms.
* Measurements:
	+ Continuous evaluation and enhancement of data restoration practices based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving business needs and Data Restoration Objectives.
	+ Strong collaboration with stakeholders to ensure effective and reliable data restoration.

"No formal processes or mechanisms for data restoration into the recovery environment." The organization lacks formal processes or mechanisms for restoring data into the recovery environment. This means that there are no established procedures or mechanisms in place to guide and facilitate the restoration of critical data into the designated recovery environment during resiliency events or incidents.

"Absence of documented criteria or guidelines for data restoration processes." There are no documented criteria or guidelines specifying the requirements and standards for data restoration processes. This absence of documentation makes it challenging to ensure that data restoration is performed consistently and effectively, resulting in potential delays or errors during recovery operations.

"Lack of awareness and understanding of the importance of data restoration." Within the organization, there is limited awareness and understanding of the significance of proper data restoration. The importance of timely and accurate restoration of critical data to support business operations and minimize downtime may not be fully recognized or comprehended by relevant stakeholders.

"Limited or no consideration of data restoration in the designated recovery environment." There is limited or no consideration of data restoration when planning and designing the designated recovery environment. This means that the organization has not adequately accounted for the processes, tools, and resources required to restore data effectively within the recovery environment, potentially leading to challenges or inefficiencies during recovery efforts.

"Basic implementation of processes and mechanisms for data restoration into the recovery environment." The organization has implemented basic processes and mechanisms for data restoration into the recovery environment. There is initial documentation of criteria or guidelines for data restoration processes, although further development and refinement may be necessary to ensure their effectiveness.

"Initial documentation of criteria or guidelines for data restoration processes." The organization has started documenting criteria and guidelines for data restoration processes. These documents outline the specific requirements, procedures, and best practices that should be followed to ensure the successful restoration of critical data into the recovery environment.

"Partial implementation of processes and mechanisms for data restoration." There is partial implementation of processes and mechanisms for data restoration. While some efforts have been made to establish these processes and mechanisms, they may not cover all aspects or fully align with the necessary requirements. Further improvements and broader implementation are needed to ensure a comprehensive and effective data restoration capability.

"Limited allocation of resources for maintaining and updating the documentation." There is a limited allocation of resources within the organization for maintaining and updating the documentation related to data restoration processes. This limitation may hinder regular review and updates of the documentation, which is essential for keeping pace with evolving business needs, technological advancements, and industry best practices in data restoration.

"Well-defined and consistently managed processes and mechanisms for data restoration into the recovery environment." The organization has well-defined and consistently managed processes and mechanisms in place for data restoration into the recovery environment. There are clearly documented and communicated criteria and guidelines that specify the necessary steps and considerations for restoring critical data effectively. These processes are consistently followed and reviewed to ensure their ongoing effectiveness.

"Clearly documented and communicated criteria and guidelines for data restoration processes." The criteria and guidelines for data restoration processes are clearly documented and effectively communicated within the organization. These documents provide clear instructions and requirements for restoring critical data, ensuring data integrity, verifying data completeness, and coordinating data restoration activities within the designated recovery environment.

"Comprehensive implementation of processes and mechanisms for data restoration." There is a comprehensive implementation of processes and mechanisms for data restoration. The organization has implemented a range of practices and measures to ensure the timely and accurate restoration of critical data within the recovery environment. This may include data backup strategies, recovery point objectives (RPOs), data validation procedures, and data replication mechanisms.

"Established processes for reviewing and updating the documentation as needed." The organization has established processes for regularly reviewing and updating documentation related to data restoration. These processes ensure that the criteria and guidelines for data restoration remain current and relevant, incorporating any changes in technology, business requirements, or industry standards.

"Actively monitoring and measuring the effectiveness of data restoration processes and mechanisms." The organization actively monitors and measures the effectiveness of its data restoration processes and mechanisms. This involves ongoing assessments and evaluations to ensure that data restoration is performed efficiently and meets the defined Data Restoration Objectives. It may include conducting tests, audits, or simulations to validate the effectiveness of data restoration capabilities.

"Regular assessments of the alignment between data restoration processes and Data Restoration Objectives." Regular assessments are conducted to evaluate the alignment between the data restoration processes and the organization's Data Restoration Objectives. These assessments determine whether the processes and mechanisms in place effectively support the defined objectives, such as recovery time objectives (RTOs) and recovery point objectives (RPOs), to ensure the timely and accurate restoration of critical data.

"Use of metrics and key performance indicators (K.P.I) to assess the success of data restoration." Metrics and key performance indicators (K.P.I) are utilized to assess the success and effectiveness of data restoration processes. These metrics provide quantifiable measures of the data restoration performance, such as restoration time, data accuracy, and completeness. By tracking these metrics, the organization can evaluate its data restoration capabilities and identify areas for improvement.

"Analysis of data and trends to identify improvement opportunities and optimize data restoration practices." Data and trends related to data restoration are analyzed to identify improvement opportunities and optimize data restoration practices. This analysis involves reviewing performance data, incident reports, and lessons learned from previous restoration activities. It helps identify areas where enhancements can be made, such as streamlining processes, enhancing data validation methods, or improving coordination with stakeholders involved in the restoration process.

"Continuous improvement and optimization of data restoration processes and mechanisms." The organization is committed to continuously improving and optimizing its data restoration processes and mechanisms. This involves an iterative approach of evaluating the effectiveness of current practices, identifying areas for improvement, and implementing enhancements to ensure that data restoration remains efficient, reliable, and aligned with evolving business needs and regulatory requirements.

"Continuous evaluation and enhancement of data restoration practices based on feedback and lessons learned." Data restoration practices are continuously evaluated and enhanced based on feedback received and lessons learned from previous restoration efforts. This proactive approach allows the organization to address any shortcomings, refine processes, and incorporate best practices to continually enhance the effectiveness and efficiency of data restoration activities.

"Proactive identification and implementation of improvements to ensure alignment with evolving business needs and Data Restoration Objectives." The organization proactively identifies and implements improvements to ensure that data restoration practices align with evolving business needs and Data Restoration Objectives. This includes staying updated with industry trends, technological advancements, and regulatory requirements to adapt the data restoration processes accordingly and maintain their effectiveness over time.

"Strong collaboration with stakeholders to ensure effective and reliable data restoration." The organization maintains strong collaboration with stakeholders to ensure that data restoration is performed effectively and reliably. This collaboration involves engaging relevant parties, such as IT teams, data owners, and business units, to collectively define, implement, and maintain the data restoration processes. It ensures that all stakeholders understand their roles and responsibilities, contributing to the successful restoration of critical data.

Control 6.3 Archive Access: Access Redundancy

Level 1: Initial

* No formal processes or mechanisms for establishing redundancy for authorized access to archives.
* Measurements:
	+ Absence of documented criteria or guidelines for redundancy in authorized access.
	+ Lack of awareness and understanding of the importance of redundancy.
	+ Limited or no redundancy established for authorized access to archives.

Level 2: Managed

* Basic implementation of processes and mechanisms for establishing redundancy for authorized access.
* Measurements:
	+ Initial documentation of criteria or guidelines for redundancy in authorized access.
	+ Partial implementation of redundancy measures for authorized access to archives.
	+ Limited allocation of resources for maintaining and updating the documentation.

Level 3: Defined

* Well-defined and consistently managed processes and mechanisms for establishing redundancy in authorized access.
* Measurements:
	+ Clearly documented and communicated criteria and guidelines for redundancy in authorized access.
	+ Comprehensive implementation of redundancy measures for authorized access to archives.
	+ Established processes for reviewing and updating the documentation as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of redundancy for authorized access.
* Measurements:
	+ Regular assessments of the alignment between redundancy measures and access requirements.
	+ Use of metrics and key performance indicators (K.P.I) to assess the success of redundancy in authorized access.
	+ Analysis of data and trends to identify improvement opportunities and optimize redundancy measures.

Level 5: Optimizing

* Continuous improvement and optimization of processes and mechanisms for redundancy in authorized access.
* Measurements:
	+ Continuous evaluation and enhancement of redundancy measures based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving business needs and security requirements.
	+ Strong collaboration with stakeholders to ensure effective and reliable redundancy in authorized access.

"No formal processes or mechanisms for establishing redundancy for authorized access to archives." The organization lacks formal processes or mechanisms for establishing redundancy to ensure authorized access to archives. This means that there are no established procedures or systems in place to provide redundant access options in case of failures or disruptions to the primary access methods for archives containing important data.

"Absence of documented criteria or guidelines for redundancy in authorized access." There is an absence of documented criteria or guidelines specifying the requirements and standards for redundancy in authorized access. This absence of documentation makes it challenging to ensure consistent and reliable redundancy measures for authorized access to archives, potentially leaving the organization vulnerable to access failures or unauthorized access.

"Lack of awareness and understanding of the importance of redundancy." Within the organization, there is limited awareness and understanding of the importance of redundancy in authorized access. The significance of having redundant access mechanisms, such as multiple authentication factors or backup access methods, to ensure continuous and secure access to archives may not be fully recognized or comprehended by relevant stakeholders.

"Limited or no redundancy established for authorized access to archives." The organization has limited or no redundancy measures in place for authorized access to archives. This means that there are insufficient backup mechanisms or alternate access paths to ensure continuous and secure access to archives in case of failures or disruptions to the primary access methods.

"Basic implementation of processes and mechanisms for establishing redundancy for authorized access." The organization has implemented basic processes and mechanisms for establishing redundancy in authorized access to archives. There is initial documentation of criteria or guidelines for redundancy in authorized access, although further development and refinement may be necessary to ensure their effectiveness and alignment with business needs and security requirements.

"Initial documentation of criteria or guidelines for redundancy in authorized access." The organization has started documenting criteria or guidelines for establishing redundancy in authorized access. These documents outline the specific requirements and considerations for implementing redundancy measures, such as backup authentication methods, failover systems, or redundant network connections, to ensure uninterrupted and secure access to archives.

"Partial implementation of redundancy measures for authorized access to archives." There is partial implementation of redundancy measures for authorized access to archives. While some efforts have been made to establish these measures, they may not cover all access points or fully address the potential vulnerabilities. Further improvements and broader implementation are needed to ensure comprehensive redundancy for authorized access to archives.

"Limited allocation of resources for maintaining and updating the documentation." There is a limited allocation of resources within the organization for maintaining and updating the documentation related to redundancy measures for authorized access. This limitation may hinder regular review and updates of the documentation, which is essential for adapting to evolving security threats, technology advancements, and business requirements.

"Well-defined and consistently managed processes and mechanisms for establishing redundancy in authorized access." The organization has well-defined and consistently managed processes and mechanisms in place for establishing redundancy in authorized access to archives. There are clearly documented and communicated criteria and guidelines that specify the necessary steps and considerations for implementing redundancy measures. These processes are consistently followed and reviewed to ensure their ongoing effectiveness and alignment with security requirements.

"Clearly documented and communicated criteria and guidelines for redundancy in authorized access." The criteria and guidelines for establishing redundancy in authorized access are clearly documented and effectively communicated within the organization. These documents provide clear instructions and requirements for implementing redundancy measures, ensuring continuous access to archives while maintaining appropriate security controls. They consider factors such as authentication methods, access controls, backup systems, or failover configurations.

"Comprehensive implementation of redundancy measures for authorized access to archives." There is a comprehensive implementation of redundancy measures for authorized access to archives. The organization has implemented a range of practices and mechanisms to ensure redundant access options, such as redundant authentication systems, backup access methods, or redundant network paths. These measures are designed to minimize disruptions and maintain secure access to archives even in the event of failures or incidents.

"Established processes for reviewing and updating the documentation as needed." The organization has established processes for regularly reviewing and updating the documentation related to redundancy measures for authorized access. These processes ensure that the documentation remains current and aligned with evolving security requirements, technological advancements, and organizational changes. Regular reviews help identify areas for improvement and allow for timely updates to maintain the effectiveness of redundancy measures.

"Actively monitoring and measuring the effectiveness of redundancy for authorized access." The organization actively monitors and measures the effectiveness of redundancy measures for authorized access. This involves ongoing assessments to ensure that the implemented redundancy mechanisms meet the access requirements and provide the intended level of redundancy. Metrics and key performance indicators (K.P.I) are used to evaluate the success of redundancy in authorized access and identify any areas needing improvement.

"Regular assessments of the alignment between redundancy measures and access requirements." Regular assessments are conducted to evaluate the alignment between redundancy measures and the access requirements of the organization. These assessments ensure that the implemented redundancy mechanisms adequately address the access needs and comply with relevant security policies and regulations. The assessments also identify any gaps or areas requiring adjustment to maintain an effective and secure redundancy strategy.

"Use of metrics and key performance indicators (K.P.I) to assess the success of redundancy in authorized access." Metrics and key performance indicators (K.P.I) are utilized to assess the success and effectiveness of redundancy measures in authorized access. These metrics provide quantifiable measures of the redundancy strategy's performance, such as uptime, access availability, or response time. By tracking these metrics, the organization can evaluate the success of the redundancy measures and make informed decisions for further optimization.

"Analysis of data and trends to identify improvement opportunities and optimize redundancy measures." Data and trends related to redundancy measures and authorized access are analyzed to identify improvement opportunities and optimize the redundancy strategy. This analysis involves examining performance data, incident reports, access logs, and industry best practices. It helps identify areas for enhancement, such as refining access control policies, implementing additional redundancy mechanisms, or enhancing the scalability and resilience of the access infrastructure.

"Continuous improvement and optimization of processes and mechanisms for redundancy in authorized access." The organization is committed to continuously improving and optimizing the processes and mechanisms for redundancy in authorized access. This involves an iterative approach of evaluating the effectiveness of current measures, identifying areas for enhancement, and implementing improvements to ensure that redundancy strategies remain efficient, reliable, and aligned with evolving business needs and security requirements.

"Continuous evaluation and enhancement of redundancy measures based on feedback and lessons learned." The organization continuously evaluates and enhances redundancy measures based on feedback received and lessons learned from previous implementations. This proactive approach allows for the identification of areas needing improvement, the refinement of processes, and the incorporation of best practices to continually enhance the effectiveness and efficiency of redundancy measures for authorized access.

"Proactive identification and implementation of improvements to ensure alignment with evolving business needs and security requirements." The organization proactively identifies and implements improvements to ensure that redundancy measures for authorized access align with evolving business needs and security requirements. This includes staying updated with emerging threats, technology advancements, and compliance standards to adapt the redundancy strategy accordingly and maintain its effectiveness in mitigating risks and ensuring access availability.

"Strong collaboration with stakeholders to ensure effective and reliable redundancy in authorized access." The organization maintains strong collaboration with stakeholders to ensure that redundancy measures for authorized access are effective and reliable. This collaboration involves engaging relevant parties, such as IT teams, security personnel, and access management stakeholders, to collectively define, implement, and maintain the redundancy mechanisms. It ensures that all stakeholders understand their roles and responsibilities, facilitating the successful implementation and ongoing management of redundancy in authorized access to archives.

Control 6.4 Cryptographic Protection: Key Management

Level 1: Initial

* No formal processes or mechanisms for ensuring availability of cryptographic keys for restoration processes.
* Measurements:
	+ Absence of documented criteria or guidelines for cryptographic key availability.
	+ Lack of awareness and understanding of the importance of cryptographic key availability.
	+ Limited or no consideration of cryptographic key availability in restoration processes.

Level 2: Managed

* Basic implementation of processes and mechanisms to ensure cryptographic key availability for restoration processes.
* Measurements:
	+ Initial documentation of criteria or guidelines for cryptographic key availability.
	+ Partial implementation of processes and mechanisms for cryptographic key availability.
	+ Limited allocation of resources for maintaining and updating the documentation.

Level 3: Defined

* Well-defined and consistently managed processes and mechanisms for ensuring cryptographic key availability for restoration processes.
* Measurements:
	+ Clearly documented and communicated criteria and guidelines for cryptographic key availability.
	+ Comprehensive implementation of processes and mechanisms for cryptographic key availability.
	+ Established processes for reviewing and updating the documentation as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of cryptographic key availability.
* Measurements:
	+ Regular assessments of the alignment between cryptographic key availability and restoration process requirements.
	+ Use of metrics and key performance indicators (K.P.I) to assess the success of cryptographic key availability.
	+ Analysis of data and trends to identify improvement opportunities and optimize cryptographic key availability practices.

Level 5: Optimizing

* Continuous improvement and optimization of cryptographic key availability processes and mechanisms.
* Measurements:
	+ Continuous evaluation and enhancement of cryptographic key availability practices based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving business needs and security requirements.
	+ Strong collaboration with stakeholders to ensure effective and reliable cryptographic key availability.

"No formal processes or mechanisms for ensuring availability of cryptographic keys for restoration processes." The organization lacks formal processes or mechanisms to ensure the availability of cryptographic keys for restoration processes. This means that there are no established procedures or systems in place to guarantee that the necessary cryptographic keys are readily accessible when restoring data or systems.

"Absence of documented criteria or guidelines for cryptographic key availability." There is an absence of documented criteria or guidelines specifying the requirements and standards for ensuring cryptographic key availability. This absence of documentation makes it challenging to ensure consistent and reliable access to cryptographic keys during restoration processes, potentially impeding the organization's ability to restore data or systems effectively.

"Lack of awareness and understanding of the importance of cryptographic key availability." Within the organization, there is limited awareness and understanding of the importance of cryptographic key availability for restoration processes. The significance of having accessible cryptographic keys to decrypt data or systems during restoration may not be fully recognized or comprehended by relevant stakeholders.

"Limited or no consideration of cryptographic key availability in restoration processes." There is limited or no consideration given to cryptographic key availability in the restoration processes of the organization. This means that there is insufficient planning or integration of measures to ensure that cryptographic keys required for decryption are available and accessible when needed during the restoration of data or systems.

"Basic implementation of processes and mechanisms to ensure cryptographic key availability for restoration processes." The organization has implemented basic processes and mechanisms to ensure cryptographic key availability for restoration processes. There is initial documentation of criteria or guidelines outlining the necessary steps and considerations for ensuring that cryptographic keys are accessible during restoration. However, further development and refinement may be required to enhance their effectiveness and alignment with business needs and security requirements.

"Initial documentation of criteria or guidelines for cryptographic key availability." The organization has started documenting criteria or guidelines for ensuring cryptographic key availability during restoration processes. These documents outline specific requirements and considerations for maintaining accessible cryptographic keys. They serve as a foundation for establishing consistent practices and mechanisms to ensure the availability of cryptographic keys during restoration.

"Partial implementation of processes and mechanisms for cryptographic key availability." There is partial implementation of processes and mechanisms to ensure cryptographic key availability for restoration processes. While some efforts have been made to establish these measures, they may not cover all aspects or fully address the potential challenges in guaranteeing the availability of cryptographic keys. Further improvements and broader implementation are needed to ensure comprehensive cryptographic key availability during restoration.

"Limited allocation of resources for maintaining and updating the documentation." There is a limited allocation of resources within the organization for maintaining and updating the documentation related to cryptographic key availability. This limitation may hinder regular review and updates of the documentation, which is essential for adapting to evolving security threats, technological advancements, and organizational changes.

"Well-defined and consistently managed processes and mechanisms for ensuring cryptographic key availability for restoration processes." The organization has well-defined and consistently managed processes and mechanisms in place to ensure the availability of cryptographic keys for restoration processes. There are clearly documented and communicated criteria and guidelines that specify the necessary steps and considerations for maintaining accessible cryptographic keys. These processes are consistently followed and reviewed to ensure their ongoing effectiveness and alignment with security requirements.

"Clearly documented and communicated criteria and guidelines for cryptographic key availability." The criteria and guidelines for ensuring cryptographic key availability during restoration processes are clearly documented and effectively communicated within the organization. These documents provide clear instructions and requirements for maintaining accessible cryptographic keys, such as key management practices, backup and recovery strategies, or access controls. They consider factors such as key storage, distribution, rotation, and disaster recovery.

"Comprehensive implementation of processes and mechanisms for cryptographic key availability." There is a comprehensive implementation of processes and mechanisms to ensure cryptographic key availability for restoration processes. The organization has implemented a range of measures to ensure the accessibility of cryptographic keys during restoration. These measures cover various aspects, such as secure storage of keys, regular backups, redundancy mechanisms, access controls, and appropriate key management practices. The comprehensive implementation aims to minimize the risk of losing or compromising cryptographic keys, ensuring their availability when needed.

"Established processes for reviewing and updating the documentation as needed." The organization has established processes for regularly reviewing and updating documentation related to cryptographic key availability. These processes ensure that the documentation remains current and aligned with evolving security requirements, technological advancements, and organizational changes. Regular reviews help identify areas for improvement and allow for timely updates to maintain the effectiveness of cryptographic key availability measures.

"Actively monitoring and measuring the effectiveness of cryptographic key availability." The organization actively monitors and measures the effectiveness of cryptographic key availability measures. This involves ongoing assessments to ensure that the implemented processes and mechanisms adequately meet the requirements for cryptographic key availability during restoration. Metrics and key performance indicators (K.P.I) are used to evaluate the success of cryptographic key availability and identify any areas needing improvement.

"Regular assessments of the alignment between cryptographic key availability and restoration process requirements." Regular assessments are conducted to evaluate the alignment between cryptographic key availability measures and the requirements of restoration processes. These assessments ensure that the implemented measures adequately address the need for cryptographic key availability during restoration and comply with relevant security policies and regulations. The assessments also identify any gaps or areas requiring adjustment to maintain an effective and secure cryptographic key availability strategy.

"Use of metrics and key performance indicators (K.P.I) to assess the success of cryptographic key availability." Metrics and key performance indicators (K.P.I) are utilized to assess the success and effectiveness of cryptographic key availability measures. These metrics provide quantifiable measures of the availability and accessibility of cryptographic keys during restoration processes, such as the time it takes to retrieve keys or the success rate of key retrieval. By tracking these metrics, the organization can evaluate the success of cryptographic key availability and make informed decisions for further optimization.

"Analysis of data and trends to identify improvement opportunities and optimize cryptographic key availability practices." Data and trends related to cryptographic key availability and restoration processes are analyzed to identify improvement opportunities and optimize the practices surrounding cryptographic key availability. This analysis involves examining performance data, incident reports, key retrieval logs, and industry best practices. It helps identify areas for enhancement, such as refining key management procedures, implementing additional redundancy mechanisms, or enhancing the efficiency of key retrieval processes.

"Continuous improvement and optimization of cryptographic key availability processes and mechanisms." The organization is committed to continuously improving and optimizing the processes and mechanisms for cryptographic key availability during restoration processes. This involves an iterative approach of evaluating the effectiveness of current measures, identifying areas for enhancement, and implementing improvements to ensure that cryptographic key availability remains efficient, reliable, and aligned with evolving business needs and security requirements.

"Continuous evaluation and enhancement of cryptographic key availability practices based on feedback and lessons learned." The organization continuously evaluates and enhances cryptographic key availability practices based on feedback received and lessons learned from previous implementations. This proactive approach allows for the identification of areas needing improvement, the refinement of processes, and the incorporation of best practices to continually enhance the effectiveness and efficiency of cryptographic key availability during restoration processes.

"Proactive identification and implementation of improvements to ensure alignment with evolving business needs and security requirements." The organization proactively identifies and implements improvements to ensure that cryptographic key availability during restoration processes aligns with evolving business needs and security requirements. This includes staying updated with emerging threats, technology advancements, and compliance standards to adapt the cryptographic key availability strategy accordingly and maintain its effectiveness in mitigating risks and ensuring successful restoration operations.

"Strong collaboration with stakeholders to ensure effective and reliable cryptographic key availability." The organization maintains strong collaboration with stakeholders to ensure cryptographic key availability.

Control 6.5 Cryptographic Protection: Key Management

Level 1: Initial

* No formal processes or mechanisms for ensuring availability of cryptographic keys for restoration processes.
* Measurements:
	+ Absence of documented criteria or guidelines for cryptographic key availability.
	+ Lack of awareness and understanding of the importance of cryptographic key availability.
	+ Limited or no consideration of cryptographic key availability in restoration processes.

Level 2: Managed

* Basic implementation of processes and mechanisms to ensure cryptographic key availability for restoration processes.
* Measurements:
	+ Initial documentation of criteria or guidelines for cryptographic key availability.
	+ Partial implementation of processes and mechanisms for cryptographic key availability.
	+ Limited allocation of resources for maintaining and updating the documentation.

Level 3: Defined

* Well-defined and consistently managed processes and mechanisms for ensuring cryptographic key availability for restoration processes.
* Measurements:
	+ Clearly documented and communicated criteria and guidelines for cryptographic key availability.
	+ Comprehensive implementation of processes and mechanisms for cryptographic key availability.
	+ Established processes for reviewing and updating the documentation as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of cryptographic key availability.
* Measurements:
	+ Regular assessments of the alignment between cryptographic key availability and restoration process requirements.
	+ Use of metrics and key performance indicators (K.P.I) to assess the success of cryptographic key availability.
	+ Analysis of data and trends to identify improvement opportunities and optimize cryptographic key availability practices.

Level 5: Optimizing

* Continuous improvement and optimization of cryptographic key availability processes and mechanisms.
* Measurements:
	+ Continuous evaluation and enhancement of cryptographic key availability practices based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving business needs and security requirements.
	+ Strong collaboration with stakeholders to ensure effective and reliable cryptographic key availability.

"No formal processes or mechanisms for ensuring availability of cryptographic keys for restoration processes." The organization lacks formal processes or mechanisms to ensure the availability of cryptographic keys for restoration processes. This means that there are no established procedures or systems in place to guarantee that the necessary cryptographic keys are readily accessible when restoring data or systems.

"Absence of documented criteria or guidelines for cryptographic key availability." There is an absence of documented criteria or guidelines specifying the requirements and standards for ensuring cryptographic key availability. This absence of documentation makes it challenging to ensure consistent and reliable access to cryptographic keys during restoration processes, potentially impeding the organization's ability to restore data or systems effectively.

"Lack of awareness and understanding of the importance of cryptographic key availability." Within the organization, there is limited awareness and understanding of the importance of cryptographic key availability for restoration processes. The significance of having accessible cryptographic keys to decrypt data or systems during restoration may not be fully recognized or comprehended by relevant stakeholders.

"Limited or no consideration of cryptographic key availability in restoration processes." There is limited or no consideration given to cryptographic key availability in the restoration processes of the organization. This means that there is insufficient planning or integration of measures to ensure that cryptographic keys required for decryption are available and accessible when needed during the restoration of data or systems.

"Basic implementation of processes and mechanisms to ensure cryptographic key availability for restoration processes." The organization has implemented basic processes and mechanisms to ensure cryptographic key availability for restoration processes. There is initial documentation of criteria or guidelines outlining the necessary steps and considerations for ensuring that cryptographic keys are accessible during restoration. However, further development and refinement may be required to enhance their effectiveness and alignment with business needs and security requirements.

"Initial documentation of criteria or guidelines for cryptographic key availability." The organization has started documenting criteria or guidelines for ensuring cryptographic key availability during restoration processes. These documents outline specific requirements and considerations for maintaining accessible cryptographic keys. They serve as a foundation for establishing consistent practices and mechanisms to ensure the availability of cryptographic keys during restoration.

"Partial implementation of processes and mechanisms for cryptographic key availability." There is partial implementation of processes and mechanisms to ensure cryptographic key availability for restoration processes. While some efforts have been made to establish these measures, they may not cover all aspects or fully address the potential challenges in guaranteeing the availability of cryptographic keys. Further improvements and broader implementation are needed to ensure comprehensive cryptographic key availability during restoration.

"Limited allocation of resources for maintaining and updating the documentation." There is a limited allocation of resources within the organization for maintaining and updating the documentation related to cryptographic key availability. This limitation may hinder regular review and updates of the documentation, which is essential for adapting to evolving security threats, technological advancements, and organizational changes.

"Well-defined and consistently managed processes and mechanisms for ensuring cryptographic key availability for restoration processes." The organization has well-defined and consistently managed processes and mechanisms in place to ensure the availability of cryptographic keys for restoration processes. There are clearly documented and communicated criteria and guidelines that specify the necessary steps and considerations for maintaining accessible cryptographic keys. These processes are consistently followed and reviewed to ensure their ongoing effectiveness and alignment with security requirements.

"Clearly documented and communicated criteria and guidelines for cryptographic key availability." The criteria and guidelines for ensuring cryptographic key availability during restoration processes are clearly documented and effectively communicated within the organization. These documents provide clear instructions and requirements for maintaining accessible cryptographic keys, such as key management practices, backup and recovery strategies, or access controls. They consider factors such as key storage, distribution, rotation, and disaster recovery.

"Comprehensive implementation of processes and mechanisms for cryptographic key availability." There is a comprehensive implementation of processes and mechanisms to ensure cryptographic key availability for restoration processes. The organization has implemented a range of measures to ensure the accessibility of cryptographic keys during restoration. These measures cover various aspects, such as secure storage of keys, regular backups, redundancy mechanisms, access controls, and appropriate key management practices. The comprehensive implementation aims to minimize the risk of losing or compromising cryptographic keys, ensuring their availability when needed.

"Established processes for reviewing and updating the documentation as needed." The organization has established processes for regularly reviewing and updating documentation related to cryptographic key availability. These processes ensure that the documentation remains current and aligned with evolving security requirements, technological advancements, and organizational changes. Regular reviews help identify areas for improvement and allow for timely updates to maintain the effectiveness of cryptographic key availability measures.

"Actively monitoring and measuring the effectiveness of cryptographic key availability." The organization actively monitors and measures the effectiveness of cryptographic key availability measures. This involves ongoing assessments to ensure that the implemented processes and mechanisms adequately meet the requirements for cryptographic key availability during restoration. Metrics and key performance indicators (K.P.I) are used to evaluate the success of cryptographic key availability and identify any areas needing improvement.

"Regular assessments of the alignment between cryptographic key availability and restoration process requirements." Regular assessments are conducted to evaluate the alignment between cryptographic key availability measures and the requirements of restoration processes. These assessments ensure that the implemented measures adequately address the need for cryptographic key availability during restoration and comply with relevant security policies and regulations. The assessments also identify any gaps or areas requiring adjustment to maintain an effective and secure cryptographic key availability strategy.

"Use of metrics and key performance indicators (K.P.I) to assess the success of cryptographic key availability." Metrics and key performance indicators (K.P.I) are utilized to assess the success and effectiveness of cryptographic key availability measures. These metrics provide quantifiable measures of the availability and accessibility of cryptographic keys during restoration processes, such as the time it takes to retrieve keys or the success rate of key retrieval. By tracking these metrics, the organization can evaluate the success of cryptographic key availability and make informed decisions for further optimization.

"Analysis of data and trends to identify improvement opportunities and optimize cryptographic key availability practices." Data and trends related to cryptographic key availability and restoration processes are analyzed to identify improvement opportunities and optimize the practices surrounding cryptographic key availability. This analysis involves examining performance data, incident reports, key retrieval logs, and industry best practices. It helps identify areas for enhancement, such as refining key management procedures, implementing additional redundancy mechanisms, or enhancing the efficiency of key retrieval processes.

"Continuous improvement and optimization of cryptographic key availability processes and mechanisms." The organization is committed to continuously improving and optimizing the processes and mechanisms for cryptographic key availability during restoration processes. This involves an iterative approach of evaluating the effectiveness of current measures, identifying areas for enhancement, and implementing improvements to ensure that cryptographic key availability remains efficient, reliable, and aligned with evolving business needs and security requirements.

"Continuous evaluation and enhancement of cryptographic key availability practices based on feedback and lessons learned." The organization continuously evaluates and enhances cryptographic key availability practices based on feedback received and lessons learned from previous implementations. This proactive approach allows for the identification of areas needing improvement, the refinement of processes, and the incorporation of best practices to continually enhance the effectiveness and efficiency of cryptographic key availability during restoration processes.

"Proactive identification and implementation of improvements to ensure alignment with evolving business needs and security requirements." The organization proactively identifies and implements improvements to ensure that cryptographic key availability during restoration processes aligns with evolving business needs and security requirements. This includes staying updated with emerging threats, technology advancements, and compliance standards to adapt the cryptographic key availability strategy accordingly and maintain its effectiveness in mitigating risks and ensuring successful restoration operations.

"Strong collaboration with stakeholders to ensure effective and reliable cryptographic key availability." The organization maintains strong collaboration with stakeholders to ensure that cryptographic key availability during restoration processes is effective and reliable. This collaboration involves active engagement and communication with key stakeholders, such as security teams, IT personnel, and data custodians. By working together, they can collectively contribute to the development, implementation, and ongoing improvement of cryptographic key availability practices, ensuring the availability of cryptographic keys when needed and maintaining the overall resilience of the organization's data restoration capabilities.

Control 6.6 Response Planning: Incident Response Plan

Level 1: Initial

* No formal processes or mechanisms for reviewing and updating Incident Response plans.
* Measurements:
	+ Absence of documented criteria or guidelines for plan review and update.
	+ Lack of awareness and understanding of the importance of plan review and update.
	+ Limited or no consideration of plan review and update in addressing operational risks.

Level 2: Managed

* Basic implementation of processes and mechanisms for reviewing and updating Incident Response plans.
* Measurements:
	+ Initial documentation of criteria or guidelines for plan review and update.
	+ Partial implementation of processes and mechanisms for plan review and update.
	+ Limited allocation of resources for maintaining and updating the documentation.

Level 3: Defined

* Well-defined and consistently managed processes and mechanisms for reviewing and updating Incident Response plans.
* Measurements:
	+ Clearly documented and communicated criteria and guidelines for plan review and update.
	+ Comprehensive implementation of processes and mechanisms for plan review and update.
	+ Established processes for reviewing and updating the documentation as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of plan review and update.
* Measurements:
	+ Regular assessments of the alignment between plan review and update practices and operational risks.
	+ Use of metrics and key performance indicators (K.P.I) to assess the success of plan review and update.
	+ Analysis of data and trends to identify improvement opportunities, optimize plan review, and update practices.

Level 5: Optimizing

* Continuous improvement and optimization of processes and mechanisms for plan review and update.
* Measurements:
	+ Continuous evaluation and enhancement of plan review and update practices based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving operational risks and business needs.
	+ Strong collaboration with stakeholders to ensure effective and timely review and update of Incident Response plans.

"No formal processes or mechanisms for reviewing and updating Incident Response plans." The organization lacks formal processes or mechanisms for the regular review and update of its Incident Response plans. Without these processes in place, there is a risk of outdated or ineffective plans that may not adequately address emerging threats and operational risks.

"Absence of documented criteria or guidelines for plan review and update." There are no documented criteria or guidelines specifying how Incident Response plans should be reviewed and updated. The lack of such guidelines makes it challenging to ensure consistency, accuracy, and relevance in the review and update process.

"Lack of awareness and understanding of the importance of plan review and update." There is a lack of awareness and understanding within the organization regarding the critical importance of regularly reviewing and updating Incident Response plans. This lack of awareness may lead to complacency and a failure to recognize the evolving nature of cybersecurity threats and operational risks.

"Limited or no consideration of plan review and update in addressing operational risks." Operational risks are not adequately considered or addressed through the review and update of Incident Response plans. This lack of consideration may result in plans that do not align with the organization's current risk landscape and may be ineffective in mitigating emerging threats.

"Basic implementation of processes and mechanisms for reviewing and updating Incident Response plans." The organization has initiated a basic implementation of processes and mechanisms to address the review and update of Incident Response plans. This includes the initial documentation of criteria or guidelines for the review and update process, although these may be incomplete or in the initial stages of development.

"Initial documentation of criteria or guidelines for plan review and update." There is initial documentation of criteria or guidelines for the review and update of Incident Response plans. However, these documents may require further refinement and enhancement to ensure they effectively guide the review and update process.

"Partial implementation of processes and mechanisms for plan review and update." Some processes and mechanisms for reviewing and updating Incident Response plans have been implemented, but their implementation is not comprehensive or fully matured. There may be gaps or inconsistencies in the execution of the review and update process.

"Limited allocation of resources for maintaining and updating the documentation." There is limited allocation of resources dedicated to maintaining and updating the documentation related to Incident Response plan review and update. This limitation may hinder the organization's ability to keep the plans up-to-date and aligned with the evolving threat landscape.

"Well-defined and consistently managed processes and mechanisms for reviewing and updating Incident Response plans." The organization has established well-defined and consistently managed processes and mechanisms for the review and update of Incident Response plans. These processes are documented, communicated, and followed consistently across the organization to ensure the plans remain relevant and effective.

"Clearly documented and communicated criteria and guidelines for plan review and update." The criteria and guidelines for the review and update of Incident Response plans are clearly documented and effectively communicated throughout the organization. These documents provide clear instructions on how the plans should be reviewed, updated, and aligned with the organization's operational risks.

"Comprehensive implementation of processes and mechanisms for plan review and update." The implementation of processes and mechanisms for the review and update of Incident Response plans is comprehensive. It encompasses all necessary steps, such as regular plan assessments, identification of gaps or weaknesses, updating of response procedures, and aligning the plans with regulatory requirements and industry best practices.

"Established processes for reviewing and updating the documentation as needed." There are established processes in place to review and update the documentation related to Incident Response plans as needed. This ensures that the documentation remains accurate, up-to-date, and reflects any changes in operational risks, cybersecurity threats, or regulatory requirements.

"Actively monitoring and measuring the effectiveness of plan review and update." The organization actively monitors and measures the effectiveness of the plan review and update process for Incident Response. This includes regular assessments to evaluate the alignment between the review and update practices and the organization's operational risks. Metrics and key performance indicators (K.P.I) are used to track the success of the review and update efforts, providing valuable insights into the overall effectiveness of the Incident Response plans.

"Regular assessments of the alignment between plan review and update practices and operational risks." There are regular assessments conducted to determine the degree of alignment between the plan review and update practices and the organization's operational risks. These assessments help identify any gaps or areas for improvement in addressing emerging threats and mitigating operational risks effectively.

"Use of metrics and key performance indicators (K.P.I) to assess the success of plan review and update." Metrics and key performance indicators (K.P.I) are employed to measure the success of the plan review and update process. These metrics and K.P.I provide quantifiable data that enable the organization to evaluate the efficiency and effectiveness of the review and update efforts, facilitating data-driven decision-making and continuous improvement.

"Analysis of data and trends to identify improvement opportunities, optimize plan review, and update practices." Data and trends related to the plan review and update process are analyzed to identify improvement opportunities. This analysis involves examining the effectiveness of the current practices, identifying areas where adjustments or enhancements may be required, and optimizing the plan review and update practices to ensure they align with the organization's evolving operational risks.

"Continuous improvement and optimization of processes and mechanisms for plan review and update." The organization is committed to continuous improvement and optimization of the processes and mechanisms involved in the review and update of Incident Response plans. This entails an ongoing evaluation of the practices, seeking feedback from stakeholders, incorporating lessons learned, and proactively identifying and implementing improvements to enhance the effectiveness and efficiency of the plan review and update process.

"Continuous evaluation and enhancement of plan review and update practices based on feedback and lessons learned." The organization continuously evaluates the plan review and update practices based on feedback received from stakeholders and lessons learned from past incidents. This iterative process enables the organization to incorporate feedback and best practices, ensuring that the Incident Response plans remain robust and adaptable to changing circumstances.

"Proactive identification and implementation of improvements to ensure alignment with evolving operational risks and business needs." The organization takes a proactive approach to identify and implement improvements in the plan review and update process. This includes anticipating and addressing emerging operational risks, aligning the plans with changing business needs, and proactively addressing any gaps or deficiencies in the Incident Response plans to enhance the organization's resilience and preparedness.

"Strong collaboration with stakeholders to ensure effective and timely review and update of Incident Response plans." The organization emphasizes strong collaboration with key stakeholders, such as incident response teams, IT personnel, executive leadership, and relevant business units. This collaboration ensures that the review and update of Incident Response plans are conducted effectively, timely, and in alignment with the organization's goals, operational risks, and regulatory requirements.

Control 6.7 Response Planning: Recovery Plan

Level 1: Initial

* No formal processes or mechanisms for reviewing and updating Recovery Plans.
* Measurements:
	+ Absence of documented criteria or guidelines for plan review and update.
	+ Lack of awareness and understanding of the importance of plan review and update.
	+ Limited or no consideration of plan review and update in addressing disruption or impairment risks.

Level 2: Managed

* Basic implementation of processes and mechanisms for reviewing and updating Recovery Plans.
* Measurements:
	+ Initial documentation of criteria or guidelines for plan review and update.
	+ Partial implementation of processes and mechanisms for plan review and update.
	+ Limited allocation of resources for maintaining and updating the documentation.

Level 3: Defined

* Well-defined and consistently managed processes and mechanisms for reviewing and updating Recovery Plans.
* Measurements:
	+ Clearly documented and communicated criteria and guidelines for plan review and update.
	+ Comprehensive implementation of processes and mechanisms for plan review and update.
	+ Established processes for reviewing and updating the documentation as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of plan review and update.
* Measurements:
	+ Regular assessments of the alignment between plan review and update practices and disruption or impairment risks.
	+ Use of metrics and key performance indicators (K.P.I) to assess the success of plan review and update.
	+ Analysis of data and trends to identify improvement opportunities, optimize plan review, and update practices.

Level 5: Optimizing

* Continuous improvement and optimization of processes and mechanisms for plan review and update.
* Measurements:
	+ Continuous evaluation and enhancement of plan review and update practices based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving disruption or impairment risks and business needs.
	+ Strong collaboration with stakeholders to ensure effective and timely review and update of Recovery Plans.

"No formal processes or mechanisms for reviewing and updating Recovery Plans." The organization lacks formal processes or mechanisms for regularly reviewing and updating its Recovery Plans. Without these processes in place, there is a risk of outdated or ineffective recovery strategies and procedures in addressing disruption or impairment risks.

"Absence of documented criteria or guidelines for plan review and update." There are no documented criteria or guidelines specifying how Recovery Plans should be reviewed and updated. The absence of such documentation makes it challenging to ensure consistency, accuracy, and relevance in the review and update process.

"Lack of awareness and understanding of the importance of plan review and update." There is a lack of awareness and understanding within the organization regarding the critical importance of reviewing and updating Recovery Plans. This lack of awareness may lead to stagnant or inadequate recovery strategies that hinder the organization's ability to effectively respond to disruptions or impairments.

"Limited or no consideration of plan review and update in addressing disruption or impairment risks." The organization provides limited or no consideration to the review and update of Recovery Plans when addressing disruption or impairment risks. This limited consideration may result in outdated or ineffective strategies that do not adequately mitigate the impacts of disruptions on the organization's operations.

"Basic implementation of processes and mechanisms for reviewing and updating Recovery Plans." The organization has initiated a basic implementation of processes and mechanisms to address the review and update of Recovery Plans. This includes the initial documentation of criteria or guidelines for plan review and update, although these may be incomplete or in the preliminary stages of development.

"Initial documentation of criteria or guidelines for plan review and update." There is initial documentation of criteria or guidelines for reviewing and updating Recovery Plans. However, these documents may require further refinement and enhancement to ensure they effectively guide the review and update process and address the organization's recovery needs in the face of disruption or impairment risks.

"Partial implementation of processes and mechanisms for plan review and update." Some processes and mechanisms for reviewing and updating Recovery Plans have been implemented, but their implementation is not comprehensive or fully mature. There may be gaps or inconsistencies in the execution of the review and update process, leading to potential challenges in the organization's recovery efforts.

"Limited allocation of resources for maintaining and updating the documentation." There is limited allocation of resources dedicated to maintaining and updating the documentation related to the review and update of Recovery Plans. This limitation may hinder the organization's ability to keep the plans up to date, aligned with emerging risks, and responsive to evolving disruption or impairment scenarios.

"Well-defined and consistently managed processes and mechanisms for reviewing and updating Recovery Plans." The organization has established well-defined and consistently managed processes and mechanisms for reviewing and updating its Recovery Plans. These processes are documented, communicated, and followed consistently across the organization to ensure that the plans remain relevant, effective, and aligned with the organization's recovery needs.

"Clearly documented and communicated criteria and guidelines for plan review and update." The criteria and guidelines for reviewing and updating Recovery Plans are clearly documented and effectively communicated throughout the organization. These documents provide clear instructions on how the plans should be reviewed and updated, addressing key aspects such as risk assessment, recovery strategies, and resource allocation.

"Comprehensive implementation of processes and mechanisms for plan review and update." The implementation of processes and mechanisms for reviewing and updating Recovery Plans is comprehensive. It encompasses all necessary steps, such as regular plan assessments, identification of gaps, updating recovery strategies, and incorporating feedback from stakeholders.

"Established processes for reviewing and updating the documentation as needed." There are established processes in place to review and update the documentation related to Recovery Plans as needed. This ensures that the documentation remains accurate, up-to-date, and reflective of any changes in risk profiles, technological advancements, or recovery best practices.

13."Actively monitoring and measuring the effectiveness of plan review and update." The organization actively monitors and measures the effectiveness of the plan review and update process for Recovery Plans. This includes conducting regular assessments to evaluate the alignment between the review and update practices and the organization's disruption or impairment risks.

"Regular assessments of the alignment between plan review and update practices and disruption or impairment risks." Regular assessments are conducted to determine the degree to which the plan review and update practices align with the organization's disruption or impairment risks. These assessments help identify any gaps or areas for improvement, ensuring that the updated plans effectively address the specific risks faced by the organization.

"Use of metrics and key performance indicators (K.P.I) to assess the success of plan review and update." Metrics and key performance indicators (K.P.I) are utilized to assess the success of the plan review and update process. These metrics and K.P.I provide quantifiable data that enable the organization to measure the effectiveness of the review and update efforts in mitigating disruption or impairment risks and improving overall resilience.

"Analysis of data and trends to identify improvement opportunities, optimize plan review, and update practices." Data and trends related to plan review and update activities are analyzed to identify improvement opportunities and optimize the practices involved. This analysis involves examining the results of previous reviews and updates, identifying areas for enhancement, and leveraging lessons learned to continuously improve the organization's Recovery Plans.

"Continuous improvement and optimization of processes and mechanisms for plan review and update." The organization is committed to continuously improving and optimizing the processes and mechanisms used for plan review and update. This involves ongoing evaluation, refinement, and enhancement of the review and update practices to ensure they remain effective in addressing the organization's evolving disruption or impairment risks and business needs.

"Continuous evaluation and enhancement of plan review and update practices based on feedback and lessons learned." The plan review and update practices are continuously evaluated and enhanced based on feedback received from stakeholders and lessons learned from previous disruptions or impairments. This iterative process allows the organization to incorporate feedback, address emerging challenges, and ensure that the Recovery Plans are robust and aligned with the organization's recovery objectives.

"Proactive identification and implementation of improvements to ensure alignment with evolving disruption or impairment risks and business needs." The organization proactively identifies and implements improvements to the plan review and update practices to ensure alignment with evolving disruption or impairment risks and business needs. This proactive approach allows the organization to stay ahead of potential challenges and adapt the Recovery Plans accordingly to maintain their effectiveness.

"Strong collaboration with stakeholders to ensure effective and timely review and update of Recovery Plans." The organization maintains strong collaboration with key stakeholders, including relevant internal departments, external partners, and subject matter experts, to ensure effective and timely review and update of the Recovery Plans. This collaboration facilitates the exchange of knowledge, expertise, and perspectives, leading to comprehensive and robust Recovery Plans that address the organization's unique needs and risks.

Top of Form

Control 6.8 Response Planning: Communications Plan

Level 1: Initial

* No formal processes or mechanisms for updating Communications plans.
* Measurements:
	+ Absence of documented criteria or guidelines for plan updates.
	+ Lack of awareness and understanding of the importance of communication in addressing disruptions or impairments.
	+ Limited or no consideration of communication plans in the event of service disruptions.

Level 2: Managed

* Basic implementation of processes and mechanisms for updating Communications plans.
* Measurements:
	+ Initial documentation of criteria or guidelines for plan updates.
	+ Partial implementation of processes and mechanisms for plan updates.
	+ Limited allocation of resources for maintaining and updating the documentation.

Level 3: Defined

* Well-defined and consistently managed processes and mechanisms for updating Communications plans.
* Measurements:
	+ Clearly documented and communicated criteria and guidelines for plan updates.
	+ Comprehensive implementation of processes and mechanisms for plan updates.
	+ Established processes for reviewing and updating the documentation as needed.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of plan updates.
* Measurements:
	+ Regular assessments of the alignment between plan updates and communication requirements.
	+ Use of metrics and key performance indicators (K.P.I) to assess the success of plan updates.
	+ Analysis of data and trends to identify improvement opportunities and optimize plan update practices.

Level 5: Optimizing

* Continuous improvement and optimization of processes and mechanisms for plan updates.
* Measurements:
	+ Continuous evaluation and enhancement of plan update practices based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving disruption or impairment scenarios and communication needs.
	+ Strong collaboration with stakeholders to ensure effective and timely updates to Communications plans.Top of Form

"No formal processes or mechanisms for updating Communications plans." The organization lacks formal processes or mechanisms for regularly updating its Communications plans. Without these processes in place, there is a risk of outdated or ineffective communication strategies and procedures in the event of disruptions or impairments.

"Absence of documented criteria or guidelines for plan updates." There are no documented criteria or guidelines specifying how Communications plans should be updated. The absence of such documentation makes it challenging to ensure consistency, accuracy, and relevance in the update process.

"Lack of awareness and understanding of the importance of communication in addressing disruptions or impairments." There is a lack of awareness and understanding within the organization regarding the critical importance of effective communication during disruptions or impairments. This lack of awareness may lead to inadequate communication strategies that hinder the organization's ability to mitigate the impacts of disruptions.

"Limited or no consideration of communication plans in the event of service disruptions." Communication plans are not adequately considered or integrated into the organization's response to service disruptions. This limited consideration may result in communication gaps, delays, or inconsistencies that exacerbate the impacts of disruptions on the organization and its stakeholders.

"Basic implementation of processes and mechanisms for updating Communications plans." The organization has initiated a basic implementation of processes and mechanisms to address the update of Communications plans. This includes the initial documentation of criteria or guidelines for plan updates, although these may be incomplete or in the initial stages of development.

"Initial documentation of criteria or guidelines for plan updates." There is initial documentation of criteria or guidelines for updating Communications plans. However, these documents may require further refinement and enhancement to ensure they effectively guide the update process and address the organization's communication needs during disruptions.

"Partial implementation of processes and mechanisms for plan updates." Some processes and mechanisms for updating Communications plans have been implemented, but their implementation is not comprehensive or fully mature. There may be gaps or inconsistencies in the execution of the update process, leading to potential communication challenges during disruptions.

"Limited allocation of resources for maintaining and updating the documentation." There is limited allocation of resources dedicated to maintaining and updating the documentation related to Communications plan updates. This limitation may hinder the organization's ability to keep the plans up to date, aligned with emerging communication technologies, and responsive to evolving disruption scenarios.

"Well-defined and consistently managed processes and mechanisms for updating Communications plans." The organization has established well-defined and consistently managed processes and mechanisms for updating Communications plans. These processes are documented, communicated, and followed consistently across the organization to ensure the plans remain relevant, effective, and aligned with the organization's communication needs.

"Clearly documented and communicated criteria and guidelines for plan updates." The criteria and guidelines for updating Communications plans are clearly documented and effectively communicated throughout the organization. These documents provide clear instructions on how the plans should be updated, addressing key aspects such as communication channels, stakeholders, messaging, and response protocols.

"Comprehensive implementation of processes and mechanisms for plan updates." The implementation of processes and mechanisms for updating Communications plans is comprehensive. It encompasses all necessary steps, such as regular plan assessments, identification of communication gaps, updating communication protocols, and incorporating feedback from stakeholders.

"Established processes for reviewing and updating the documentation as needed." There are established processes in place to review and update the documentation related to Communications plans as needed. This ensures that the documentation remains accurate, up-to-date, and reflective of any changes in communication technologies, stakeholder needs, or disruption scenarios.

"Actively monitoring and measuring the effectiveness of plan updates." The organization actively monitors and measures the effectiveness of the updates made to Communications plans. This includes conducting regular assessments to evaluate the alignment between the plan updates and the communication requirements during disruptions or impairments.

"Regular assessments of the alignment between plan updates and communication requirements." Regular assessments are conducted to evaluate the degree of alignment between the plan updates and the organization's communication requirements during disruptions or impairments. These assessments help identify any gaps or areas for improvement, ensuring that the updated plans effectively address the communication needs of the organization.

"Use of metrics and key performance indicators (K.P.I) to assess the success of plan updates." Metrics and key performance indicators (K.P.I) are utilized to assess the success of the plan updates. These metrics and K.P.I provide quantifiable data that enable the organization to measure the effectiveness of the updates in improving communication resilience and response capabilities.

"Analysis of data and trends to identify improvement opportunities and optimize plan update practices." Data and trends related to plan updates are analyzed to identify improvement opportunities and optimize the practices for updating Communications plans. This analysis involves examining the results of plan updates, identifying areas for enhancement, and leveraging lessons learned to continuously improve the organization's communication strategies and protocols.

"Continuous improvement and optimization of processes and mechanisms for plan updates." The organization is committed to continuous improvement and optimization of the processes and mechanisms involved in updating Communications plans. This includes ongoing evaluation, refinement, and enhancement of the update practices to ensure they align with the evolving disruption or impairment scenarios and communication needs of the organization.

"Continuous evaluation and enhancement of plan update practices based on feedback and lessons learned." The organization continuously evaluates and enhances the plan update practices based on feedback received from stakeholders and lessons learned from previous disruptions or impairments. This iterative process enables the organization to incorporate feedback, address emerging challenges, and ensure that the Communications plans remain effective and relevant.

"Proactive identification and implementation of improvements to ensure alignment with evolving disruption or impairment scenarios and communication needs." The organization proactively identifies and implements improvements to ensure that the plan updates align with evolving disruption or impairment scenarios and communication needs. This proactive approach allows the organization to stay ahead of potential challenges and adapt the Communications plans accordingly to maintain effective communication during disruptions.

"Strong collaboration with stakeholders to ensure effective and timely updates to Communications plans." The organization fosters strong collaboration with key stakeholders, including communication teams, IT personnel, business units, and relevant external partners, to ensure effective and timely updates to Communications plans. This collaboration ensures that the plans reflect the input and expertise of relevant stakeholders, resulting in comprehensive and well-rounded communication strategies and protocols.

Control 7.1 Evaluation: Independence

Level 1: Initial

* No formal processes or mechanisms for evaluating the policies, architecture, and design of the operational resiliency framework.
* Measurements:
	+ Absence of documented criteria or guidelines for evaluation.
	+ Lack of awareness and understanding of the importance of independent evaluation.
	+ Limited or no consideration of independent evaluation in the design process.

Level 2: Managed

* Basic implementation of processes and mechanisms for evaluating the policies, architecture, and design of the operational resiliency framework.
* Measurements:
	+ Initial documentation of criteria or guidelines for evaluation.
	+ Partial implementation of processes and mechanisms for evaluation.
	+ Limited allocation of resources for conducting independent evaluations.

Level 3: Defined

* Well-defined and consistently managed processes and mechanisms for evaluating the policies, architecture, and design of the operational resiliency framework.
* Measurements:
	+ Clearly documented and communicated criteria and guidelines for evaluation.
	+ Comprehensive implementation of processes and mechanisms for evaluation.
	+ Established processes for conducting independent evaluations on a periodic basis.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of the evaluation process.
* Measurements:
	+ Regular assessments of the alignment between the evaluation process and operational resiliency framework requirements.
	+ Use of metrics and key performance indicators (K.P.I) to assess the success of the evaluation process.
	+ Analysis of data and trends to identify improvement opportunities and optimize the evaluation process.

Level 5: Optimizing

* Continuous improvement and optimization of the evaluation process.
* Measurements:
	+ Continuous evaluation and enhancement of the evaluation process based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving operational resiliency framework needs and industry best practices.
	+ Strong collaboration with stakeholders and the independent evaluation group to ensure effective and valuable evaluations.

"No formal processes or mechanisms for evaluating the policies, architecture, and design of the operational resiliency framework." The organization lacks formal processes or mechanisms to evaluate the policies, architecture, and design of its operational resiliency framework. Without these processes, there is a risk of inadequate policies, suboptimal architecture, and design choices that may impact the overall effectiveness of the framework.

"Absence of documented criteria or guidelines for evaluation." There are no documented criteria or guidelines specifying how the evaluation of the operational resiliency framework should be conducted. The absence of such documentation makes it challenging to ensure consistency, objectivity, and effectiveness in the evaluation process.

"Lack of awareness and understanding of the importance of independent evaluation." There is a lack of awareness and understanding within the organization regarding the importance of conducting independent evaluations of the operational resiliency framework. This lack of awareness may hinder the organization's ability to identify weaknesses, make necessary improvements, and ensure the framework's resilience.

"Limited or no consideration of independent evaluation in the design process." The organization provides limited or no consideration to independent evaluation during the design process of the operational resiliency framework. This lack of consideration may result in blind spots or biases that could compromise the effectiveness and reliability of the framework.

"Basic implementation of processes and mechanisms for evaluating the policies, architecture, and design of the operational resiliency framework." The organization has initiated a basic implementation of processes and mechanisms to evaluate the policies, architecture, and design of the operational resiliency framework. This includes the initial documentation of criteria or guidelines for the evaluation process, although these may be rudimentary or incomplete.

"Initial documentation of criteria or guidelines for evaluation." There is initial documentation of criteria or guidelines for evaluating the policies, architecture, and design of the operational resiliency framework. However, these documents may require further refinement and enhancement to ensure they effectively guide the evaluation process and address the organization's specific needs and goals.

"Partial implementation of processes and mechanisms for evaluation." Some processes and mechanisms for evaluating the operational resiliency framework have been implemented, but their implementation is not comprehensive or fully matured. There may be gaps or inconsistencies in the execution of the evaluation process, which could limit the organization's ability to identify and address potential weaknesses.

"Limited allocation of resources for conducting independent evaluations." There is a limited allocation of resources dedicated to conducting independent evaluations of the operational resiliency framework. This limitation may hinder the organization's ability to obtain unbiased insights, identify vulnerabilities, and drive continuous improvement within the framework.

"Well-defined and consistently managed processes and mechanisms for evaluating the policies, architecture, and design of the operational resiliency framework." The organization has established well-defined and consistently managed processes and mechanisms for evaluating the policies, architecture, and design of its operational resiliency framework. These processes are documented, communicated, and followed consistently across the organization to ensure that the framework remains robust and aligned with organizational goals.

"Clearly documented and communicated criteria and guidelines for evaluation." The criteria and guidelines for evaluating the policies, architecture, and design of the operational resiliency framework are clearly documented and effectively communicated throughout the organization. These documents provide clear instructions on how the evaluation should be conducted, addressing key aspects such as policy effectiveness, architectural soundness, and design adequacy.

"Comprehensive implementation of processes and mechanisms for evaluation." The implementation of processes and mechanisms for evaluating the operational resiliency framework is comprehensive. It encompasses all necessary steps, such as conducting thorough assessments, identifying gaps, and making informed recommendations to enhance the framework's effectiveness and resilience.

"Established processes for conducting independent evaluations on a periodic basis." There are established processes in place to conduct independent evaluations of the operational resiliency framework on a periodic basis. This ensures that evaluations are conducted objectively and free from biases, providing valuable insights to the organization for continual improvement.

"Actively monitoring and measuring the effectiveness of the evaluation process." The organization actively monitors and measures the effectiveness of the evaluation process for the operational resiliency framework. This includes ongoing assessments to evaluate the alignment between the evaluation process and the framework's requirements and goals.

"Regular assessments of the alignment between the evaluation process and operational resiliency framework requirements." Regular assessments are conducted to determine the extent to which the evaluation process aligns with the requirements and goals of the operational resiliency framework. These assessments help identify any gaps or areas for improvement, ensuring that the evaluation process remains effective in enhancing the framework's resilience.

"Use of metrics and key performance indicators (K.P.I) to assess the success of the evaluation process." Metrics and key performance indicators (K.P.I) are utilized to assess the success of the evaluation process for the operational resiliency framework. These metrics and K.P.I provide quantifiable data that enable the organization to measure the effectiveness of the evaluation efforts and track progress over time.

"Analysis of data and trends to identify improvement opportunities and optimize the evaluation process." Data and trends related to the evaluation process for the operational resiliency framework are analyzed to identify improvement opportunities and optimize the process. This analysis involves examining the collected data, identifying trends, and using these insights to enhance the evaluation process, ensuring its effectiveness and alignment with the organization's evolving needs.

"Continuous improvement and optimization of the evaluation process." The organization is committed to continuously improving and optimizing the evaluation process for the operational resiliency framework. This involves ongoing evaluation, refinement, and enhancement of the process based on feedback received, lessons learned, and emerging industry best practices. The goal is to ensure that the evaluation process remains effective, efficient, and aligned with the organization's objectives.

"Continuous evaluation and enhancement of the evaluation process based on feedback and lessons learned." The evaluation process is continuously evaluated and enhanced based on feedback received from stakeholders and lessons learned from previous evaluations. This iterative approach allows the organization to incorporate feedback, address shortcomings, and implement improvements to ensure the evaluation process remains robust, rigorous, and valuable in assessing the operational resiliency framework.

"Proactive identification and implementation of improvements to ensure alignment with evolving operational resiliency framework needs and industry best practices." The organization takes a proactive approach in identifying and implementing improvements to the evaluation process. This includes staying informed about emerging industry best practices, adapting the process to address evolving needs and challenges, and ensuring ongoing alignment with the operational resiliency framework's goals and requirements.

"Strong collaboration with stakeholders and the independent evaluation group to ensure effective and valuable evaluations." The organization fosters strong collaboration with stakeholders, including internal teams and external independent evaluation groups, to ensure that evaluations are conducted effectively and provide valuable insights. This collaboration facilitates knowledge sharing, leverages diverse perspectives, and promotes a comprehensive evaluation of the policies, architecture, and design of the operational resiliency framework.

Control 7.2 Testing: Independence

Level 1: Initial

* No formal processes or mechanisms for evaluating the operational resiliency framework.
* Measurements:
	+ Absence of documented criteria or guidelines for testing.
	+ Lack of awareness and understanding of the importance of independent testing.
	+ Limited or no consideration of independent testing in the implementation process.

Level 2: Managed

* Basic implementation of processes and mechanisms for assessing the operational resiliency framework.
* Measurements:
	+ Initial documentation of criteria or guidelines for testing.
	+ Partial implementation of processes and mechanisms for testing.
	+ Limited allocation of resources for conducting independent testing.

Level 3: Defined

* Well-defined and consistently managed processes and mechanisms for evaluating the operational resiliency framework.
* Measurements:
	+ Clearly documented and communicated criteria and guidelines for testing.
	+ Comprehensive implementation of processes and mechanisms for testing.
	+ Established processes for conducting independent testing to confirm operational effectiveness and adequacy.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of the testing process.
* Measurements:
	+ Regular assessments of the alignment between the testing process and operational resiliency framework requirements.
	+ Use of metrics and key performance indicators (K.P.I) to assess the success of the testing process.
	+ Analysis of data and trends to identify improvement opportunities and optimize the testing process.

Level 5: Optimizing

* Continuous improvement and optimization of the testing process.
* Measurements:
	+ Continuous evaluation and enhancement of the testing process based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving operational resiliency framework needs and industry best practices.
	+ Strong collaboration with stakeholders and the independent testing group to ensure effective and valuable testing.

No formal processes or mechanisms for evaluating the operational resiliency framework." The organization lacks formal processes or mechanisms to evaluate the effectiveness and adequacy of its operational resiliency framework. Without these processes, there is a risk of overlooking vulnerabilities and weaknesses that could impact the framework's ability to address disruptions or impairments.

"Absence of documented criteria or guidelines for testing." There are no documented criteria or guidelines specifying how testing should be conducted to evaluate the operational resiliency framework. The absence of such documentation makes it challenging to ensure consistency, objectivity, and effectiveness in the testing process.

"Lack of awareness and understanding of the importance of independent testing." There is a lack of awareness and understanding within the organization regarding the importance of independent testing for evaluating the operational resiliency framework. Independent testing plays a crucial role in uncovering potential flaws and ensuring the framework's resilience.

"Limited or no consideration of independent testing in the implementation process." The organization provides limited or no consideration to independent testing during the implementation process of the operational resiliency framework. This lack of consideration may result in gaps in the testing process, leaving potential vulnerabilities undiscovered.

"Basic implementation of processes and mechanisms for assessing the operational resiliency framework." The organization has initiated a basic implementation of processes and mechanisms to assess the operational resiliency framework. This includes the initial documentation of criteria or guidelines for testing, although these may still be in their preliminary stages of development.

"Initial documentation of criteria or guidelines for testing." There is initial documentation of criteria or guidelines for testing the operational resiliency framework. However, these documents may require further refinement and enhancement to ensure they effectively guide the testing process and address the organization's specific needs and goals.

"Partial implementation of processes and mechanisms for testing." Some processes and mechanisms for testing the operational resiliency framework have been implemented, but their implementation is not comprehensive or fully matured. There may be gaps or inconsistencies in the execution of the testing process, limiting the organization's ability to identify and address potential weaknesses.

"Limited allocation of resources for conducting independent testing." There is a limited allocation of resources dedicated to conducting independent testing of the operational resiliency framework. This limitation may hinder the organization's ability to obtain unbiased insights, identify vulnerabilities, and drive continuous improvement within the framework.

"Well-defined and consistently managed processes and mechanisms for evaluating the operational resiliency framework." The organization has established well-defined and consistently managed processes and mechanisms for evaluating the operational resiliency framework. These processes are documented, communicated, and followed consistently across the organization to ensure that the framework is thoroughly tested and evaluated.

"Clearly documented and communicated criteria and guidelines for testing." The criteria and guidelines for testing the operational resiliency framework are clearly documented and effectively communicated throughout the organization. These documents provide clear instructions on how testing should be conducted, addressing key aspects such as test objectives, methodologies, and success criteria.

"Comprehensive implementation of processes and mechanisms for testing." The implementation of processes and mechanisms for testing the operational resiliency framework is comprehensive. It encompasses all necessary steps, such as planning, executing, and evaluating tests, to ensure thorough and effective evaluation of the framework's capabilities.

"Established processes for conducting independent testing to confirm operational effectiveness and adequacy." The organization has established processes for conducting independent testing to confirm the operational effectiveness and adequacy of the resiliency framework. Independent testing is performed to provide unbiased assessments, uncover potential weaknesses, and validate the framework's ability to address disruptions or impairments.

"Actively monitoring and measuring the effectiveness of the testing process." The organization actively monitors and measures the effectiveness of the testing process for the operational resiliency framework. This includes ongoing assessments to evaluate the alignment between the testing process and the framework's requirements and goals.

"Regular assessments of the alignment between the testing process and operational resiliency framework requirements." Regular assessments are conducted to determine the extent to which the testing process aligns with the requirements and goals of the operational resiliency framework. These assessments help identify any gaps or areas for improvement, ensuring that the testing process remains effective in evaluating the framework's resilience.

"Use of metrics and key performance indicators (K.P.I) to assess the success of the testing process." Metrics and key performance indicators (K.P.I) are utilized to assess the success of the testing process for the operational resiliency framework. These metrics and K.P.I provide quantifiable data that enable the organization to measure the effectiveness of the testing efforts and track progress over time.

"Analysis of data and trends to identify improvement opportunities and optimize the testing process." Data and trends related to the testing process for the operational resiliency framework are analyzed to identify improvement opportunities and optimize the process. This analysis involves examining the collected data, identifying trends, and using these insights to enhance the testing process, ensuring its effectiveness and alignment with the organization's evolving needs.

"Continuous improvement and optimization of the testing process." The organization is committed to continuously improving and optimizing the testing process for the operational resiliency framework. This involves ongoing evaluation, refinement, and enhancement of the process based on feedback received, lessons learned, and emerging industry best practices. The goal is to ensure that the testing process remains effective, efficient, and aligned with the organization's objectives.

"Continuous evaluation and enhancement of the testing process based on feedback and lessons learned." The testing process is continuously evaluated and enhanced based on feedback received from stakeholders and lessons learned from previous testing activities. This iterative approach allows the organization to incorporate feedback, address shortcomings, and implement improvements to ensure the testing process remains robust, rigorous, and valuable in evaluating the operational resiliency framework.

"Proactive identification and implementation of improvements to ensure alignment with evolving operational resiliency framework needs and industry best practices." The organization takes a proactive approach in identifying and implementing improvements to the testing process. This includes staying informed about emerging industry best practices, adapting the process to address evolving needs and challenges, and ensuring ongoing alignment with the operational resiliency framework's goals and requirements.

"Strong collaboration with stakeholders and the independent testing group to ensure effective and valuable testing." The organization fosters strong collaboration with stakeholders, including internal teams and external independent testing groups, to ensure that testing activities are conducted effectively and provide valuable insights. This collaboration facilitates knowledge sharing, leverages diverse perspectives, and promotes a comprehensive evaluation of the operational resiliency framework.

Top of Form

Bottom of Form

Control 7.3 Monitoring: Coverage and Effectiveness

Level 1: Initial

* No formal processes or mechanisms for monitoring the implementation of Operational Resiliency framework rules.
* Measurements:
	+ Absence of documented criteria or guidelines for monitoring.
	+ Lack of awareness and understanding of the importance of monitoring.
	+ Limited or no consideration of monitoring in ensuring rule coverage and effectiveness.

Level 2: Managed

* Basic implementation of processes and mechanisms for monitoring the implementation of Operational Resiliency framework rules.
* Measurements:
	+ Initial documentation of criteria or guidelines for monitoring.
	+ Partial implementation of processes and mechanisms for monitoring.
	+ Limited allocation of resources for monitoring activities.

Level 3: Defined

* Well-defined and consistently managed processes and mechanisms for monitoring the implementation of Operational Resiliency framework rules.
* Measurements:
	+ Clearly documented and communicated criteria and guidelines for monitoring.
	+ Comprehensive implementation of processes and mechanisms for monitoring.
	+ Established processes for conducting regular monitoring activities to assess rule coverage and effectiveness.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of the monitoring process.
* Measurements:
	+ Regular assessments of the alignment between the monitoring process and rule coverage and effectiveness requirements.
	+ Use of metrics and key performance indicators (K.P.I) to assess the success of the monitoring process.
	+ Analysis of data and trends to identify improvement opportunities and optimize the monitoring process.

Level 5: Optimizing

* Continuous improvement and optimization of the monitoring process.
* Measurements:
	+ Continuous evaluation and enhancement of the monitoring process based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving rule coverage and effectiveness needs and industry best practices.
	+ Strong collaboration with stakeholders to ensure effective and timely monitoring of Operational Resiliency framework rule implementation.Top of Form

Bottom of Form

Top of Form

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"No formal processes or mechanisms for monitoring the implementation of Operational Resiliency framework rules." The organization lacks formal processes or mechanisms to monitor the implementation of the Operational Resiliency framework rules. Without these processes, there is a risk of not adequately overseeing and ensuring compliance with the rules, which are essential for maintaining operational resilience.

"Absence of documented criteria or guidelines for monitoring." There are no documented criteria or guidelines specifying how monitoring should be conducted to assess the implementation of the Operational Resiliency framework rules. The absence of such documentation can result in inconsistencies and a lack of standardized practices in monitoring activities.

"Lack of awareness and understanding of the importance of monitoring." There is a lack of awareness and understanding within the organization regarding the importance of monitoring for assessing the effectiveness of the Operational Resiliency framework rules. Monitoring plays a critical role in identifying gaps, vulnerabilities, and areas for improvement in the implementation process.

"Limited or no consideration of monitoring in ensuring rule coverage and effectiveness." The organization provides limited or no consideration to monitoring activities when it comes to ensuring comprehensive rule coverage and assessing the effectiveness of the Operational Resiliency framework. This lack of consideration may result in incomplete or ineffective implementation, leaving potential vulnerabilities unaddressed.

"Basic implementation of processes and mechanisms for monitoring the implementation of Operational Resiliency framework rules." The organization has initiated a basic implementation of processes and mechanisms for monitoring the implementation of the Operational Resiliency framework rules. This includes the initial documentation of criteria or guidelines for monitoring, although these may still be in their initial stages of development.

"Initial documentation of criteria or guidelines for monitoring." There is initial documentation of criteria or guidelines for monitoring the implementation of the Operational Resiliency framework rules. However, these documents may require further refinement and enhancement to ensure they effectively guide the monitoring process and address the organization's specific needs and goals.

"Partial implementation of processes and mechanisms for monitoring." Some processes and mechanisms for monitoring the implementation of the Operational Resiliency framework rules have been implemented, but their implementation is not comprehensive or fully matured. There may be gaps or inconsistencies in the execution of monitoring activities, limiting the organization's ability to assess rule coverage and effectiveness.

"Limited allocation of resources for monitoring activities." There is a limited allocation of resources dedicated to monitoring activities for the implementation of the Operational Resiliency framework rules. This limitation may hinder the organization's ability to conduct thorough and regular monitoring, leading to potential gaps in rule coverage and effectiveness.

"Well-defined and consistently managed processes and mechanisms for monitoring the implementation of Operational Resiliency framework rules." The organization has established well-defined and consistently managed processes and mechanisms for monitoring the implementation of the Operational Resiliency framework rules. These processes are documented, communicated, and followed consistently across the organization to ensure comprehensive oversight and assessment of rule implementation.

"Clearly documented and communicated criteria and guidelines for monitoring." The criteria and guidelines for monitoring the implementation of the Operational Resiliency framework rules are clearly documented and effectively communicated throughout the organization. These documents provide clear instructions on how monitoring should be conducted, addressing key aspects such as monitoring objectives, methodologies, and success criteria.

"Comprehensive implementation of processes and mechanisms for monitoring." The implementation of processes and mechanisms for monitoring the implementation of the Operational Resiliency framework rules is comprehensive. It encompasses all necessary steps, such as planning, executing, and evaluating monitoring activities, to ensure a thorough assessment of rule coverage and effectiveness.

"Established processes for conducting regular monitoring activities to assess rule coverage and effectiveness." The organization has established processes for conducting regular monitoring activities to assess the coverage and effectiveness of the Operational Resiliency framework rules. These activities are conducted at defined intervals and include the examination of relevant data and evidence to determine compliance and identify areas for improvement.

"Actively monitoring and measuring the effectiveness of the monitoring process." The organization actively monitors and measures the effectiveness of the monitoring process for the implementation of the Operational Resiliency framework rules. This includes ongoing assessments to evaluate the alignment between the monitoring process and the requirements for rule coverage and effectiveness.

"Regular assessments of the alignment between the monitoring process and rule coverage and effectiveness requirements." Regular assessments are conducted to determine the extent to which the monitoring process aligns with the requirements for rule coverage and effectiveness. These assessments help identify any gaps or areas for improvement, ensuring that the monitoring process remains effective in overseeing the implementation of the Operational Resiliency framework rules.

"Use of metrics and key performance indicators (K.P.I) to assess the success of the monitoring process." Metrics and key performance indicators (K.P.I) are utilized to assess the success of the monitoring process for the implementation of the Operational Resiliency framework rules. These metrics and K.P.I provide quantifiable data that enable the organization to measure the effectiveness of monitoring efforts and track progress over time.

"Analysis of data and trends to identify improvement opportunities and optimize the monitoring process." Data and trends related to the monitoring process for the implementation of the Operational Resiliency framework rules are analyzed to identify improvement opportunities and optimize the monitoring process. This analysis involves examining the collected data, identifying trends, and using these insights to enhance the monitoring process, ensuring its effectiveness and alignment with the organization's evolving needs.

"Continuous improvement and optimization of the monitoring process." The organization is committed to continuously improving and optimizing the monitoring process for the implementation of the Operational Resiliency framework rules. This involves ongoing evaluation, refinement, and enhancement of the process based on feedback received, lessons learned, and emerging industry best practices. The goal is to ensure that the monitoring process remains robust, rigorous, and aligned with the organization's objectives.

"Continuous evaluation and enhancement of the monitoring process based on feedback and lessons learned." The monitoring process is continuously evaluated and enhanced based on feedback received from stakeholders and lessons learned from previous monitoring activities. This iterative approach allows the organization to incorporate feedback, address shortcomings, and implement improvements to ensure that the monitoring process remains effective, efficient, and valuable in overseeing the implementation of the Operational Resiliency framework rules.

"Proactive identification and implementation of improvements to ensure alignment with evolving rule coverage and effectiveness needs and industry best practices." The organization proactively identifies and implements improvements to the monitoring process to ensure its alignment with evolving needs for rule coverage and effectiveness. This includes staying informed about emerging industry best practices, adapting the process to address changing requirements and challenges, and ensuring ongoing compliance with the Operational Resiliency framework rules.

"Strong collaboration with stakeholders to ensure effective and timely monitoring of Operational Resiliency framework rule implementation." The organization fosters strong collaboration with stakeholders to ensure that the monitoring of Operational Resiliency framework rule implementation is effective and conducted in a timely manner. This collaboration promotes information sharing, leverages diverse perspectives, and enhances the organization's ability to assess and address any gaps or issues in the implementation process.

Control 7.4 Training and Exercises: Testing, Training, and Exercises

Level 1: Initial

* No formal processes or mechanisms for Operational Resilience Testing, Training, and Exercises program.
* Measurements:
	+ Absence of documented criteria or guidelines for program establishment.
	+ Lack of awareness and understanding of the importance of testing, training, and exercises.
	+ Limited or no involvement of management and operations teams in program activities.

Level 2: Managed

* Basic implementation of processes and mechanisms for Operational Resilience Testing, Training, and Exercises program.
* Measurements:
	+ Initial documentation of criteria or guidelines for program establishment.
	+ Partial implementation of processes and mechanisms for program activities.
	+ Limited involvement of management and operations teams in program activities.

Level 3: Defined

* Well-defined and consistently managed processes and mechanisms for Operational Resilience Testing, Training, and Exercises program.
* Measurements:
	+ Clearly documented and communicated criteria and guidelines for program establishment.
	+ Comprehensive implementation of processes and mechanisms for program activities.
	+ Established processes for involving management and operations teams in program activities.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of the Operational Resilience Testing, Training, and Exercises program.
* Measurements:
	+ Regular assessments of the alignment between program activities and objectives.
	+ Use of metrics and key performance indicators (K.P.I) to assess the success of the program.
	+ Analysis of data and trends to identify improvement opportunities and optimize program activities.

Level 5: Optimizing

* Continuous improvement and optimization of the Operational Resilience Testing, Training, and Exercises program.
* Measurements:
	+ Continuous evaluation and enhancement of program activities based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving resilience needs and industry best practices.
	+ Strong collaboration with management and operations teams to ensure effective participation and value-added contributions to the program.

"No formal processes or mechanisms for Operational Resilience Testing, Training, and Exercises program." The organization lacks formal processes or mechanisms to establish an Operational Resilience Testing, Training, and Exercises program. Without these processes, there is a risk of not adequately testing and training personnel or conducting exercises to ensure operational resilience.

"Absence of documented criteria or guidelines for program establishment." There are no documented criteria or guidelines specifying how to establish the Operational Resilience Testing, Training, and Exercises program. The absence of such documentation can result in confusion, inconsistency, and a lack of standardized practices in program establishment.

"Lack of awareness and understanding of the importance of testing, training, and exercises." There is a lack of awareness and understanding within the organization regarding the importance of testing, training, and exercises for achieving and maintaining operational resilience. This lack of awareness may lead to insufficient investment of resources and attention to these crucial activities.

"Limited or no involvement of management and operations teams in program activities." Management and operations teams have limited or no involvement in the activities of the Operational Resilience Testing, Training, and Exercises program. Their participation is essential for providing guidance, support, and input to ensure the program's effectiveness and relevance to the organization's operations.

"Basic implementation of processes and mechanisms for Operational Resilience Testing, Training, and Exercises program." The organization has made initial progress in implementing basic processes and mechanisms for the Operational Resilience Testing, Training, and Exercises program. This includes the documentation of criteria or guidelines for program establishment, although these documents may still require further development and refinement.

"Initial documentation of criteria or guidelines for program establishment." There is initial documentation of criteria or guidelines for establishing the Operational Resilience Testing, Training, and Exercises program. However, these documents may be in their preliminary stages of development and may require further elaboration to provide comprehensive guidance for program activities.

"Partial implementation of processes and mechanisms for program activities." Some processes and mechanisms for the Operational Resilience Testing, Training, and Exercises program have been implemented, but their implementation is not comprehensive or fully matured. There may be gaps or inconsistencies in the execution of program activities, limiting their effectiveness in achieving operational resilience.

"Limited involvement of management and operations teams in program activities." Management and operations teams have limited involvement in the activities of the Operational Resilience Testing, Training, and Exercises program. Their participation is crucial for providing valuable insights, expertise, and support to ensure that the program is aligned with organizational objectives and addresses the specific needs of the business.

"Well-defined and consistently managed processes and mechanisms for Operational Resilience Testing, Training, and Exercises program." The organization has well-defined and consistently managed processes and mechanisms for the Operational Resilience Testing, Training, and Exercises program. These processes are documented, communicated, and followed consistently across the organization to ensure effective testing, training, and exercise activities.

"Clearly documented and communicated criteria and guidelines for program establishment." The criteria and guidelines for establishing the Operational Resilience Testing, Training, and Exercises program are clearly documented and effectively communicated throughout the organization. These documents provide clear instructions on how to set up the program, addressing key aspects such as objectives, scope, roles and responsibilities, and resource allocation.

"Comprehensive implementation of processes and mechanisms for program activities." The implementation of processes and mechanisms for the Operational Resilience Testing, Training, and Exercises program is comprehensive. It covers all necessary activities, such as planning, executing, evaluating, and documenting the program activities to ensure a thorough approach to testing, training, and exercises for operational resilience.

"Established processes for involving management and operations teams in program activities." The organization has established processes for involving management and operations teams in the activities of the Operational Resilience Testing, Training, and Exercises program. These processes ensure their active participation and input, fostering collaboration and alignment between the program and the organization's strategic objectives.

"Actively monitoring and measuring the effectiveness of the Operational Resilience Testing, Training, and Exercises program." The organization actively monitors and measures the effectiveness of the Operational Resilience Testing, Training, and Exercises program. This includes conducting regular assessments to evaluate the alignment between program activities and objectives, ensuring that the program delivers the intended outcomes and contributes to operational resilience.

"Regular assessments of the alignment between program activities and objectives." Regular assessments are conducted to determine the extent to which the activities of the Operational Resilience Testing, Training, and Exercises program align with the defined objectives. These assessments provide insights into the effectiveness of the program and identify any areas where adjustments or improvements are needed.

"Use of metrics and key performance indicators (K.P.I) to assess the success of the program." Metrics and key performance indicators (K.P.I) are utilized to assess the success of the Operational Resilience Testing, Training, and Exercises program. These metrics and K.P.I provide quantifiable data that allow the organization to measure the program's effectiveness, track progress, and identify areas for enhancement.

"Analysis of data and trends to identify improvement opportunities and optimize program activities." Data and trends related to the Operational Resilience Testing, Training, and Exercises program are analyzed to identify improvement opportunities and optimize program activities. This analysis involves examining collected data, identifying patterns or trends, and using these insights to enhance the program's effectiveness, efficiency, and impact.

"Continuous improvement and optimization of the Operational Resilience Testing, Training, and Exercises program." The organization is committed to continuously improving and optimizing the Operational Resilience Testing, Training, and Exercises program. This involves ongoing evaluation, refinement, and enhancement of program activities based on feedback received, lessons learned, and emerging industry best practices. The goal is to ensure that the program remains robust, effective, and aligned with the organization's resilience needs.

"Continuous evaluation and enhancement of program activities based on feedback and lessons learned." The program activities of the Operational Resilience Testing, Training, and Exercises program are continuously evaluated and enhanced based on feedback received from stakeholders and lessons learned from previous activities. This iterative approach allows the organization to incorporate feedback, address shortcomings, and implement improvements to ensure that the program remains effective, relevant, and aligned with the organization's operational resilience goals.

"Proactive identification and implementation of improvements to ensure alignment with evolving resilience needs and industry best practices." The organization proactively identifies and implements improvements to the Operational Resilience Testing, Training, and Exercises program to ensure its alignment with evolving resilience needs and industry best practices. This includes staying informed about emerging trends, regulations, and industry standards, and incorporating them into the program to enhance its effectiveness and relevance.

"Strong collaboration with management and operations teams to ensure effective participation and value-added contributions to the program." The organization fosters strong collaboration with management and operations teams to ensure their effective participation and value-added contributions to the Operational Resilience Testing, Training, and Exercises program. This collaboration promotes information sharing, leverages their expertise and insights, and ensures that the program addresses their specific needs and challenges.

Control 7.5 Continuous Improvement: Changes

Level 1: Initial

* No formal processes or mechanisms for updating Operational Resiliency framework policies, processes, and mechanisms.
* Measurements:
	+ Absence of documented criteria or guidelines for updates.
	+ Lack of awareness and understanding of the importance of updating in response to changes.
	+ Limited or no consideration of updates in the Operational Resiliency framework.

Level 2: Managed

* Basic implementation of processes and mechanisms for updating Operational Resiliency framework policies, processes, and mechanisms.
* Measurements:
	+ Initial documentation of criteria or guidelines for updates.
	+ Partial implementation of processes and mechanisms for updates.
	+ Limited allocation of resources for updating activities.

Level 3: Defined

* Well-defined and consistently managed processes and mechanisms for updating Operational Resiliency framework policies, processes, and mechanisms.
* Measurements:
	+ Clearly documented and communicated criteria and guidelines for updates.
	+ Comprehensive implementation of processes and mechanisms for updates.
	+ Established processes for reviewing and updating in response to changes.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of the update process.
* Measurements:
	+ Regular assessments of the alignment between updates and changes.
	+ Use of metrics and key performance indicators (K.P.I) to assess the success of updates.
	+ Analysis of data and trends to identify improvement opportunities and optimize the update process.

Level 5: Optimizing

* Continuous improvement and optimization of the update process.
* Measurements:
	+ Continuous evaluation and enhancement of update practices based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure alignment with evolving changes and industry best practices.
	+ Strong collaboration with stakeholders to ensure effective and timely updates to the Operational Resiliency framework.

"No formal processes or mechanisms for updating Operational Resiliency framework policies, processes, and mechanisms." The organization lacks formal processes or mechanisms to update the policies, processes, and mechanisms of the Operational Resiliency framework. This absence poses a risk as it hinders the organization's ability to adapt to changes and improve its operational resilience over time.

"Absence of documented criteria or guidelines for updates." There is an absence of documented criteria or guidelines specifying how updates to the Operational Resiliency framework should be conducted. Without these guidelines, there may be inconsistencies, confusion, and a lack of standardized practices in updating the framework.

"Lack of awareness and understanding of the importance of updating in response to changes." There is a lack of awareness and understanding within the organization regarding the importance of updating the Operational Resiliency framework in response to changes. This lack of awareness may result in insufficient attention and resources allocated to keeping the framework up to date.

"Limited or no consideration of updates in the Operational Resiliency framework." The organization has given limited or no consideration to updates in the Operational Resiliency framework. This means that the framework may not adequately reflect evolving best practices, regulatory requirements, or emerging threats, which can compromise the organization's resilience capabilities.

"Basic implementation of processes and mechanisms for updating Operational Resiliency framework policies, processes, and mechanisms." The organization has taken initial steps to implement basic processes and mechanisms for updating the policies, processes, and mechanisms of the Operational Resiliency framework. This includes the documentation of criteria or guidelines for updates, although further development and refinement may be needed.

"Initial documentation of criteria or guidelines for updates." There is initial documentation of criteria or guidelines for conducting updates to the Operational Resiliency framework. However, these documents may be in their initial stages of development and may require further elaboration to provide comprehensive guidance for updating the framework effectively.

"Partial implementation of processes and mechanisms for updates." Some processes and mechanisms for updating the Operational Resiliency framework have been partially implemented. However, their implementation is not comprehensive or fully matured, potentially resulting in inconsistencies or gaps in the update process.

"Limited allocation of resources for updating activities." There is limited allocation of resources for conducting updating activities within the Operational Resiliency framework. This may indicate a lack of prioritization or investment in keeping the framework up to date, which can hinder the organization's ability to effectively address emerging risks and challenges.

"Well-defined and consistently managed processes and mechanisms for updating Operational Resiliency framework policies, processes, and mechanisms." The organization has well-defined and consistently managed processes and mechanisms for updating the policies, processes, and mechanisms of the Operational Resiliency framework. These processes are documented, effectively communicated, and followed consistently across the organization to ensure that the framework remains current and effective.

"Clearly documented and communicated criteria and guidelines for updates." Criteria and guidelines for updating the Operational Resiliency framework are clearly documented and effectively communicated throughout the organization. These documents provide clear instructions on how to identify necessary updates, assess their impact, and implement them in a coordinated and timely manner.

"Comprehensive implementation of processes and mechanisms for updates." The implementation of processes and mechanisms for updating the Operational Resiliency framework is comprehensive. It covers all necessary activities, such as conducting impact assessments, coordinating changes, communicating updates, and ensuring proper documentation to ensure that the framework evolves appropriately.

"Established processes for reviewing and updating in response to changes." The organization has established processes for regularly reviewing the Operational Resiliency framework and updating it in response to changes. These processes ensure that the framework remains aligned with evolving best practices, regulatory requirements, and the organization's specific operational resilience needs.

"Actively monitoring and measuring the effectiveness of the update process." The organization actively monitors and measures the effectiveness of the update process for the Operational Resiliency framework. This includes conducting regular assessments to evaluate the alignment between updates and changes, ensuring that updates are successfully implemented and contribute to the overall resilience of the organization.

"Regular assessments of the alignment between updates and changes." Regular assessments are conducted to evaluate the alignment between the updates made to the Operational Resiliency framework and the changes that prompted those updates. These assessments provide insights into the effectiveness of the update process and identify any areas where adjustments or improvements are needed.

"Use of metrics and key performance indicators (K.P.I) to assess the success of updates." Metrics and key performance indicators (K.P.I) are used to assess the success of the updates made to the Operational Resiliency framework. These metrics and K.P.I provide quantifiable data that allow the organization to measure the impact of updates, track progress, and identify areas for further enhancement.

"Analysis of data and trends to identify improvement opportunities and optimize the update process." Data and trends related to the update process for the Operational Resiliency framework are analyzed to identify improvement opportunities and optimize the process. This analysis involves examining data, identifying patterns or trends, and using these insights to enhance the efficiency, effectiveness, and timeliness of the update process.

"Continuous improvement and optimization of the update process." The organization is committed to continuously improving and optimizing the update process for the Operational Resiliency framework. This involves ongoing evaluation, refinement, and enhancement of the process based on feedback received, lessons learned, and emerging industry best practices. The goal is to ensure that the framework remains up to date, relevant, and effective in enhancing operational resilience.

"Continuous evaluation and enhancement of update practices based on feedback and lessons learned." The practices related to updating the Operational Resiliency framework are continuously evaluated and enhanced based on feedback received and lessons learned from previous update activities. This iterative approach allows the organization to incorporate feedback, address any shortcomings, and implement improvements to ensure that the update process remains efficient, effective, and aligned with industry best practices.

"Proactive identification and implementation of improvements to ensure alignment with evolving changes and industry best practices." The organization proactively identifies and implements improvements to ensure that the update process for the Operational Resiliency framework remains aligned with evolving changes and industry best practices. This includes staying informed about emerging trends, regulations, and industry best practices, and incorporating them into the update process to enhance the framework's effectiveness and relevance.

"Strong collaboration with stakeholders to ensure effective and timely updates to the Operational Resiliency framework." The organization maintains strong collaboration with stakeholders to ensure their active involvement and contribution to the update process of the Operational Resiliency framework. This collaboration fosters information sharing, leverages diverse perspectives, and ensures that updates address the specific needs and requirements of stakeholders. It promotes timely updates and enhances the overall effectiveness of the framework.

Control 7.6 Continuous Improvement: Problems

Level 1: Initial

* No formal processes or mechanisms for addressing problems encountered during implementation, execution, incident response, exercises, or testing.
* Measurements:
	+ Absence of documented criteria or guidelines for problem resolution.
	+ Lack of awareness and understanding of the importance of addressing problems.
	+ Limited or no consideration of problem resolution in the operational resiliency framework.

Level 2: Managed

* Basic implementation of processes and mechanisms for addressing problems encountered during implementation, execution, incident response, exercises, or testing.
* Measurements:
	+ Initial documentation of criteria or guidelines for problem resolution.
	+ Partial implementation of processes and mechanisms for problem resolution.
	+ Limited allocation of resources for addressing problems.

Level 3: Defined

* Well-defined and consistently managed processes and mechanisms for addressing problems encountered during implementation, execution, incident response, exercises, or testing.
* Measurements:
	+ Clearly documented and communicated criteria and guidelines for problem resolution.
	+ Comprehensive implementation of processes and mechanisms for problem resolution.
	+ Established processes for identifying, documenting, and resolving problems.

Level 4: Quantitatively Managed

* Actively monitoring and measuring the effectiveness of the problem resolution process.
* Measurements:
	+ Regular assessments of the alignment between problem resolution practices and objectives.
	+ Use of metrics and key performance indicators (K.P.I) to assess the success of problem resolution.
	+ Analysis of data and trends to identify improvement opportunities and optimize the problem resolution process.

Level 5: Optimizing

* Continuous improvement and optimization of the problem resolution process.
* Measurements:
	+ Continuous evaluation and enhancement of problem resolution practices based on feedback and lessons learned.
	+ Proactive identification and implementation of improvements to ensure effective and timely problem resolution.
	+ Strong collaboration with stakeholders to address problems and prevent their recurrence.

"No formal processes or mechanisms for addressing problems encountered during implementation, execution, incident response, exercises, or testing." The Operational Resiliency framework lacks formal processes or mechanisms to address problems that may arise during various activities, such as implementation, execution, incident response, exercises, or testing. This absence of structured problem resolution procedures poses a risk to the organization's ability to effectively address and resolve issues that may impact operational resilience.

"Absence of documented criteria or guidelines for problem resolution." There is an absence of documented criteria or guidelines that outline the approach for resolving problems within the Operational Resiliency framework. Without clear guidelines, there may be inconsistencies or ad hoc approaches to problem resolution, hindering the organization's ability to address issues systematically and efficiently.

"Lack of awareness and understanding of the importance of addressing problems." There is a lack of awareness and understanding within the organization regarding the significance of promptly addressing problems encountered within the Operational Resiliency framework. This lack of awareness may result in insufficient attention and resources allocated to problem resolution, potentially leading to prolonged disruptions or inadequate resilience measures.

"Limited or no consideration of problem resolution in the operational resiliency framework." The operational resiliency framework has limited or no consideration of problem resolution processes. This means that there is insufficient emphasis on proactively identifying, addressing, and resolving problems that may arise during implementation, execution, incident response, exercises, or testing, which can negatively impact the organization's overall resilience.

"Basic implementation of processes and mechanisms for addressing problems encountered during implementation, execution, incident response, exercises, or testing." The organization has implemented initial processes and mechanisms for addressing problems encountered during various operational activities within the Operational Resiliency framework. However, these processes and mechanisms may still be in their preliminary stages and require further development and refinement.

"Initial documentation of criteria or guidelines for problem resolution." There is initial documentation of criteria or guidelines for problem resolution within the Operational Resiliency framework. These documents outline the basic principles and steps to be followed when addressing problems. However, further elaboration and detailing may be necessary to ensure comprehensive guidance for effective problem resolution.

"Partial implementation of processes and mechanisms for problem resolution." Some processes and mechanisms for problem resolution have been partially implemented within the Operational Resiliency framework. While progress has been made, these implementations may not cover all necessary aspects or may lack consistency, potentially resulting in incomplete or ineffective problem resolution.

"Limited allocation of resources for addressing problems." There is limited allocation of resources for addressing problems encountered within the Operational Resiliency framework. This limited allocation may lead to delays or insufficient attention given to problem resolution, hindering the organization's ability to maintain operational resilience in the face of challenges.

"Well-defined and consistently managed processes and mechanisms for addressing problems encountered during implementation, execution, incident response, exercises, or testing." The organization has well-defined and consistently managed processes and mechanisms in place for addressing problems encountered within the Operational Resiliency framework during implementation, execution, incident response, exercises, or testing. These processes are documented, effectively communicated, and followed consistently across the organization to ensure timely and effective problem resolution.

"Clearly documented and communicated criteria and guidelines for problem resolution." Criteria and guidelines for problem resolution are clearly documented and effectively communicated within the Operational Resiliency framework. These documents provide clear instructions on how to identify, assess, prioritize, and resolve problems encountered during different operational activities. They ensure a systematic and consistent approach to problem resolution throughout the organization.

"Comprehensive implementation of processes and mechanisms for problem resolution." The implementation of processes and mechanisms for problem resolution within the Operational Resiliency framework is comprehensive. It covers all necessary activities, such as problem identification, documentation, analysis, prioritization, and resolution. This comprehensive implementation ensures that problems are addressed effectively and efficiently to minimize their impact on operational resilience.

"Established processes for identifying, documenting, and resolving problems." The organization has established processes within the Operational Resiliency framework for systematically identifying, documenting, and resolving problems. These processes ensure that problems are appropriately captured, tracked, and addressed through structured problem-solving techniques, allowing for effective resolution, and preventing their recurrence.

"Actively monitoring and measuring the effectiveness of the problem resolution process." The organization actively monitors and measures the effectiveness of the problem resolution process within the Operational Resiliency framework. This includes regular assessments to evaluate the alignment between problem resolution practices and objectives, as well as the use of metrics and key performance indicators (K.P.I) to gauge the success of problem resolution efforts.

"Regular assessments of the alignment between problem resolution practices and objectives." Regular assessments are conducted to evaluate the alignment between problem resolution practices and the objectives set within the Operational Resiliency framework. These assessments ensure that problem resolution activities are focused on addressing the most critical issues and contributing to the overall resilience goals of the organization.

"Use of metrics and key performance indicators (K.P.I) to assess the success of problem resolution." Metrics and key performance indicators (K.P.I) are utilized to assess the success of problem resolution within the Operational Resiliency framework. These metrics and K.P.I provide quantifiable data to measure the effectiveness, efficiency, and timeliness of problem resolution efforts, facilitating ongoing improvement and optimization.

"Analysis of data and trends to identify improvement opportunities and optimize the problem resolution process." Data and trends related to problem resolution within the Operational Resiliency framework are analyzed to identify improvement opportunities and optimize the process. This analysis involves examining data on problem resolution outcomes, identifying patterns or trends, and using these insights to enhance the efficiency, effectiveness, and continuous improvement of the problem resolution process.

"Continuous improvement and optimization of the problem resolution process." The organization is committed to continuously improving and optimizing the problem resolution process within the Operational Resiliency framework. This entails ongoing evaluation, refinement, and enhancement of problem resolution practices based on feedback received, lessons learned, and emerging industry best practices. The goal is to ensure that problems are addressed effectively and efficiently to maintain operational resilience.

"Continuous evaluation and enhancement of problem resolution practices based on feedback and lessons learned." The practices related to problem resolution within the Operational Resiliency framework are continuously evaluated and enhanced based on feedback received and lessons learned from previous problem resolution efforts. This iterative approach allows the organization to incorporate feedback, address any shortcomings, and implement improvements to ensure that problem resolution is effective, efficient, and aligned with industry best practices.

"Proactive identification and implementation of improvements to ensure effective and timely problem resolution." The organization proactively identifies and implements improvements within the Operational Resiliency framework to ensure effective and timely problem resolution. This proactive approach involves actively seeking out areas for enhancement, addressing gaps or weaknesses in the problem resolution process, and implementing changes to optimize the organization's ability to address problems promptly and efficiently.

"Strong collaboration with stakeholders to address problems and prevent their recurrence." The organization fosters strong collaboration with stakeholders to address problems encountered within the Operational Resiliency framework and prevent their recurrence. This collaboration involves engaging stakeholders in problem resolution activities, leveraging their expertise and insights, and collectively working towards identifying root causes, implementing corrective actions, and enhancing the overall resilience of the organization.