

# Persuading Senior Management

with Effective, Evaluated Security Metrics.

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Research funded by the ASIS Foundation



# Persuading Senior Management With Effective Evaluated Security Metrics

**George Campbell**



## **Persuading Senior Management With Effective Evaluated Security Metrics:**

*Technology Development for Security Practitioners* Babak Akhgar, Dimitrios Kavallieros, Evangelos Sdongos, 2021-06-24

This volume is authored by a mix of global contributors from across the landscape of academia research institutions police organizations and experts in security policy and private industry to address some of the most contemporary challenges within the global security domain The latter includes protection of critical infrastructures CI counter terrorism application of dark web and analysis of a large volume of artificial intelligence data cybercrime serious and organised crime border surveillance and management of disasters and crises This title explores various application scenarios of advanced ICT in the context of cybercrime border security and crisis management serious and organised crime and protection of critical infrastructures Readers will benefit from lessons learned from more than 30 large R D projects within a security context The book addresses not only theoretical narratives pertinent to the subject but also identifies current challenges and emerging security threats provides analysis of operational capability gaps and includes real world applied solutions Chapter 11 is available open access under a Creative Commons Attribution 3 0 IGO License via link [springer.com](https://www.springer.com) and Chapter 16 is available open access under a Creative Commons Attribution 4 0 International License via link [springer.com](https://www.springer.com)

**Strategic Security Management** Karim Vellani, 2019-09-05 Strategic Security Management Second Edition provides security leadership and decision makers with a fresh perspective on threat vulnerability and risk assessment The book offers a framework to look at applying security analysis and theory into practice for effective security program implementation management and evaluation Chapters examine metric based security resource allocation of countermeasures including security procedures utilization of personnel and electronic measures The new edition is fully updated to reflect the latest industry best practices and includes contributions from security industry leaders based on their years of professional experience including Norman Bates Robert Emery Jack Follis Steve Kaufer Andrew Rubin Michael Silva and Ken Wheatley Strategic Security Management Second Edition will be a welcome addition to the security literature for all security professionals security managers and criminal justice students interested in understanding foundational security principles and their application

**Building a Corporate Culture of Security** John Sullivant, 2016-02-24 Building a Corporate Culture of Security Strategies for Strengthening Organizational Resiliency provides readers with the proven strategies methods and techniques they need to present ideas and a sound business case for improving or enhancing security resilience to senior management Presented from the viewpoint of a leading expert in the field the book offers proven and integrated strategies that convert threats hazards risks and vulnerabilities into actionable security solutions thus enhancing organizational resiliency in ways that executive management will accept The book delivers a much needed look into why some corporate security practices programs work and others don't Offering the tools necessary for anyone in the organization charged with security operations Building a Corporate Culture of Security provides practical and useful guidance on handling security issues corporate executives

hesitate to address until it's too late Provides a comprehensive understanding of the root causes of the most common security vulnerabilities that impact organizations and strategies for their early detection and prevention Offers techniques for security managers on how to establish and maintain effective communications with executives especially when bringing security weakness and solutions to them Outlines a strategy for determining the value and contribution of protocols to the organization how to detect gaps duplications and omissions from those protocols and how to improve their purpose and usefulness Explores strategies for building professional competencies managing security operations and assessing risks threats vulnerabilities and consequences Shows how to establish a solid foundation for the layering of security and building a resilient protection in depth capability that benefits the entire organization Offers appendices with proven risk management and risk based metric frameworks and architecture platforms

### **Healthcare Security** Anthony Luizzo, Bernard

Scaglione, 2022-03-28 Healthcare is on a critical path evolving with the introduction of Obama Care and now COVID 19 How will healthcare and specifically healthcare security adapt over the next few years What tools will be necessary for healthcare security professionals and all security professionals to meet the demands of the transforming security environment Security professionals need new tools and programs to adapt security services to the New Normal As healthcare emerges from pandemic threats active shooter and workplace violence will re emerge and new threats related to civil unrest fraud mergers and further financial struggles will change how healthcare security will function Healthcare Security Solutions for Management Operations and Administration provides a series of articles related to the management and operations of healthcare security which will assist healthcare security professionals in managing the New Normal now and into the future It is a collection of previously published articles on healthcare security and general security covering various topics related to the management of healthcare security and provides information on general security operations It also includes unconventional topics that are necessary in the administration of healthcare security such as auditing principles fraud prevention investigations interview and interrogation techniques and forensics

### *Security Metrics Management* Gerald L.

Kovacich, Edward Halibozek, 2016-11-30 Security Metrics Management Measuring the Effectiveness and Efficiency of a Security Program Second Edition details the application of quantitative statistical and or mathematical analyses to measure security functional trends and workload tracking what each function is doing in terms of level of effort LOE costs and productivity This fully updated guide is the go to reference for managing an asset protection program and related security functions through the use of metrics It supports the security professional's position on budget matters helping to justify the cost effectiveness of security related decisions to senior management and other key decision makers The book is designed to provide easy to follow guidance allowing security professionals to confidently measure the costs of their assets protection program their security program as well as its successes and failures It includes a discussion of how to use the metrics to brief management build budgets and provide trend analyses to develop a more efficient and effective asset protection program

Examines the latest techniques in both generating and evaluating security metrics with guidance for creating a new metrics program or improving an existing one Features an easy to read comprehensive implementation plan for establishing an asset protection program Outlines detailed strategies for creating metrics that measure the effectiveness and efficiency of an asset protection program Offers increased emphasis through metrics to justify security professionals as integral assets to the corporation Provides a detailed example of a corporation briefing for security directors to provide to executive management

**Information Security Management Metrics** W. Krag Brotby, CISM, 2009-03-30 Spectacular security failures continue to dominate the headlines despite huge increases in security budgets and ever more draconian regulations The 20 20 hindsight of audits is no longer an effective solution to security weaknesses and the necessity for real time strategic metrics has never been more critical **Information Security Management Metr** **Security Metrics Management** Gerald L. Kovacich, 2005-12-15 Security metrics is the application of quantitative statistical and or mathematical analyses to measuring security functional trends and workload In other words tracking what each function is doing in terms of level of effort LOE costs and productivity Security metrics management is the managing of an assets protection program and related security functions through the use of metrics It can be used where managerial tasks must be supported for such purposes as supporting the security professional s position on budget matters justifying the cost effectiveness of decisions determining the impact of downsizing on service and support to customers etc Security Metrics Management is designed to provide basic guidance to security professionals so that they can measure the costs of their assets protection program their security program as well as its successes and failures It includes a discussion of how to use the metrics to brief management justify budget and use trend analyses to develop a more efficient and effective assets protection program Over 100 checklists flowcharts and other illustrations depict examples of security metrics and how to use them Drawings model processes model procedures and forms enable the reader to immediately put concepts to use in a practical application Provides clear direction on how to meet new business demands on the Security Professional *PRAGMATIC Security Metrics* W. Krag Brotby, Gary Hinson, 2013-01-08 Other books on information security metrics discuss number theory and statistics in academic terms Light on mathematics and heavy on utility *PRAGMATIC Security Metrics* Applying Metametrics to Information Security breaks the mold This is the ultimate how to do it guide for security metrics Packed with time saving tips the book offers easy to follow guidance for those struggling with security metrics Step by step it clearly explains how to specify develop use and maintain an information security measurement system a comprehensive suite of metrics to help Security professionals systematically improve information security demonstrate the value they are adding and gain management support for the things that need to be done Management address previously unsolvable problems rationally making critical decisions such as resource allocation and prioritization of security relative to other business activities Stakeholders both within and outside the organization be assured that information security is being competently managed The *PRAGMATIC* approach lets you hone in

on your problem areas and identify the few metrics that will generate real business value The book Helps you figure out exactly what needs to be measured how to measure it and most importantly why it needs to be measured Scores and ranks more than 150 candidate security metrics to demonstrate the value of the PRAGMATIC method Highlights security metrics that are widely used and recommended yet turn out to be rather poor in practice Describes innovative and flexible measurement approaches such as capability maturity metrics with continuous scales Explains how to minimize both measurement and security risks using complementary metrics for greater assurance in critical areas such as governance and compliance In addition to its obvious utility in the information security realm the PRAGMATIC approach introduced for the first time in this book has broader application across diverse fields of management including finance human resources engineering and production in fact any area that suffers a surplus of data but a deficit of useful information Visit Security Metametrics Security Metametrics supports the global community of professionals adopting the innovative techniques laid out in PRAGMATIC Security Metrics If you too are struggling to make much sense of security metrics or searching for better metrics to manage and improve information security Security Metametrics is the place font td <http://securitymetametrics.com>

**Security Metrics** Andrew Jaquith, 2007-03-26 The Definitive Guide to Quantifying Classifying and Measuring Enterprise IT Security Operations Security Metrics is the first comprehensive best practice guide to defining creating and utilizing security metrics in the enterprise Using sample charts graphics case studies and war stories Yankee Group Security Expert Andrew Jaquith demonstrates exactly how to establish effective metrics based on your organization s unique requirements You ll discover how to quantify hard to measure security activities compile and analyze all relevant data identify strengths and weaknesses set cost effective priorities for improvement and craft compelling messages for senior management Security Metrics successfully bridges management s quantitative viewpoint with the nuts and bolts approach typically taken by security professionals It brings together expert solutions drawn from Jaquith s extensive consulting work in the software aerospace and financial services industries including new metrics presented nowhere else You ll learn how to Replace nonstop crisis response with a systematic approach to security improvement Understand the differences between good and bad metrics Measure coverage and control vulnerability management password quality patch latency benchmark scoring and business adjusted risk Quantify the effectiveness of security acquisition implementation and other program activities Organize aggregate and analyze your data to bring out key insights Use visualization to understand and communicate security issues more clearly Capture valuable data from firewalls and antivirus logs third party auditor reports and other resources Implement balanced scorecards that present compact holistic views of organizational security effectiveness

**Measures and Metrics in Corporate Security** George Campbell, 2014-04-02 The revised second edition of Measures and Metrics in Corporate Security is an indispensable guide to creating and managing a security metrics program Authored by George Campbell emeritus faculty of the Security Executive Council and former chief security officer of Fidelity

Investments this book shows how to improve security's bottom line and add value to the business. It provides a variety of organizational measurements, concepts, metrics, indicators, and other criteria that may be employed to structure measures and metrics program models appropriate to the reader's specific operations and corporate sensitivities. There are several hundred examples of security metrics included in *Measures and Metrics in Corporate Security*, which are organized into categories of security services to allow readers to customize metrics to meet their operational needs. *Measures and Metrics in Corporate Security* is a part of Elsevier's Security Executive Council Risk Management Portfolio, a collection of real-world solutions and how-to guidelines that equip executives, practitioners, and educators with proven information for successful security and risk management programs. Describes the basic components of a metrics program as well as the business context for metrics. Provides guidelines to help security managers leverage the volumes of data their security operations already create. Identifies the metrics security executives have found tend to best serve security's unique and often misunderstood missions. Includes 375 real examples of security metrics across 13 categories. *Security Metrics as a Management Tool*, 2008. Modern security management requires a toolkit of effective metrics to relate security operations to the reduction of risk.

*Information Security Management Metrics* W. Krag Brotby, CISM, 2009-03-30. Spectacular security failures continue to dominate the headlines despite huge increases in security budgets and ever more draconian regulations. The 20/20 hindsight of audits is no longer an effective solution to security weaknesses, and the necessity for real-time strategic metrics has never been more critical. *Information Security Management Metrics: A Definitive Guide to Effective Security Monitoring and Measurement* offers a radical new approach for developing and implementing security metrics essential for supporting business activities and managing information risk. This work provides anyone with security and risk management responsibilities insight into these critical security questions: How secure is my organization? How much security is enough? What are the most cost-effective security solutions? How secure is my organization? You can't manage what you can't measure. This volume shows readers how to develop metrics that can be used across an organization to assure its information systems are functioning secure and supportive of the organization's business objectives. It provides a comprehensive overview of security metrics, discusses the current state of metrics in use today, and looks at promising new developments. Later chapters explore ways to develop effective strategic and management metrics for information security governance, risk management, program implementation and management, and incident management and response. The book ensures that every facet of security required by an organization is linked to business objectives and provides metrics to measure it. Case studies effectively demonstrate specific ways that metrics can be implemented across an enterprise to maximize business benefit. With three decades of enterprise information security experience, author Krag Brotby presents a workable approach to developing and managing cost-effective enterprise information security. *Measuring and Communicating Security's Value* George Campbell, 2015-03-28. In corporate security today, while the topic of information technology (IT) security metrics has

been extensively covered there are too few knowledgeable contributions to the significantly larger field of global enterprise protection Measuring and Communicating Security's Value addresses this dearth of information by offering a collection of lessons learned and proven approaches to enterprise security management Authored by George Campbell emeritus faculty of the Security Executive Council and former chief security officer of Fidelity Investments this book can be used in conjunction with Measures and Metrics in Corporate Security the foundational text for security metrics This book builds on that foundation and covers the why what and how of a security metrics program risk reporting insider risk building influence business alignment and much more Emphasizes the importance of measuring and delivering actionable results Includes real world practical examples that may be considered applied and tested across the full scope of the enterprise security mission Organized to build on a principal theme of having metrics that demonstrate the security department's value to the corporation

*Security Metrics, A Beginner's Guide* Caroline Wong, 2011-10-06 Security Smarts for the Self Guided IT Professional An extraordinarily thorough and sophisticated explanation of why you need to measure the effectiveness of your security program and how to do it A must have for any quality security program Dave Cullinane CISSP CISO VP Global Fraud Risk Security eBay Learn how to communicate the value of an information security program enable investment planning and decision making and drive necessary change to improve the security of your organization Security Metrics A Beginner's Guide explains step by step how to develop and implement a successful security metrics program This practical resource covers project management communication analytics tools identifying targets defining objectives obtaining stakeholder buy in metrics automation data quality and resourcing You'll also get details on cloud based security metrics and process improvement Templates checklists and examples give you the hands on help you need to get started right away Security Metrics A Beginner's Guide features Lingo Common security terms defined so that you're in the know on the job IMHO Frank and relevant opinions based on the author's years of industry experience Budget Note Tips for getting security technologies and processes into your organization's budget In Actual Practice Exceptions to the rules of security explained in real world contexts Your Plan Customizable checklists you can use on the job now Into Action Tips on how why and when to apply new skills and techniques at work Caroline Wong CISSP was formerly the Chief of Staff for the Global Information Security Team at eBay where she built the security metrics program from the ground up She has been a featured speaker at RSA ITWeb Summit MetriCon the Executive Women's Forum ISC2 and the Information Security Forum

**The Metrics Manifesto** Richard Seiersen, 2022-05-03 Security professionals are trained skeptics They poke and prod at other people's digital creations expecting them to fail in unexpected ways Shouldn't that same skeptical power be turned inward Shouldn't practitioners ask How do I know that my enterprise security capabilities work Are they scaling accelerating or slowing as the business exposes more value to more people and through more channels at higher velocities This is the start of the modern measurement mindset the mindset that seeks to confront security with data The Metrics Manifesto Confronting Security with



Data delivers an examination of security metrics with R the popular open source programming language and software development environment for statistical computing This insightful and up to date guide offers readers a practical focus on applied measurement that can prove or disprove the efficacy of information security measures taken by a firm The book s detailed chapters combine topics like security predictive analytics and R programming to present an authoritative and innovative approach to security metrics The author and security professional examines historical and modern methods of measurement with a particular emphasis on Bayesian Data Analysis to shed light on measuring security operations Readers will learn how processing data with R can help measure security improvements and changes as well as help technology security teams identify and fix gaps in security The book also includes downloadable code for people who are new to the R programming language Perfect for security engineers risk engineers IT security managers CISOs and data scientists comfortable with a bit of code The Metrics Manifesto offers readers an invaluable collection of information to help professionals prove the efficacy of security measures within their company

**IT Security Metrics: A Practical Framework for Measuring Security & Protecting Data** Lance Hayden,2010-08-22 Implement an Effective Security Metrics Project or Program IT Security Metrics provides a comprehensive approach to measuring risks threats operational activities and the effectiveness of data protection in your organization The book explains how to choose and design effective measurement strategies and addresses the data requirements of those strategies The Security Process Management Framework is introduced and analytical strategies for security metrics data are discussed You ll learn how to take a security metrics program and adapt it to a variety of organizational contexts to achieve continuous security improvement over time Real world examples of security measurement projects are included in this definitive guide Define security metrics as a manageable amount of usable data Design effective security metrics Understand quantitative and qualitative data data sources and collection and normalization methods Implement a programmable approach to security using the Security Process Management Framework Analyze security metrics data using quantitative and qualitative methods Design a security measurement project for operational analysis of security metrics Measure security operations compliance cost and value and people organizations and culture Manage groups of security measurement projects using the Security Improvement Program Apply organizational learning methods to security metrics

*Building a Security Measures and Metrics Program* George Campbell,2013-06 Building a Security Measures and Metrics Program discusses the need for and benefits of a corporate security measures and metrics program This 40 minute video presentation of narrated slides makes the case for a security metrics program metrics provide invaluable insight on program effectiveness the means to influence business strategy and policy and the ability to demonstrate the value of security services to business leaders Presenter George Campbell former chief security officer at Fidelity and 45 year security industry veteran uses his experience with performance centered security to expertly guide the audience through the development and management of a security metrics program This

presentation is a valuable resource for business leaders and risk mitigation professionals who want to quantify the effectiveness of the security team and its services Building a Security Measures and Metrics Program is a part of Elsevier s Security Executive Council Risk Management Portfolio a collection of real world solutions and how to guidelines that equip executives practitioners and educators with proven information for successful security and risk management programs The 40 minute PowerPoint presentation with audio narration format is excellent for group learning Provides a basic understanding of the importance of performance measurement and the major elements of a security metrics program Includes examples of graphs tables and charts that can be used to display metric data **It Security Metrics**

Hayden,2010-08-22 About the Book IT Security Metrics provides a comprehensive approach to measuring risks threats operational activities and the effectiveness of data protection in your organization The book explains how to choose and design effective measurement strategies and addresses the data requirements of those strategies The Security Process Management Framework is introduced and analytical strategies for security metrics data are discussed You ll learn how to take a security metrics program and adapt it to a variety of organizational contexts to achieve continuous security improvement over time Real world examples of security measurement projects are included in this definitive guide Define security metrics as a manageable amount of usable data Design effective security metrics Understand quantitative and qualitative data data sources and collection and normalization methods Implement a programmatic approach to security using the Security Process Management Framework Analyze security metrics data using quantitative and qualitative methods Design a security measurement project for operational analysis of security metrics Measure security operations compliance cost and value and people organizations and culture Manage groups of security measurement projects using the Security Improvement Program Apply organizational learning methods to security metricsLance Hayden Ph D works for Cisco Systems developing and managing security consulting services and contributing to new security product initiatives

**Quality Of Protection** Dieter Gollmann,Fabio MASSACCI,Artsiom Yautsiukhin,2008-05-06 Quality of Protection Security Measurements and Metrics is an edited volume based on the Quality of Protection Workshop in Milano Italy September 2005 This volume discusses how security research can progress towards quality of protection in security comparable to quality of service in networking and software measurements and metrics in empirical software engineering Information security in the business setting has matured in the last few decades Standards such as ISO17799 the Common Criteria ISO15408 and a number of industry certifications and risk analysis methodologies have raised the bar for good security solutions from a business perspective Designed for a professional audience composed of researchers and practitioners in industry Quality of Protection Security Measurements and Metrics is also suitable for advanced level students in computer science Complete Guide to Security and Privacy Metrics Debra S. Herrmann,2007-01-22 This bookdefines more than 900 metrics measuring compliance with current legislation resiliency of security controls and return on investment It explains what needs to be

measured why and how to measure it and how to tie security and privacy metrics to business goals and objectives The metrics are scaled by information sensitivity asset criticality and risk aligned to correspond with different lateral and hierarchical functions designed with flexible measurement boundaries and can be implemented individually or in combination The text includes numerous examples and sample reports and stresses a complete assessment by evaluating physical personnel IT and operational security controls

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