Introduction to SABSA for BAs

IIBA
Sacramento Valley Chapter
Meeting
September 20, 2017

Victoria Czaplewski
CBAP, CMRP, SABSA Foundation SCF
SABSA enables BAs to *actualize* WHAT MATTERS MOST
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Sherwood Applied Business Security Architecture

Develops *business-driven, threat and opportunity focused* enterprise security & information assurance architectures

Delivers security infrastructure solutions that *traceably support critical business initiatives*

Provides a *future-proof framework* for information management
The Strategic Work of Business Analysts

Strategy Analysis is ...the **business analysis work** that must be performed to collaborate with stakeholders in order to:

- identify a need of strategic or tactical importance (the business need),
- enable the enterprise to address that need,
- align the resulting strategy for the change with higher and lower-level strategies.
- enable the enterprise to create greater value for stakeholders, and/or capture more value for itself.
- assess risks: understands the uncertainties around the change, considers the effect those uncertainties may have on the ability to deliver value through a change, and recommends actions to address risks where appropriate.

- IIBA BABOK, v3, Ch. 6

**Collaborate with stakeholders**

**Identify the business need**

**Enable the enterprise to address need**

**Align with other strategies**

**Enable value creation for stakeholders**

**Assess risks and recommend action**
SABSA Supports the Strategic Work of Business Analysts

**SABSA (Sherwood Applied Business Security Architecture)**

- **Communicate** in terms that are **intuitive and meaningful to stakeholders**
- **Identify** **business-driven needs** while remaining technology agnostic
- **Treat** the organization as a single entity
- **Analyze** the end-to-end nature of business processes
- **Ensure** complete traceability to business requirements
- **Recognize** the interaction of risks and opportunities between domains
- **Strike** an appropriate **balance** between strategy, tactics & operations
- **Incorporate** holistic **measures with feedback loops** to ensure that the solution has business value and yields value to stakeholders
- **Assess and adjust** for **risks and opportunities in relation to business value, needs and appetite**
- **Establish** a standardized yet flexible framework and repeatable methods that enable strategic, risk-aware decision-making in a complex environment
- **Understand** what needs to be aligned – and for what purpose - to compliance, governance, assurance frameworks, standards, controls, etc.

**IIBA BABOK, v3, Ch. 6**

- Collaborate with stakeholders
- Identify the business need
- Enable the enterprise to address need
- Align with other strategies
- Enable value creation for stakeholders
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**IIBA BABOK, v3, Ch. 6**
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**Identify the business need**
SABSA Supports the Strategic Work of Business Analysts

Enable the enterprise to address need

SABSA enables BAs to:

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Align with other strategies

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Enable value creation for stakeholders

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Assess risks and recommend action

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- Understand what needs to be aligned – and for what purpose - to compliance, governance, assurance frameworks, standards, controls, etc.
Architecture must **not** depend on any particular:

- Cultures or operating regimes
- Management style
- Set of management processes
- Management standards
- Technical standards
- Technology platforms

Because *all of these things will change over time*
SABSA enables Business Analysts to be business-driven strategists

“Being business-driven means never losing sight of the organization’s goals, objectives, success factors and targets ...”

... and ensuring that the security strategy demonstrably supports, enhances and protects them”
SABSA BUSINESS ATTRIBUTES

Stakeholder (customer of security) → Business Requirements

Business Drivers For Security

Attributes
Our work STARTS in collaboration with our Stakeholders

- The C-Level
- Senior Managers
- Lines of Business Leaders
- Program Managers
- Project Managers
- Etc.
With Stakeholders, Identify the Business Needs

Business Requirements

Business-level assets, goals & objectives such as “sell more product” or “business reputation”

In other words, What Matters Most!
Define Business Drivers for Security in the Context of Business Requirements

Business Drivers for Security
The business requirement abstracted into one or more statements of security-relevance to the business requirement

What are the security pre-requisites for the requirement?

What can security do to protect / enhance / support the business in the context of the requirement?
**Stakeholder:** “I need to ship more product”

**Security Architect:** “We can ship more product if security enhances the core product through higher trust levels and ease of use”
An **Attribute** is a **conceptual abstraction of a real business requirement** (the *goals, objectives, drivers, targets, and assets* confirmed as part of the business contextual architecture).
Attributes are modeled into a normalized language that articulates requirements and measures performance in a way that is instinctive to all stakeholders and customized to your organization.
Business Attributes Profiling: 

What’s the value?
### Business Attribute Profile Structure

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Attribute Classification</th>
<th>Attribute Definition</th>
<th>Owner (Accountable Authority)</th>
<th>Performance Target</th>
<th>Recommended Measurement Category</th>
<th>Recommended Measurement Approach</th>
<th>Recommended Metric Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Error-free”</td>
<td>Operational Attribute</td>
<td>“The system should operate without producing errors.”</td>
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<td>99.9% of all system output is correct</td>
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<td>Random sample of system output conducted on a daily basis</td>
<td>Percentage</td>
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• Enables any unique set of business requirements to be engineered as a *standardized and re-usable set of specifications*

• Ensures *two-way traceability*, for completeness and justification, between business requirements and security solutions

• Provides a vital *missing link* between business requirements and technology / process design
Applications of Attributes Profiling in Enterprise Security Architecture

- Key to traceability mappings
- Cross-check for completeness of requirements
- Risk assessment, risk status summary & risk monitoring
- Determination of control & enablement objectives
- Management and measurement of security controls
- Security monitoring
- Tracking of treatment effectiveness
- Pick-list of desired requirements to be incorporated in User Acceptance Testing

- Measurement & operations – contracts, SLAs (including definition of SLAs), performance targets
- Point of primary integration for any standard requiring measurable targets
- Return on Investment & value propositions
- Procurement, development of RFPs and assessment of proposals
- Governance
- Assurance through audit and compliance
- Key to a integrated compliance tool
- Powerful tool for executive communications

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Technique: Business Attributes Profiling
Comprehensive Overview of the Business Attributes Profiling Process for Security

1. Stakeholder (customer of security)
2. Business Requirements (assets, goals & objectives)
3. Business Drivers (for Security)
4. Attributes
5. Measurement Approaches
   - Performance Metrics
   - Performance Targets
6. Risks & Opportunities
7. Appetite & Performance Thresholds

Security Service Level Definition
SABSA Business Attributes Taxonomy
Name, Definition, Classification

SABSA Business Attributes Profile
Name, Definition, Classification, Performance Target, Measurement Approach, Metric
## Examples of Business Attribute Classifications

<table>
<thead>
<tr>
<th>Attribute Classifications</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>User Attributes</td>
<td>This group of attributes are related to the user’s experience of interacting with the business system</td>
</tr>
<tr>
<td>Management Attributes</td>
<td>This group of attributes are related to the ease and effectiveness with which the business system and its services can be managed</td>
</tr>
<tr>
<td>Operational Attributes</td>
<td>This group of attributes describes the ease and effectiveness with which the business system and its services can be operated</td>
</tr>
</tbody>
</table>
| Risk Management Attributes                 | This group of attributes describes the business requirements for mitigating operational risk.  
*This group most closely relates to the “security requirements” for protecting the business.* |
| Legal & Regulatory Attributes              | This group of attributes describe the business requirements for mitigating operational risks that have a specific legal or regulatory connection. |
| Technical Strategy Attributes              | This group of attributes describes the needs for fitting into an overall technology strategy                                                |
| Business Strategy Attributes               | This group of attributes describes the needs for fitting into an overall business strategy                                                   |
Attributes Profiling Rules

• Attributes can be **tangible or intangible**

• Each attribute requires a **meaningful name** and **detailed definition customized specifically for your organization**

• Attributes must be **validated** (**and preferably created**) by senior management & the business stakeholders

• Each attribute requires a **measurement approach and metric** to be defined, to set **performance targets** for security

• **Performance targets** are used as the basis for design, procurement, implementation, SLAs, and Reporting

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Business Attribute Profiling Technique Enables BAs to Derive Business Drivers and Attributes

1. **Interview Stakeholders** for their Business Requirements

2. **Identify** Stakeholders’ Business Drivers for Security

3. **Build** the Business Attribute Taxonomy (Name + Definition + Classification)

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CEO interview:

“We are a global company with a reputation that has been developed over more than a century ... Customers give us all their money and ask us to look after it for them – how much more can you trust an organization? If we were ever seen to breach that fundamental trust, then our relationships with customers and our reputation in the marketplace would suffer enormously.”
### Identify Stakeholders’ Business Drivers for Security

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<th>Sample Business Drivers for Security (BDS) – CEO’s View</th>
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<tbody>
<tr>
<td><strong>BDS1</strong></td>
</tr>
<tr>
<td><strong>BDS2</strong></td>
</tr>
<tr>
<td><strong>BDS3</strong></td>
</tr>
<tr>
<td><strong>BDS4</strong></td>
</tr>
<tr>
<td><strong>BDS5</strong></td>
</tr>
</tbody>
</table>
CFO interview:

“I’m afraid I’m rather skeptical about security. It has cost us a lot in the past without any demonstrable benefits. Any plans that we develop under this architecture initiative must be subject to a clear analysis of costs and benefits. I want to see a clear demonstration of a return on our investment. I’m not convinced that most of what we call ‘security’ has any real business benefit, and in some cases it seems to me that it actually hinders the business.”
Identify Stakeholders’ Business Drivers for Security

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Interview Stakeholders for their Business Requirements

Sr. VP, E-Business interview:

“My greatest challenge is gaining control of customer relationship management in a business as diverse as this one, where there are many different application development projects being spawned by many different business units. If any one of these projects goes off doing its own thing regarding customer information management, then the enterprise-wide customer relationship management initiative that I own will be badly damaged.”
“My greatest challenge is gaining control of customer relationship management in a business as diverse as this one BDS9, where there are many different application development projects being spawned by many different business units. If any one of these projects goes off doing its own thing regarding customer information management, then the enterprise-wide customer relationship management initiative that I own will be badly damaged. BDS10”

<table>
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<th>Sample Business Drivers for Security (BDS) – e-Business View</th>
</tr>
</thead>
<tbody>
<tr>
<td>BDS9</td>
</tr>
<tr>
<td>BDS10</td>
</tr>
</tbody>
</table>

Identify Stakeholders’ Business Drivers for Security
Sr. VP, Marketing & Distribution interview:

“An important part of our business strategy in recent years has been to develop joint venture partnerships...Both [our company] and the partner concerned need to give each other access into business information systems, but at the same time they need to maintain their independence and their own control. We share some things, but not everything. Our security architecture must address this issue.”
Sample SABSA Business Drivers for Security (Marketing & Distribution View)

2 Identify Stakeholders’ Business Drivers for Security

“An important part of our business strategy in recent years has been to develop joint venture partnerships... Both [our company] and the partner concerned need to give each other access into business information systems, but at the same time they need to maintain their independence and their own control. BDS11 We share some things, but not everything. BDS12 Our security architecture must address this issue.”

<table>
<thead>
<tr>
<th>Sample Business Drivers for Security (BDS) – Marketing &amp; Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>BDS11</td>
</tr>
<tr>
<td>BDS12</td>
</tr>
</tbody>
</table>

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Complete the Taxonomy: Classify, Name and Define Business Attributes

3 Build the Business Attribute Taxonomy (Name + Definition + Classification)

Classification: “User Attribute”

Name: “Protected”

Definition: “The user’s information and access privileges should be protected against abuse by other users or intruders.”

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### BUSINESS DRIVERS FOR SECURITY

<table>
<thead>
<tr>
<th>BUSINESS DRIVER</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>BDS1</td>
<td>Protecting the reputation of the organization, ensuring that it is perceived as competent in its sector</td>
</tr>
<tr>
<td>BDS6</td>
<td>Ensuring the system security system solution is cost effective and provides good value for the money.</td>
</tr>
<tr>
<td>BDS9</td>
<td>Providing for the setting of policy and the control and monitoring of compliance with policy by the authorities vested with corporate governance in the system environment</td>
</tr>
<tr>
<td>BDS12</td>
<td>Ensuring that employees using the system are only granted authorized access within need to know and need to use privileges</td>
</tr>
</tbody>
</table>

### ATTRIBUTES NAMES

<table>
<thead>
<tr>
<th>Attribute Names</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reputable, Competent</td>
</tr>
<tr>
<td>Cost Effective</td>
</tr>
<tr>
<td>Controlled, Governable</td>
</tr>
<tr>
<td>Access-Controlled, Private, Authorized, Protected</td>
</tr>
</tbody>
</table>

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## Two-Way Traceability between Business Drivers for Security and Attributes

### Drivers to Attributes

<table>
<thead>
<tr>
<th>Business Driver</th>
<th>Supporting Attributes</th>
</tr>
</thead>
<tbody>
<tr>
<td>BDS1</td>
<td>Credible, Reputable</td>
</tr>
<tr>
<td>BDS8</td>
<td>Controlled, Governable</td>
</tr>
<tr>
<td>BDS17</td>
<td>Access Controlled, Authenticated, Confidential, Identified, Private</td>
</tr>
</tbody>
</table>

### Attributes to Drivers

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Business Drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private</td>
<td>BDS17</td>
</tr>
<tr>
<td>Informed</td>
<td>BDS5, BDS30, BDS31</td>
</tr>
<tr>
<td>Non-repudiable</td>
<td>BDS3, BDS4, BDS13, BDS14, BDS19</td>
</tr>
</tbody>
</table>
### Classify and Define Attribute Names

#### Build the Business Attribute Taxonomy

**(Name + Definition + Classification)**

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<tr>
<th>Attribute Classification</th>
<th>Attribute Name</th>
<th>Attribute Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Strategy Attributes</td>
<td>Reputable</td>
<td>The system should behave in such a way as to safeguard the business reputation of the organization.</td>
</tr>
<tr>
<td>Management Attributes</td>
<td>Cost Effective</td>
<td>The design, acquisition, implementation and operation of the system should be achieved at a cost that the business finds acceptable when judged against the benefits derived.</td>
</tr>
<tr>
<td>Operational Attributes</td>
<td>Productive</td>
<td>The system and its services should operate so as to sustain and enhance productivity of the users, with regard to the business processes in which they are engaged.</td>
</tr>
<tr>
<td>Risk Management Attributes</td>
<td>Access - Controlled</td>
<td>Access to Information and functions with the system should be controlled with the authorized privileges of the party requesting the access. Unauthorized access should be prevented.</td>
</tr>
</tbody>
</table>
Now Your Attribute Taxonomy is built...Move on to complete the Attribute Profile
SABSA Risk Analysis (in a nutshell)

4 Assess Risk Impacts (Threats & Opportunities)

5 Articulate Risk Appetite and Performance Thresholds

6 Establish Performance Targets
SABSA Impact-Based Risk Approach

4 Assess Impacts (Threats & Opportunities)

Impact is expressed as **negative** or **positive** consequences of potential events **upon Attributes**

**Negative impact expressed as**
- Reduction in Attribute performance
- Failure to meet Attribute performance target
- **THREAT**

**Positive impact expressed as**
- Increase in Attribute performance
- Increase in Attribute performance threshold to higher target
- **OPPORTUNITY**
The Attribute Expresses the Performance Target and Risk Appetite

Performance target on an attribute provides the threshold for ‘acceptable risk’

• The attribute target is by definition a business goal / objective
• Failure to meet it must therefore be an unacceptable outcome
• This parameter is a key element of enabling risk assessment to be less subjective
Architecture Measurement Categories

**Completeness**
- Do we have all of the components?
- Do they form an integrated system?

**Assurance**
- Does the system run smoothly?
- Are we assured that it is properly assembled?
- Is the system fit-for-purpose?

**Compliance**
- Do we maintain the system?
- Do we follow the architecture roadmap?
- Do we comply with the rules?

**Justification & Significance**
Does the system have business value?

**Performance**
- Is the system properly tuned?
- Do the components work together?
- Do we operate the system correctly?

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Measurement Approaches

Articulate Measurement Approaches

High level statements of the approach to obtaining a measurement are...

- Appropriate to the business need
- In the language of the intended audience
- Culturally specific

Analyze....   Survey....   Monitor....   Time period...
Define Performance Metrics

Metric Guidelines

• Data used to calculate metrics should be readily obtainable
• Metrics may (should) be calculated independently of parties with vested interest
• The type of metric used may change in line with the maturity of the security process, e.g. when you are highly compliant, consider changing from conformance measure to significance measure
• Performance metric / trend should be tested prior to going ‘live’
• Expectations management is key
Define Performance Metrics

**SOFT METRICS**
- Usually qualitative
- Subjective
- Open to interpretation and opinion (usually of the authority setting the target or of an official compliance agent such as a regulator or auditor)

**HARD METRICS**
- Usually quantitative
- Objective
- Fixed, not open to opinion or interpretation

**DESCRIPTIVE**
- Describes the current-state of the object / attribute being measured

**COMPARATIVE**
- Describes the current-state of the object / attribute being measured in comparison with a similar object / attribute relating to a different place and/or time

**PREDICTIVE**
- Describes the current-state of the object / attribute being measured in relation to its trend in order to project and predict a future state
Define Performance Metrics

<table>
<thead>
<tr>
<th>Business Requirement</th>
<th>Measurement Category</th>
<th>Measurement Approach</th>
<th>Metric Type</th>
<th>Metric Format</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost-Effective</td>
<td>Justification</td>
<td>Monitor</td>
<td>Predictive</td>
<td>Value</td>
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**Attributes**

- Business Driver for Security
- Attribute (with risk-proportional Performance Target)

**Measurement Approaches**

- Performance Metrics
- Performance Targets
Define the Security Service Level

Considerations:

- What will the Domain Risk Owner expect from service providers relevant to the attributes for which the Domain Risk Owner is accountable?
- What should the Domain Risk Owner be expected to provide for the services to be delivered to other Domain Authorities?
9 Define the Security Service Level

**CEO:** “I don’t care that you blocked 5000 viruses this morning! How are you helping me meet my *business needs*?”

**REMEMBER:**
*Being business-driven means never losing sight of the organization’s goals, objectives, success factors, and targets…* …*and ensuring that the security strategy demonstrably supports, enhances and protects them*”
Feedback on Performance

10 Provide Stakeholder Feedback

Feedback is provided through performance reporting on the SLA in *language that is relevant to the stakeholder* and related to attributes.
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## SABSA Matrix

### Attributes

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<tr>
<td>Logical</td>
<td>Information Assets</td>
<td>Risk Management Policies</td>
<td>Process Maps &amp; Services</td>
<td>Entity &amp; Trust Framework</td>
<td>Domain Maps</td>
<td>Calendar &amp; Timetable</td>
</tr>
</tbody>
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### Business Drivers for Security

**Attributes:**
- Business Decisions
- Business Risk
- Business Processes
- Business Governance
- Business Geography
- Business Time Dependence

**Conceptual:**
- Business Knowledge & Risk Strategy
- Risk Management Objectives
- Strategies for Process Assurance
- Roles & Responsibilities
- Domain Framework
- Time Management Framework

**Logical:**
- Information Assets
- Risk Management Policies
- Process Maps & Services
- Entity & Trust Framework
- Domain Maps
- Calendar & Timetable

**Physical:**
- Data Assets
- Risk Management Practices
- Process Mechanisms
- Human Interface
- ICT Infrastructure
- Processing Schedule

**Component:**
- ICT Components
- Risk Management Tools & Standards
- Process Tools & Standards
- Personnel Management Tools & Standards
- Locator Tools & Standards
- Step Timing & Sequencing Tools

**Service Management:**
- Service Delivery Management
- Operational Risk Management
- Process Delivery Management
- Personnel Management
- Management of Environment
- Time & Performance Management

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SABSA enables BAs to *actualize* WHAT MATTERS MOST
Training
David Lynas Consulting, Limited, offers SABSA training leading to certification. For more information, go to www.sabsacourses.com.

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Thank You