Training, Experience, or Time: Which is Most Important to Managing Classified Systems?

by

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A Graduate Capstone Project Submitted to the Extended Campus In Partial Fulfillment of the Requirements of the Degree of Master of Science in Management

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This Graduate Capstone Project was prepared under the direction of the candidate's Project Review Committee Member, Dr. Robert Wietzel, Adjunct Associate Professor, Extended Campus, and the candidate's Project Review Committee Chair, Dr. Charles Roberts, Adjunct Professor, Extended Campus, and has been approved by the Project Review Committee. It was submitted to the Extended Campus in partial fulfillment of the requirements for the degree of Master of Science in Management

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## Abstract

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Cleared Defense Contractors (CDCs) play a critical role in the research and development of classified information, weapons, and information systems in many of the developed nations around the world. As such, they must employ Information Systems Security Managers (ISSMs) to manage their classified information systems. Many ISSMs fulfill their Information Systems Security duties in a less-than-fulltime capacity, and there are no published requirements to be an ISSM. It is up to the Contractor and/or the ISSM himself to determine what the best mix of training, experience, and time allocated to perform Information Systems Security duties commiserate to the level of the complexity of the particular classified environment. The researcher has surveyed a diverse group of ISSMs to determine that on average, training is perceived to be most important to managing classified systems.

Keywords: Cleared Defense Contractors, Information Systems Security Managers, training, classified systems lifecycle management

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#### Chapter I

#### I Introduction

#### **Background of the Problem**

Cleared defense contractors (CDCs) play a critical role in the research and development of classified information, weapons, and information systems in many of the developed industrial nations around the world. In order to protect its secrets, a nation puts a regulation or policy in place by which the contractor companies must protect the technology that they are developing. In the United States, this regulation is the National Industrial Security Program, with its guiding document, the National Industrial Security Program Operating Manual (NIPOM) (Defense Security Service, 2006).

Many CDCs develop technologies on classified information systems located on their premises, as opposed to doing all of the work on a military installation. These contractor-managed systems must comply with requirements outlined in NISPOM Chapter 8, Information Systems Security. The requirement is on both contractor-owned equipment and Government Furnished Equipment (GFE). All contractors engaged in classified computing must appoint an Information Systems Security Manager (ISSM), and each computer system that will be used to process classified must have a System Security Plan (SSP). The ISSM may also appoint Information Systems Security Officers (ISSOs) to assist with the management of the classified information system. The computer system that has received approval to process classified data is referred commonly as an accredited information system (AIS). Before the contactor can begin processing classified, the ISSM must configure the Information System (IS), certify that it meets the NISPOM Chapter 8 requirements, and submit the SSP package to the

Designated Approving Authority (DAA). The DAA then reviews the submission, and barring discovery of major discrepancies, issues an Interim Approval to Operate (IATO). This IATO lasts 180 days, during which time the government agency responsible for ensuring compliance with the NISP visits the contractor with the computer system. This visit is to ensure NISPOM Chapter 8 compliance, and ensure that the ISSM is capable of performing all of the responsibilities outlined for an ISSM in Chapter 8. Upon IATO receipt, the contractor can then begin processing classified information on the accredited information system. After the agency has been satisfied that the system meets all of the requirements, the DAA issues a final Approval to Operate (ATO) that is valid for three years.

The steps required to receive accreditation are well documented, but the problem a contractor faces is that the management of the classified information systems lifecycle is not. NISPOM Chapter 8 is short. It does not define the qualifications of an ISSM. It only defines what the ISSM is responsible for.

#### **Researcher's Work Setting and Role**

The researcher is a Graduate student pursuing a Master of Science in Management. He has a Bachelor of Business Administration and a Graduate Certificate in Project Management. He has six years military experience; over ten years in Information Technology; six years in Industrial Security. In his current role as Information Systems Security Manager, the researcher has oversight of his entire employer's accredited information system implemented in its offices around the United States.

#### **Statement of the Problem**

The purpose of this capstone project was to determine which element, training, experience, or time allocated to perform the job, is more important to managing classified information systems.

#### **Significance of the Problem**

Contracts requiring accredited information systems can be severely impacted by the time it takes to receive an IATO, which is the first milestone in the lifecycle management of classified information systems. If receipt of an IATO is delayed and the contractor cannot immediately place, in temporary slots, the staff intended to work on the AIS, idle staff or layoffs could result. On time sensitive projects, it could mean missing critical deadlines and possibly losing funding. On mission-critical projects, it could be the difference between life and death for the soldier engaged in combat.

Given the role of the ISSM in managing classified information systems, a heavy burden lies on her shoulders. Any deficiencies she has in training, experience, or the time allotted to perform IA/IS job functions could be detrimental to the overall effort to manage AIS lifecycles. To compound this problem, the ISSM does not have many resources to investigate as to how to perform the job. Most of the publications that address sensitive information systems assume they are government owned and operated, and that they will be attached to the Global Information Grid (GIG). These documents are predominantly inapplicable to systems under the jurisdiction of the NISPOM. The documentation that does exist for NISPOM-compliant systems is purposefully terse to allow contractors a great degree of flexibility in meeting their contractual requirements. This leaves cleared defense contractors, and often the ISSMs themselves, to determine

their own criteria for managing their classified information systems. The dilemma is compounded when contractors, or even the ISSMs assigned, do not have an understanding of the complexity of the systems they are attempting to have accredited, or a realistic view of the timelines involved. Consequentially, complications might occur in the accreditation process, and contractors run the risks mentioned above.

This capstone project can serve as a resource to the contractor community in that it captured, via a survey of security practitioners, the concerns that existed within the CDC community, and then developed the concept of an "average ISSM", against which contractors could baseline the role of ISSM in their organizations. They could then adjust their security programs to strengthen their ISSMs in areas that need improvement, and use strong ISSMs to mentor other ISSMs that might be weak. CDCs could also use this project as a source of introspection. Have they been supportive of the security measures that needed implementation? Have they provided their ISSMs with adequate training opportunities?

This project provided a metric by which CDCs could evaluate their own efforts to manage their classified information and answered the question: Which is most important to managing classified information systems, training, experience, or time? Answering this question has not just been an academic exercise. ISSMs can look at the results provided and compare their experiences with those of others in their field. This project can serve to open a dialog within the contractor community on how to improve the management of classified information systems across the spectrum and better protect the technologies that the United States uses in maintaining its battlefield advantage. A contractor with a proven record of efficient classified information systems management can establish a

reputation amongst its government customers of effectively protecting the classified information it has been entrusted with. The consequences to the contractor who has not managed its classified information systems well could result in lost contracts, or even worse for a defense contractor, the loss of its security clearance and the ability to bid on future classified contracts.

The greatest beneficiary of this research, however, has been the researcher himself. Through the course of this project, the researcher has been able to analyze his own strengths and weaknesses and improve his abilities as an ISSM managing classified information systems.

#### Assumptions

The researcher assumes that only the period of time from the decision establish a classified information system to the submission of the SSP can be positively impacted by the ISSM. For the most part, the period from the submission to the issuance of the IATO lie outside of the ISSM's control. There are some exceptions that will be explained. After the SSP is submitted, the ISSM may be required to revise the SSP prior to the issuance of an IATO. Delay in making these revisions and resubmitting the SSP could negatively impact the time it takes to obtain the IATO. The level of experience of the ISSM could be a delaying factor as well. If the government agency determines that the ISSM lacks experience for the level of complexity of the accredited information system under review, it may determine not to issue an IATO. It could instead perform an inspection of the AIS without having approved it to process classified. In this case, if the inspector is satisfied

with the results of the inspection, a final Approval to Operate (ATO) would be issued without the AIS ever having been issued an IATO.

#### Limitations

The scope of this project is limited to computer systems that fall under the NISP. Given the proprietary nature of international defense industries, the findings of this study may not be applicable outside the United States. This study did not delve into discussions of accredited information systems in a way that could jeopardize United States national security interests.

The researcher used data available from his employer to analyze the problem. This was a small subset of information, as it would not be feasible to obtain an expanded array of data due to the nature of business. Many organizations would be uncomfortable giving up data that might expose undisclosed weaknesses in their security program.

Surveys were used to determine the average experience and education of ISSMs within the CDC community. Given the specialization of the role, this was a very small sampling of individuals, but it gathered the relevant data with regard to information systems accredited under the NISP.

## **List of Definitions**

- Accreditation The official management decision to permit operation of an IS in a specified environment at an acceptable level of risk, based on the implementation of a CSA approved set of technical, managerial and procedural safeguards. (NISPOM, 2006)
- Certification The comprehensive evaluation of the technical and non-technical security features of an IS and other safeguards, made as part of and in support of the

accreditation process, to establish the extent to which a particular design and

implementation meet a specified set of security requirements. (NISPOM, 2006)

Interim Approval to Operate - Temporary authority to operate an IS. (NISPOM, 2006)

## **List of Acronyms**

- AIS Accredited Information System
- ATO Approval to Operate
- CDC Cleared Defense Contractor
- CSA Cognizant Security Agency
- DAA Designated Approving Authority
- DSS Defense Security Service
- ERAU Embry-Riddle Aeronautical University
- GCP Graduate Capstone Project
- GFE Government Furnished Equipment
- GIG Global Information Grid
- IATO Interim Approval to Operate
- IS Information System
- ISSM Information Systems Security Manager
- ISSO Information Systems Security Officer
- MSM Master of Science in Management
- NISPOM National Industrial Security Program Operating Manual
- SSP Systems Security Plan

#### **Chapter II**

#### **II** Review of the Relevant Literature

#### **NISPOM**

At the present time, the researcher has not been able to source much information on the specific problem of reducing the time it takes to receive an Interim Approval to Operate for Accredited Information Systems. In lieu of research on this specific issue, more general sources on the implementation of implementing information systems were evaluated and then relevant data that is applicable to the problem herein discussed was extrapolated.

Before reviewing general information system sources, a baseline understanding of the requirements of processing classified information needs to be laid out. The primary source of information for any contractor engaging in industrial security, automated or otherwise, is the National Industrial Security Program Operating Manual (Defense Security Service, 2006).

Chapter 8 of the NISPOM outlines the requirements for Information System Security. Section 1 of that chapter outlines the responsibilities and duties of the contracting company. The contractor is required to appoint an Information Systems Security Manager in each facility engaged in classified computing who is responsible to the federal government for the Accredited Information Systems operated in that facility. The ISSM is required to properly manage the security aspects of the classified system(s), provide training to all cleared employees working on the classified system(s), maintain documents and monitor the classified system(s), and periodically inspect the system(s).

Unfortunately, this broad list of responsibilities is not followed by a list of qualifications that the contractor company should look for in a candidate for ISSM.

The next section of the NISPOM outlines the certification and accreditation process. Certification as defined by the NISPOM is "the comprehensive evaluation of the technical and non-technical security features of an IS and other safeguards, made as part of and in support of the accreditation process, to establish the extent to which a particular design and implementation meet a specified set of security requirements.". Accreditation, per the NISPOM, is "the official management decision to permit operation of an IS in a specific environment at an acceptable level of risk, based on the implementation of a CSA (Cognizant Security Office) approved set of technical, managerial, and procedural safeguards.". This section then goes on to define other relevant terms and concepts to the certification and accreditation process. It is the responsibility of the ISSM to prepare the system for certification and accreditation and make the submission to the government for approval.

Section 3 lays out the common requirements for Accredited Information Systems. A few key concepts to classified computing are defined here. Clearing is "the process of eradicating the data on media before reusing the media in an environment that provides an acceptable level of protection for the data that was on the media before clearing. Sanitization is "the process of removing the data from media before reusing the media in an environment that does not provide an acceptable level of protection for the data that was on the media before sanitizing. The distinction between these two concepts, while similar, is critical in protecting the potential spillage of classified information. The section then discusses more administrative areas of information systems security,

including identification and authentication management, maintenance, classification markings, personnel and physical security, protection of media, review of output and media (for classified content), and configuration management. These important topics are covered in a few paragraphs each, and only in generalities.

Section 4 of Chapter 8 outlines protection measures. This section covers topics such as protection profiles, levels of concern, and protection levels.

Section 5 covers special categories of classified computing. These types of systems deviate from the general type of system that is normally used in classified environments. The first type is a single-user, stand-alone system. This type does not use user accounts to differentiate between users of the system and has special requirements for operating. The next type is a periods processing information system. There are several criteria that can cause a system to engage in periods processing. The third type outlined is called a pure server, or a device that does not have general users or engage in general purpose computing. Another type described is a tactical embedded, data-acquisition, or special-purpose system. This type of system is generally stripped down and possibly hardened, and might be configured with no alterable storage capability. The last type of special system is one with group authenticators. These systems have a logon or logons that are shared amongst a group of individuals.

Section 6 outlines protection requirements for classified computing. It covers requirements for topics such as power, audit, backup and restoration, data integrity, data transmission, access, identification and authentication, resource control, session control, security documentation, separation of function, system recovery, system assurance, security testing, and disaster recovery requirements.

Section 7 discusses interconnected systems. This section refers to the interconnection of local area networks (LAN), and not the interconnectivity of an individual LAN itself. It provides guidance for the documentation requirements and other administrative tasks associated with the interconnected network. It also defines the functions of a controlled interface and requirements for maintaining one.

While Chapter 8 of the NISPOM tells an ISSM what must be done to meet accreditation requirements for an information system, it does not go into technical detail or cover any type of computer system. It is agnostic to any particular hardware or software platforms, and through its vagueness has the potential to survive major technology changes while remaining relevant to the task of regulating classified computing. It provides no guidance to the ISSM on the type of background or experience needed to accomplish the requirements outlines within it.

#### **Industrial Security Field Operations Process Manual**

Supplementary to the NISPOM, and just as binding on accredited information systems is the Industrial Security Field Operations Process Manual for Certification and Accreditation of Classified Systems under the National Industrial Security Program Operating Manual (NISPOM), or ISFO PM (Defense Security Service, 2011). This document has been revised more recently than the NISPOM itself, and goes into greater detail on the requirements outlined in NISPOM Chapter 8.

Section 1.3 details the three primary information system types that exist in the contractor realm. The first is a multi-user, stand-alone system (MUSA). Per the ISFO PM, around half of the systems submitted for accreditation fall into this category. This type of system generally has multiple general users. All of the mainstream Operating

Systems for general purpose computing in the last decade have the ability to support multiple users, even if they are only used for a single user. A system configured as MUSA does not have connectivity to any other systems. The second type of system is a Local Area Network (LAN). LANs consist of two or more computers connected via a cross-over cable or dedicated network hardware, but are a short distance from each other, such as an isolated network in a lab. LANs can be configured for peer-to-peer authentication with user accounts local to each computer, or user accounts can be centrally managed via some type of authentication server. The third type of system is a Wide Area Network, or WAN, which consists of LAN segments that are interconnected via routers across public communication lines. In a classified computing environment, LAN segments on a WAN must be protected with approved encryption hardware and must meet stringent requirements. Whereas a MUSA or LAN requires a System Security Plan (SSP) that outlines how the accredited information system will meet NISPOM Chapter 8 compliance, a WAN additionally requires a Network Security Plan (NSP).

Section 2 of the ISFO PM expands on the NISPOM's certification and accreditation requirements. The life cycle of an accredited information system begins with the submission of an SSP or Master SSP (MSSP) by the ISSM, then the issuance of an Approval to Operate (ATO) by DSS, and completes with the disestablishment of the accredited information system when it is determined that there is no longer a need to process classified information. Preliminary to the submission of the SSP, however, exists the greatest unknown in the process, the actual preparation and configuration of the hardware and software to be integrated as the AIS. It is not until this has been completed that the life cycle can begin. Only after this has been done can the ISSM submit the SSP

for approval. After it has been submitted, the agency responsible will assign it to a agent who will review the SSP, and if the paperwork is in order, process it for an Interim Approval to Operate. The IATO is the green flag for the contractor to begin processing classified information. The agent, may however, required corrections and revisions to the SSP prior to granting the IATO. After the IATO has been issued, the agent will normally schedule an onsite visit to review the system. If the visit is satisfactory, an Approval to Operate (ATO) is issued, otherwise, necessary corrections must be made prior to issuance. The ATO is valid for three years, at which time it can be renewed for an additional three years. The life cycle ends when the accreditation for the system is removed.

Section 2.3 outlines the three types of security plans, which have already been mentioned. The SSP is used for a system that will not have additional similar systems added by the contractor in the future. A MSSP is the same in structure as a SSP, but allows the ISSM the opportunity to "Self-Certify" additional "Like-Systems" at a future date. A like-system is one whose security relevant features are identical to the original system that the MSSP was submitted for. The benefit of placing systems under a MSSP instead of a SSP is that the future systems do not have to undergo the full accreditation process and can begin processing classified information without waiting for an official review or additional ATO. The other major type of security plan is the NSP, which is additional to the (M)SSP and covers the interconnectivity aspects of a WAN.

The ISFO PM goes on in subsequent sections to provide a paragraph or two on technologies that might be implemented and controlled, such as antivirus software, USB devices, and thin clients. Other than provide an overview, nothing is discussed in enough

depth as to provide the ISSM with guidance as to how to implement those technologies in his or her environment. The ISFO PM does, however, include several appendices with more detail on how to accomplish the administration of an accredited information system from a paperwork perspective. It outlines the proper formats for submissions and the correct verbiage to use.

## Standardization of Baseline Technical Security Configurations

Given these two documents, an ISSM can know what she is expected to manage and maintain, but no guidance is provided in them on how to go about accomplishing the requirements outlines. This is understandable given the variety of operating environments that might be implemented. The agency that publishes the NISPOM and the ISFO PM has, however, provided one document for the configuration of one popular operating environment. The Standardization of Baseline Technical Security Configurations (Defense Security Service, 2009) provides a step-by-step guide for configuring a Windows® based computer to meet the NISPOM Chapter 8 requirements. This document assumes that the ISSM is familiar with the Local Policy Editor and changing permissions on directories, or that the ISSM at least has someone available to him to assist in those areas. For the ISSM who is unfamiliar with systems administration, the information provided can be daunting.

#### **DoD Directive 8570.01-M**

Another valuable document in understanding Department of Defense (DoD) computer security is the DoD Directive 8570.01-M, Information Assurance Workforce Improvement Program (Department of Defense, 2012). This document, while not required for accredited information systems under the oversight of the Defense Security Service, focuses on the training of Information Assurance workers, which the ISSM can be classified as. This directive outlines the certifications that personnel interacting with DoD computer systems are expected to obtain, based on their role and interaction level. Certification requirements are detailed for Information Assurance Technicians, Information Assurance Managers, Computer Network Defense Professionals, and Information Assurance Systems Architects and Engineers.

There are three levels of Information Assurance Technician (IAT) certifications. Level I is the entry level for IATs and one of three certifications can meet the requirement: A+, Network +, or Systems Security Certified Practioner (SSCP). Level II requirements can be satisfied with the GIAC Security Essentials Certification (GSEC), Security +, Security Certified Network Professional (SCNP), or SSCP. Level III requires Certified Information Systems Auditor (CISA), GIAC Security Expert (GSE), Security Certified Network Architect (SCNA), Certified Information Systems Security Professional (CISSP) or Associate (CISSA), or GIAC Certified Incident Handler (GCIH).

The Information Assurance Manager tract requires a certification from IAT Level III and has three levels of its own. IAM Level I requires either: Certification and Accreditation Professional (CAP), GIAC Information Security Fundamentals (GISF), GIAC Security Leadership Certification (GSLC), or Security +. Level II can met by having: CAP, GSLC, Certified Information Systems Manager (CISM) or CISSP/ CISSA. The certification options for level III are: GSLC, CISM, or CISSP/ CISSA.

Computer Network Defense Professionals are subdivided by role. CND Analysts must have either GIAC Certified Intrusion Analyst (GCIA) or Certified Ethical Hacker (CEH). CND Infrastructure Support personnel must have either SSCP or CEH. CND Incident Responders must have one of the following: GIAC Certified Incident Handler (GCIH), CERT®-Certified Security Incident Handler (CSIH), or CEH. CND Auditors must have one of the following: CISA, GIAC Systems and Network Auditor (GSNA), or CEH. CND-SP Managers must either CISSP-ISSMP (Information Systems Security Management Professional) or CISM.

Information Assurance Systems Architects and Engineers have three levels of certification. Both Levels I and II require CISSP/ CISSA. Level III requires either CISSP-ISSAP (IS Security Architecture Professional) or CISSP-ISSEP (IS Security Engineering Professional.

The rest of the document goes on in greater detail outlining the different roles mentioned above. It bears notice, however that this directive does not currently apply to systems accredited by the Defense Security Service. DSS leaves the qualification requirements for an ISSM solely to the contractor company.

#### **The Problem**

Given that DoDD 8570.01-M does not apply to contractors performing classified work on their own systems in the own locations, a dilemma can arise as to how the contractor either hires or trains an individual to fulfill the duties of an ISSM outlined in the NISPOM to a level that allows the ISSM to effectively manage the classified system lifecycle. Without government requirements for training and qualifications, the contractor is left to its standard Information Technology practices to determine how to best meet the need. To develop a broader understanding, a look outside defense contracting is in order. Application must be made from other sources within the greater IT community.

#### Leading Geeks

Given that there is no innate requirement for the ISSM to be an overtly technical person, she must have at her disposal an individual who is. This individual should serve as the ISSO under the non-technical ISSM. The ISSM must understand how to manage not only the administrative aspects of the accredited information system, but also provide guidance to the ISSO. The ISSM must understand that leadership is not a general practice that can be applied turn-key from one business discipline to another (Glen, 2003). The book *Leading Geeks* goes provides insight into non-technical managers successfully managing technical personnel. The word "geek" is used unceasingly through this text as a term of endearment. The text takes an anthropological look at the geek and "geekwork" to provide a framework of understanding for the non-technical manager. Geekwork can be seen as a variety of activities revolving around technology and the often creative solutions that must be undertaken to accomplish the given task. Whereas in other work environments there is a leader and worker relationship, highly technical fields must add a third member to the relationship, the technology itself.

Geek stereotypes abound, but as technology has advanced, the geek has moved from the sci-fi convention to the mainstream of society. The difference lies in the emotion for the technology that many geeks express. Many technology workers have a strong passion for their occupation and the opportunity to work on the cutting edge. Generally, a professional has the standard mindset of the occupation he is engaged in. For the geek, it is a mindset of problem and solution. When a situation arises, the problem is determined, and the solution sought out.

One concept from the text that applies in setting up accredited information systems under the NISPOM is that ambiguity rules. While many systems may follow a standard path using a common Operating System, others have special needs and are inherently more difficult to implement and poorly documented. This ambiguity is where much time can be spent in the system development phase and can often pose more of a challenge in figuring out how it can be done than it does in actually implementing it. A major issue that can arise from this is time estimates in completing the current task. A technical person may have a strong opinion of the time it takes to accomplish a particular item and completely miss the mark.

The rest of the text goes in more detail on geek leadership and how geek leaders can direct the technology professionals in a manner that is conducive to accomplish the tasks before them with success.

#### **Managing Information Technology Projects**

Being an ISSM, to an extent, involves managing a technology project inside the greater government contract project. The accredited information system lifecycle may or may not be accounted for by the actual project manager, but the work must still be accomplished and NISPOM compliant. It is thus important for the ISSM to understand how to apply project management concepts to meet this objective. Research shows that 80-90% of software projects fail, and 30-45% of all systems fail (Taylor, 2004). In defense contracting, this rate of failure is not an option. Relevant to the accredited information system lifecycle, two of the most significant problems in the project management process are training and mentoring and implementation plans.

Another important topic covered in this text is project and systems development lifecycles. The general phases of an IT project are initiation, planning, monitoring and controlling, closeout, and customer service and system maintenance. The lifecycle of an accredited information system deviates from this slightly because after closeout, the contractor is no longer authorized to operate the system.

Other important topics of project management and systems engineering are covered in this text. While the ISSM need not be an expert in this area to complete her job, a basic understanding would be beneficial.

#### Getting Things Done When You Are Not in Charge, Second Edition

One of the biggest hurdles that an ISSM may face in managing the lifecycle of an accredited information system is that ultimately, he is not in charge of the system. He is only there to ensure compliance with the NISPOM. This can be a challenge, and this is where the ISSM must know how to meet his obligation to the government to ensure the integrity of the system. A good source for information on accomplishing this is *Getting Things Done When You Are Not in Charge* (Bellman, 2001). One of the key concepts to extract from this text are the five steps to discovering reality. The first step is to identify the issue. The second is to gather information. The third is to know and understand the information gathered. The fourth is to respect and accept what others have done. The final step is to decide and act based on the knowledge acquired. Another important point in the text is to accept other's lack of knowledge. In a team, each person may have some unique knowledge and it should not be taken for granted that the others on the team have any knowledge in that area, or have any interest in learning it. Many people only are concerned with something to the point that it relates to their job.

## Software Verification and Validation: A Practitioner's Guide

Although *Software Verification and Validation: A Practitioner's Guide* (Rakitin, 1997) focuses on developing code, the lessons it presents can be applied to the accredited information system lifecycle. This is especially applicable prior to receipt of an IATO. Figure 1. Plan-Do-Check-Act, illustrates the cycle of Plan-Do-Check-Act that all systems go through prior to accreditation.



Figure 1. Plan-Do-Check-Act (Rakitin, 1997)

Another topic covered in this text is configuration management. Configuration management is critical because it documents and establishes a process by which the configuration of a system is changed. Software configuration management can be broken into three categories: identification, baseline management, and auditing and reporting. There are standard definitions (IEE Standards Association) applied to several relevant configuration management terms:

- Baseline: A baseline is a milestone in the software development process marked by the delivery of one or more software configuration items. A baseline consists of software configuration item(s) that have been formally reviewed and agreed on and that thereafter serves as the basis for further development. A baseline can be changed only through formal change control procedures.
- Software configuration item. A software configuration item is a collection of software elements treated as a unit for the purposes of configuration management.
- Configuration. A configuration is defined as consisting of a parts list and an exploded parts diagram that define all the elements of a baseline and how they fit together.
- Configuration control board (CCB). The CCB is responsible for reviewing and approving changes to baselines. The CCB usually consists of representatives of the project team.
- Software. Software, in the context of configuration management, is defined as information structured with logical and functional properties. It is created and maintained in many forms and representations over the course of its development.
- Version. A version is a specific instance of a baseline or a software configuration item.

Another critical aspect to verification and validation is auditing. There are three types of audits defined: functional, physical, and quality systems. Functional audits verify that the item being audited meets its functional and performance expectations. Physical audits ensure that the version of the software and documentation are consistent with what is

expected and ready for deployment. Quality Systems audits ensure that the quality assurance process has been followed and are normally conducted by outside parties.

#### Summary

The literature references above consisted is a culmination of the required government regulations and books on information technology as they pertain to software project management.

On one hand, there is the NISPOM and the ISFO process manual with their nontechnical generalizations and ordinances of what must be done to be compliant. Also on the government side is the DoDD 8570.01-M that outlines training requirements for individuals working on DoD computer systems. Since the systems regulated under the NISPOM are not owned by the DoD, personnel working on them are not required to meet the training requirements that exist for the DoD owned systems. But, given the vagueness of the NISPOM and ISFO PM, it might be worth the effort of the ISSM to become familiar with and pursue the certifications outlined in DoDD 8570.01-M.

On the other hand, however, are the other books reviewed which focus on IT projects wherever they may exist. These texts did not get into the regulatory aspects that were outlined in the government regulations, but provided industry standard practices that can be applied to the classified computing environment. The ISSM can take away a plethora of information from these sources to improve the lifecycle management of a classified computer system.

The ultimate goal of this research is to determine if training, experience, or time allotted to perform IA/IS job functions has the greater impact on improving the process for receiving an IATO so that the actual classified work can begin.

#### **Statement of the Research Question**

The dilemma that any ISSM faces in bringing up a new classified computer system is the time between receiving the instruction to build the new system to actually being able to process classified information on it. This can be a frustrating time period because the no one can work on the system until it has been approved. This can lead to the actual users of the system sitting idle with unbillable time because they cannot execute work on the contract that they need to be working on. This can be frustrating for the project manager over the project because she does not have authority over the ISSM who she sees as holding up her staff. It can be frustrating for the ISSM because he may or may not have the expertise to configure the new system depending on its complexity. The ISSM may be at the mercy of an ISSO who does not work for him and might work for the project manager or some other department such as IT. All of this is factored into the greater equation of managing the classified system lifecycle. The ultimate question that this research aims to answer is simple: Which has the greater impact on improving the classified system lifecycle: training, experience, or time allotted to perform IA/IS job functions?

## **Chapter III**

## III Research Methodology

#### **Research Model**

This Graduate Capstone Project was conducted as a descriptive study whose research variable was the activity that best improves the process managing the lifecycle of a classified system.

#### **Survey Population**

They survey population consisted of individuals serving in Information Systems Security/ Information Assurance positions within the United States cleared CDC community under the National Industrial Security Program who are members of the National Classification Management Society (NCMS).

#### **Sources of Data**

The sources of data for this capstone project were responses to an Internet-based survey, enumerated in Appendix C Data Collection Device.

## **Data Collection Device**

The data collection device for this capstone project was a survey. The survey consisted of a series of single-answer questions relevant to the issue of managing the lifecycle of a classified system. This survey was available to the survey population via the Internet and requests were sent out based on membership in NCMS. The survey was constructed based on the duties of serving as an ISSM for a cleared defense contractor under the NISP and requirements for operating an accredited information system, as outlined in the Industrial Security Field Operations (ISFO) Process Manual. The

independent variable in this survey was that all respondents were involved in information systems security. Dependent variables included:

- Nominal: Primary role, education level, certifications
- Ordinal: Experience, hours a week spent on information systems security, time needed to complete tasks
- Interval: Rating of statements

Each of these variables is interrelated with the efficiency of managing a classified system lifecycle. This information, when correlated, helps to build the profile of the average ISSM/ISSO.

#### **Pilot Study**

A pilot study was conducted using the researcher's experience as an Information Systems Security Manager.

## **Instrument Pretest**

Other Information Systems Security Managers/ Officers were solicited to review the survey questions and provide feedback prior to launching the survey online. The questions were distributed to peer ISSMs via an electronic document to allow for feedback on the questions.

## **Distribution Method**

The data collection device was hosted on www.surveymonkey.com. The researcher contacted the NCMS board member who was the Chair of its Information Systems Security Committee. The researcher explained the purpose of the survey and requested he email the survey link to all of the Information Systems Security
professionals associated with the committee. The Chair obliged and sent the link out to the committee membership.

#### **Instrument Reliability**

The reliability of the instrument was difficult to determine, since it was based on the honesty of the individual respondents. Given the target population, however, the researcher feels a measure of confidence that those who participate in the survey responded accurately and honestly.

#### **Instrument Validity**

Steps were taken to ensure the validity of the data gleaned from the survey. Only individuals involved in Information Systems Security were polled. Given the relatively small number of individuals meeting the criteria of Information Systems Security Managers/ Officers, the number of responses to the survey received provided a reasonable representative sample. The content of the survey questions was validated by vetting them through the pilot survey prior to deploying the final survey online.

#### Procedures

After the survey was advertised via email and the respondents had opportunity to complete the instrument, the results were collected and analyzed to develop descriptive statistics of the respondents' preference to training, experience, or time allotted to IS activities. This allowed the determination of whether the responses proved or disproved the researcher's theory that training is the most important aspect of managing the lifecycle of a classified system.

#### Assumptions

The researcher assumed that the data gathered from this instrument is a modest sampling of practitioners in the field of classified information systems security, given the extreme specialization of the field. The researcher also believed the data collection device deployed was the best means of gathering the information needed for this effort. Also assumed was that individuals responded honestly and accurately as the questions related to their personal experiences with managing classified information systems.

#### Limitations

The data collected data collection device was limited to the input of a group of information security professionals who were members of a specific national organization. A greater sampling could possibly have been taken had the instrument been advertised to a greater audience, but given time constraints and lack of visibility to the greater IS professional community, the researcher limited participation to the group mentioned previously.

#### **Ethical Assurances**

Individual respondents were not asked to provide any personally identifiable information. The ability of the data collection device to store the respondent's IP address in the survey results was disabled, thus removing the ability of one to trace back an IP address to an individual respondent or owner of the block of IP addresses that the connection originated from.

#### **Treatment of Data**

Quantitative analysis was conducted on the data. Since the primary goal of this project was to determine which the greater importance between training, experience, and

time to perform tasks with regards to managing classified systems lifecycles (Question 7, h-j), histograms were used to evaluate the data. Once the three preference groups had been determined, the remaining data sets were sorted in histograms based on training, experience, or time preference. The interval data (Question 7, a-g) were treated as discrete and followed a normal distribution.

#### **Chapter IV**

#### **IV** Results

#### The Survey

Seven questions were posed to the survey respondents. The first several questions gathered information on the respondent's background with regard to managing accredited information systems. Questions one and two focused on the individuals role in information security and the amount of time per week were spend performing IS security duties. Question three was related to years of experience. Question four asked the respondents what their education level was. Question five involved computer certifications. Although certifications are not required for IS positions related to DSS-accredited information systems, The list of acceptable certifications identified in DoD Directive 8570.1, Information Assurance Workforce Improvement Program, was used to populate this question.

Question six consisted of three parts related to how long it takes the respondent to complete a (M)SSP submission for a typical system. The first part asked how long it took to complete the system configuration, alone or with other IS staff. Configuration begins with a computer or computers without Operating Systems installed on their hard drives. It concludes with a functional computer with its operating system and all necessary software installed. The second part of the question dealt with implementing and certifying the security requirements of the system. This involves the individual configuring security settings and then certifying that the systems meet the required security baseline. The last part of the question dealt with completing and submitting the

SSP package to the DAA. This involves preparing all of the necessary documentation and submitting it to the DAA with a request for accreditation.

Question seven asked the respondents to rate a series of sub-questions on a scale ranging from "Strongly Disagree" to "Strongly Agree". The last three sub-questions of question seven asked which was most important: Training, Experience, or adequate Time for IA/IS duties. The data were then analyzed based on the "agree" and "strongly agree" responses with regard to Training, Experience, and Time.

#### Is training most important to a computer security program?

As shown in Figure 51, 88% of those surveyed viewed training as most important to managing a successful computer security program. Of this group of respondents, a few conclusions can be reached when their other responses are analyzed. A Majority of them were IA/IS managers, whether that was as an Information Assurance Manager or an Information Systems Security Manager. The data were inconclusive concerning hours a week spent on information systems security. A majority had more than ten years of experience in information technology, with a large plurality likewise having more than ten years of experience in information systems security. A majority of individuals held a Bachelor's or Master's degree. Most respondents did not have a computer certification, but of those who did, most of them were Certified Information Security Professionals (CISSP).

Table 1 shows the response breakdown concerning the time the respondents took to go from beginning system configuration to complete and submit a SSP package to their DAA.

#### Table 1

#### Pro-training SSP submission times

Configuration to	Complete system	Implement and certify	Complete and submit
Submission	configuration	security requirements	SSP package to DAA
<1 Day	30.4%	21.7%	13%
2 days – 1 week	43.5%	56.5%	43.5%
1 - 2 weeks	17.4%	8.7%	26.1%
3 - 4 weeks	4.3%	4.3%	13%
4 – 8 weeks	-	4.3%	-
>2 months	4.3%	4.3%	4.3%

*Note: Percentages represent the subset of individuals who responded in favor of training as most important to a successful computer security program.* 

Three other questions address the issue of training. When asked if they felt that additional training would shorten the time it takes to complete a submission, a consensus was not reached. There were nearly as many individuals on the negative end of the spectrum as there was on the positive, with a small plurality that neither agreed nor disagreed. The same group had a slightly different view concerning their employer providing adequate training for their job function. A majority of respondents believed that their employers did provide adequate training. A mixed opinion existed with regard to the adequacy of training provided by the DAA.

### Table 2

#### Pro-training responses to other training questions.

			Neither		
	Strongly		Agree/		Strongly
Question	Disagree	Disagree	Disagree	Agree	Agree
Additional training would shorten					
the time it takes me to complete a	8.7%	21.7%	39.1%	17.4%	13%
submission.					
My employer provides adequate	0 70/	120/	17 40/	47 00/	120/
training for my job function.	8./%	1370	1/.4%	47.870	13%
My DAA provides adequate	4 20/	26 10/	20 10/	20 40/	
training for my job function.	4.3%	20.1%	39.1%	30.4%	-

Note: Percentages represent the subset of individuals who responded in favor of training as most important to a successful computer security program.

The group was also asked if other job duties impeded their ability to perform their IA/IS duties. No definitive conclusion could be drawn from their responses. Almost as many respondents disagreed as agreed.

The results were more definitive; however, when the respondents were asked about the impact of others on helping do their jobs better. 43.5% each either agreed or strongly agreed that interacting with other IA/IS professionals helped them do their jobs better. Only 13% held a neutral opinion. 43.5% agreed that being a member of a professional organization focused on IA/IS helped them do their jobs better, with an additional 32.8% strongly agreed. The remaining 21.7% held a neutral opinion. When asked directly if their experience allowed them to perform security-relevant tasks without additional training, a 52.1% concurred, with 21.7% disagreeing, and the remaining 26.1% having no opinion.

#### Is Experience More Important to a Computer Security Program?

Figure 52 shows that 80.8% of respondents viewed experience as most important to maintaining a successful computer security program. The responses of this group can also be analyzed to draw conclusions. A slightly higher percentage of respondents, 76.2%, were ISSMs or IAMs. They were statistically similar with regards to time spent performing IA/IS functions and years in information systems in general, but had more years of experience in information systems security (Figure 33). This group had similar educational accomplishments and certifications to the group that showed preference to training.

Table 3 shows the response breakdown concerning the time the respondents took to go from beginning system configuration to complete and submit a SSP package to their DAA.

#### Table 3

Pro-experience	SSP	submission	times
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Configuration to	Complete system	Implement and certify	Complete and submit
Submission	configuration	security requirements	SSP package to DAA
<1 Day	23.8%	14.3%	4.8%
2 days – 1 week	47.6%	61.9%	47.6%
1 - 2 weeks	19%	9.5%	28.6%
3 - 4 weeks	4.8%	4.8%	14.3%
4 – 8 weeks	-	4.8%	-
>2 months	4.8%	4.8%	4.8%

Note: Percentages represent the subset of individuals who responded in favor of experience as most important to a successful computer security program.

Three other questions address the issue of training. When asked if they felt that additional training would shorten the time it takes to complete a submission, a consensus was not reached. There were nearly as many individuals on the negative end of the spectrum as there was on the positive, with a small plurality that neither agreed nor disagreed. The same group had a slightly different view concerning their employer providing adequate training for their job function. A majority of respondents believed that their employers did provide adequate training. A mixed opinion existed with regard to the adequacy of training provided by the DAA.

## Table 4

*Pro-experience responses to other training questions.* 

			Neither		
			Agree		
	Strongly		nor		Strongly
Question	Disagree	Disagree	Disagree	Agree	Agree
Additional training would shorten					
the time it takes me to complete a	9.5%	23.8%	33.3%	19%	14.3%
submission.					
My employer provides adequate	9.5%	9.5%	19%	52 4%	9.5%
training for my job function.	9.570	9.370	1770	52.470	9.570
My DAA provides adequate	4 8%	23.8%	42 9%	28.6%	_
training for my job function.		_0.070	, / 5	20.070	

Note: Percentages represent the subset of individuals who responded in favor of experience as most important to a successful computer security program.

The respondents who believed experience to be most important had similar responses (Table 3) to the pro-training group concerning other job requirements impeding with their ability to perform IA/IS functions. A slightly higher percentage agreed that interacting with other IA/Is professionals helped them do their jobs better Figure 48). They saw slightly less value in belonging to a professional organization focused on IA/IS (Figure 49).

This group was a little more confident that their experience allowing them to perform security-relevant tasks without additional training (Figure 50).

#### Is Adequate Time to perform IA/IS Duties Most Important to a Computer Security

#### **Program?**

Those surveyed were given a third option with regard to most important to maintaining a successful security program: adequate time for IA/IS duties. 80.8% of respondents believed that time was most important. 76.2% of these respondents were IA/Is managers. They spend roughly the same amount of time as the other two groups each week on information systems security (Figure 30). This group, however, had more experience in general information systems and information systems security (Figure 33, Figure 34). Their education levels (Figure 36) and certifications held (Figure 38) were also similar to the other two groups.Table 5 shows the response breakdown in regard to the time the respondents took to go from beginning system configuration to complete and submit a SSP package to their DAA.

#### Table 5

Configuration to	Complete system	Implement and certify	Complete and submit
Submission	configuration	security requirements	SSP package to DAA
<1 Day	23.8%	23.8%	23.8%
2 days – 1 week	47.6%	52.4%	52.4%
1 - 2 weeks	19%	9.5%	9.5%
3 - 4 weeks	-	-	-
4 – 8 weeks	-	4.8%	4.8%
>2 months	9.5%	9.5%	9.5%

#### Pro-time SSP submission times

Note: Percentages represent the subset of individuals who responded in favor of time as most important to a successful computer security program. Three other questions address the issue of training. Inconclusive results were

reached when asked if they felt that additional training would shorten the time it takes to complete a submission, similar to the results of the other two groups with regards to this question. Results were likewise inconclusive with regards to employer-provided training. The DAA was credited with providing adequate training more highly than it had been by the other two groups (Figure 46).

#### Table 6

Pro-time responses to other training questions.

			Neither		
			Agree		
	Strongly		nor		Strongly
Question	Disagree	Disagree	Disagree	Agree	Agree
Additional training would shorten					
the time it takes me to complete a	9.5%	23.8%	33.3%	19%	14.3%
submission.					
My employer provides adequate	0.5%	0.5%	10%	52 /1%	9.5%
training for my job function.	<i>J.J</i> /0	).570	1770	52.470	<i>J.J</i> /0
My DAA provides adequate	4 8%	23.8%	42 9%	28.6%	_
training for my job function.	T.0/U	23.070	-τ <i>Δ.</i> 770	20.070	_

Note: Percentages represent the subset of individuals who responded in favor of time as most important to a successful computer security program.

The respondents who believed that adequate time for duties to be most important held a stronger opinion that other job duties impeded with their IA/IS duties than the other two groups did (Table 1,Table 3). 95% agreed that interacting with other IA/Is professionals helped them do their jobs better (Figure 48). 71.4% agreed that belonging to a professional organization focused on IA/IS helped them do their job better (Figure 49).

This group was slightly more neutral to the statement that their experience allowing them to perform security-relevant tasks without additional training than the proexperience group was Figure 50).

## Training is more important

Based on raw statistical figures, more respondents stated that they viewed training to be more important to maintaining a successful computer security program.

#### Chapter V

#### V Discussion

#### What does the typical ISSM look like?

The questions in the survey began by gathering factual information about the respondent and then finished out by asking a battery of opinion questions. Based on the answers provided, the researcher built a composite sketch of a typical Information Systems Security Manager.

This composite ISSM spends an average of 40+ hours a week performing his job. He has greater than ten years' experience in information systems in general, and information systems security in specific. He has a Bachelor's Degree, but has not placed much emphasis on computer certifications. If certifications are obtained they are either CompTIA certifications such as A+, Network+, or Security+, or (ISC)2's Certified Information Systems Security Professional (CISSP) certification.

Concerning preparation of a system to be submitted for accreditation, she usually can completely configure a system in two days to a week, with or without assistance from other staff. Locking the system down and certifying the security requirements takes an additional two days to a week. Completing all required paperwork and sending the submission in is done in another two days to a week. In total, it can take her between six days and three weeks to go from a completely configured system to an ISSM certified system that is waiting accreditation.

With regard to his opinion on improving the time it takes to complete a submission and wait for accreditation, the ISSM had this to say: for the most part that additional training probably would not have an effect one way or the other on shortening

the time that it takes to complete a submission. His employer provides adequate training to perform his job. He is inconclusive as to whether his Designated Approving Authority could do a better job providing training for the task. Other job requirements, however, can impede his ability to perform the security tasks he has been assigned.

When questioned on interacting with peers in Information Systems Security, the ISSM believed that interacting with others was a positive, for the most part, being involved in a professional organization focused on IA/IS helped her do her job better.

With regard to his confidence in his abilities, the ISSM leaned toward the thought that his experience allowed him to perform security-relevant tasks without additional training.

The last three questions with regard to which was most important to maintaining a successful security program posed a problem for the ISSM. In general, she viewed training, experience, and adequate time for IA/IS duties all as the most important; however, there she leaned slightly more toward training as being the greatest of the three.

#### Role

The majority of respondents were IA/Is Managers. There are no requirements levied for CDCs as to the type of candidate to fill this role (Defense Security Service, 2006). Many times this individual a manager of a system but not of the staff that works with the system. He must understand how to ensure compliance while giving direction to someone else's direct reports (Bellman, 2001).

#### **Time Involved**

Given that the responses to the time a week that is spent on information systems security was less than forty hours a week for a majority of respondents, it would appear

that most of them have other duties that occupy their time. These might or might not be computer or security related. Though not necessarily a project manager, an information systems security manager must engage in project-related activities in order to properly manage an established accreted information system, or to bring up a new system for accreditation (Taylor, 2004). He must understand the Plan-Do-Check-Act cycle in order to accomplish this as well (Rakitin, 1997).

#### Experience

The majority of respondents had over ten years of information systems experience and six years or more of information systems security experience. In that timeframe, much has changed in the computer industry, although the nature of operating in disconnected environments isolates the ISSM from some of those changes. This can be viewed one of two ways: either the ISSM has opportunity to perfect his skill set due to the stability of not adapting to Internet-based threats, or he stagnates because he is not exposed to Internet-based threats. An individual with at least six years of information systems security experience also most likely has dealt with two revisions of Chapter 8 the NISPOM. He also has seen the advent of the ISFO Process Manual, published DSS Baseline Standards, and a couple of revisions of the SSP templates. This legacy allows the ISSM to have an appreciation for the changes that have occurred in the streamlining and standardization that have occurred in the accreditation process.

#### **Education/** Certification

Over half of the respondents held at least a Bachelor's Degree, with almost a quarter of all respondents having a Master's Degree. Only 11.5% of respondents did not have any college experience. Almost half of the respondents however did not hold any

computer certifications. It is worth noting that 47.8% of individuals who either agreed or strongly agreed that training was most important to maintaining a successful security program did not hold any computer certifications while almost 5% less respondents who said experience was most important were not certified.

There might be many variables leading to this that cannot be deduced from the data available, such as whether or not the individual is not certified because his employer does not pay for certifications, or the lack of certification requirements under the NISPOM. When asked if their employer provided adequate training, however, 61.6% of respondents agreed or strongly agreed. The type of training, however, cannot be determined since they survey did not directly ask. The result is a vagueness that is left open to interpretation.

The response to the question of the DAA providing adequate training is likewise inconclusive. The respondents were almost evenly split between agreeing, disagreeing, and not having an opinion on the topic.

#### Other job requirements

When asked if other job requirements impeded their ability to perform their IA/IS duties, the spectrum of answers leaned more toward agreement.

#### **Interaction with others**

None of those surveyed disagreed that interacting with other IA/IS professionals helped them do their jobs better. 46.2% of respondents agreed, and another 42.3% strongly agreed that such interaction helped them do their jobs better. It has been the experience of the researcher, that despite the small number of individuals across the country employed as ISSMs, they are well connected to each other. However, membership in a professional organization focused on IA/IS was not esteemed quite as highly by the recipients. Slightly more than one quarter of those polled had no opinion, while 42.3% agreed, and only 30.8% strongly agreed.

#### **Chapter VI**

#### **VII** Conclusions

In the course of analyzing the survey results, it became glaringly apparent that the survey itself was flawed, but not in such a way that no results could be gleaned from it. The flaw in the instrument was this: respondents were not forced to select only one of the three options for "most important to maintaining a successful computer security program". Respondents could agree or strongly agree that all three were most important, and many did. The limitations with the data collection device prohibited embedding logic in the survey to prevent this from occurring. Had the "most important" question been separated from the other opinion questions, it could have allowed the participants to only select one option as most important. It is the recommendation of the researcher that a more pointed survey would remediate the deficiencies discovered and allow for a more thorough study on the subject of the importance of training, experience, and time allotted to perform duties as they pertaining to their importance to managing classified information systems.

#### **Chapter VII**

## **VII Recommendations**

Based on the research conducted, it would be the recommendation of the researcher that minimum training and education standards such as those outlined in DoD D 8570.01-M be levied on CDCs for DSS-accredited systems. This would remove some of the vagaries of operating contractor-owned hardware to process classified information. This would need to be gradually phased in to allow the ISSMs to obtain the required certifications that the Directive requires for administrators of government owned and operated information systems. Contractors would have to be prepared to absorb the costs of obtaining and maintaining certifications. Despite the drastic change this would force upon the contractor community, it would provide a documented baseline from which performance metrics could be generated.

Also, a corrected survey should be conducted to correct some of the deficiencies discovered in the instrument that this project deployed. It should be used to validate the revised hypotheses proposed. Additionally, the new survey should be executed annually to document changes in the survey population and to detect trends that may be relevant in improving contractor-owned classified information systems management.

Additionally, the Department of Defense should make efforts to centralize of one set of rules for all classified information systems, whether they are government or contractor owned. Divergent policies lead to variations in interpretation of the various regulations.

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# Appendices

- A Bibliography
- B Permission to Conduct Research
- C Data Collection Device

#### A Bibliography

- Bellman, G. M. (2001). Getting Things Done When You Are Not in Charge, Second
  Edition. Retrieved July 27, 2010, from Books24x7:
  http://common.books24x7.com/book/id\_2942/book.asp
  Provides insight into working across departmental lines and through
  organizational politics to accomplish a goal even when one might not be in a
  position of authority over the individuals needed to accomplish one's goals. An
  ISSM might find himself in such a predicament. By employing the concepts
  covered in this text, he can work garner management support of the greater
  security objectives within the organization.
- Defense Security Service. (2006, February). NISPOM (February 2006). Retrieved 02 07,

2012, from U.S. Department of Defense, Defense Security Service:

http://www.dss.mil/documents/odaa/nispom2006-5220.pdf

The Department of Defense Directive that regulates CDCs with regards to protecting classified information. Chapter 8 outlines the requirements of managing a classified computing environment.

Defense Security Service. (2009, March). Standardization of Baseline Technical Security Configurations Version 2.2. Quantico, VA, US. Provides Windows XP configuration for NISPOM Chapter 8 compliance.

Following this guide allows ISSMs of varying levels of technical proficiency to

prepare Windows XP systems for accreditation.

Defense Security Service. (2010, March). History. Retrieved 2010 10-June from Defense Security Service (DSS) Internet Home Page:

http://www.dss.mil/about\_dss/history/about\_dss\_history.html

Provides an overview of the history of the Defense Security Service.

Defense Security Service. (2011, June). Industrial Security Field Operations (ISFO) Process Manual Revision 3. Quantico, VA, US.

Provides additional guidance on meeting NISPOM Chapter 8 compliance.

Department of Defense. (2012, January 24). Information Assurance Workforce Improvement Program, Change 3. Retrieved February 07, 2012, from Defense Technical Information Center:

www.dtc.mil/whs/directives/corres/pdf/857001m.pdf

Provides training and certification requirements for federally-employed information workers. Though not directly binding on CDC staff who work on NISPOM-accredited systems, it provides guidance on the types of certification that one can pursue to increase proficiency in technical areas.

Glen, P. (2003). Leading Geeks: How to Manage the People Who Deliver Technology. Retrieved July 27, 2010, from Books24x7:

http://common.books24x7.com/book/id\_5387/book.asp

Explores the dynamic of managing technologists that many non-technical individuals face. Given that DSS does not provide guidance on the type of candidate required to fill the role of ISSM, a CDC might place a non-technical person in this role. An understanding of how to manage the "geeks" one depends on to maintain a NISPOM-accredited system in that scenario would be beneficial, both to the ISSM who understand the security requirements, and the technical staff who have to implement them.

- Rakitin, S. R. (1997). Software Verification and Validation: A Practitioner's Guide.
  Retrieved July 27, 2010, from Books24x7:
  http://common.books24x7.com/book/id\_360/book.asp
  Discusses software development lifecycle models and how to implement them.
  The topics discussed in the text enhance the security professional's understanding of the C&A process of managing AIS lifecycles.
- Taylor, J. (2004). Managing Information Technology Projects: Applying ProjectManagement Strategies to Software, Hardware, and Integration Initiatives.Retrieved July 27, 2010, from Books24x7:

http://common.books24x7.com/book/id\_6740/book.asp

Provides guidance on implementing project management principles relevant to IT projects, whether they are software, hardware, or integration projects. Project management is often a core component in a CDC's program effort, but AIS lifecycles may not be included as a component of the project. By utilizing the material covered in this text, an ISSM can "projectize" AIS lifecycle management within the greater scope of the overall program effort.

#### **B** Permission to Conduct Research

Sep 25 2012 4:00PM HP LASERJET FAXERAU HSV 2568810997 89/21/2812 21:58 2562338151 ATHENS STATE UNIVER

page 1 PAGE 82

#### CAO/IRB Review Form 1

For a research proposal involving human subjects, the Capstone Committee Chair must

complete this form prior to Proposal Approval and forward it electronically to the ERAU- W

CAO in accordance with instructions below. Note: As a minimum, Chapter Three of the

Research Proposal (to include survey instrument if used) must accompany this submission.

Committee Chair Submission

Training, Experience, or Time Alloced: Which is the Most Important Factor in Capstone Proposal Title: Improving the Process for Receiving an IATO for an AIS?

Full Name of Researcher: Jaromy B. Blevins

Capstone Committee Chair: Dr. Rick Boberts

Proposal Research Methodology: (See attachment.)

Signature of the Committee Chair Charles A. Charles Date: 20 Jul 12

#### ERAU CAO Review

This section is to be completed by the ERAU-W CAO and returned to the Capstone

Committee Chair. IRB Review Required;

Yes X No

Note: If the CAO determines an IRB is required, the Committee Chair will electronically

forward this signed form to the researcher who will then complete the ERAU IRB Human

Subjects Protocol Packet and forward it to the ERAU Office of Sponsored Research.

Signature of the ERAU-W CAO: au Date: 024 2012

## **C Data Collection Device**

Visplaying 1 of 26 respondents						
Response Type: Normal Response Custom Value:	Collector: Web Link (Web Link) IP Address:			Edit F	Response	Delete
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1. Is your primary role IA/IS?						
2. How many hours a week would you es	stimate you sp	end on inform	nation s	ystems secu	rity?	
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4. What is your education level?						
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Complete and submit SSP package to DAA?			х			
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Figure 2. Survey response 1.

Displaying 2 of 26 respondents					
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11-20	a cominate you spe		lation systems seeu		
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Figure 3. Survey response 2.

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Yes, I am a non-management IS/IA person (ISSO, syst	tems administr	ator)				
2. How many hours a week would you estimate	ate you spe	nd on inforn	nation sys	tems securit <u>y</u>	у?	
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How many years do you have in information systems se	ecurity?				)	(
4. What is your education level?						
Bachelor's Degree						
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CISSP     G. For your typical system, what do you estimotified of the need) to complete the following     Complete system configuration (either individually or with other IA/IS staff)?     Implement and certify security requirements?     Complete and submit SSP package to DAA?     7. Rate the following statements:     My amployer provides adequate training for my job function.     My DAA provides adequate training for my job function.     Other job requirements impede my ability to perform my duties.     Interacting with other IA/IS security professionals helps is better.     Being a member of a professional organization focuse helps me do my job better.     My explore allows me to perform security-relevant to additional training.     Training is most important to maintaining a successful oscurity program.	tion in the second seco	he average 2 days - 1 week (2) X Strongly D Isisagree (1)	time it take	3-4 4 weeks (4) wee ther agree nor lisagree (3) X	Agree Stron (4) Agree Stron (4) Agree X X X X X X X X X X X X X X X X X X	ng hs gly (5)

Figure 4. Survey response 3.

Displaying 4 of 26 respondents « Prev Next » Jump To: 4 Go »

Response Type: Normal Response Custom Value: empty Response Started: Collector: Web Link (Web Link) IP Address: Response Modified:

Edit Response Delete

#### 1. Is your primary role IA/IS?

Yes, I am an IS/IA Manager (ISSM/ IAM)

2. How many hours a week would you estimate you spend on information systems security?

#### 3. Experience

 <1 (1)</td>
 1-2 (2)
 3-5 (3)
 6-10 (4)
 >10 (5)

 How many years of experience do you have in information systems in general?
 X
 X

 How many years do you have in information systems security?
 X
 X

4. What is your education level?

Bachelor's Degree

5. Do you have any of the following computer certifications? CISM

6. For your typical system, what do you estimate to be the average time it takes (from the point of being notified of the need) to complete the following:

	1 day or less (1)	2 days - 1 week (2)	1-2 weeks (3	3-4 )weeks (4)	4-8 weeks (5)	>2 months (6)
Complete system configuration (either individually or with other IA/IS staff)?			х			
Implement and certify security requirements?			х			
Complete and submit SSP package to DAA?		х				

7. Rate the following statements:					
	Strongly Disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly Agree (5)
Additional training would shorten the time it takes me to complete a submission.	x				
My employer provides adequate training for my job function.		х			
My DAA provides adequate training for my job function.		х			
Other job requirements impede my ability to perform my IA/IS duties.		х			
Interacting with other IA/IS security professionals helps me do my job better.				х	
Being a member of a professional organization focused on IA/IS helps me do my job better.				х	
My experience allows me to perform security-relevant tasks without additional training.	t			х	
Training is most important to maintaining a successful computer security program.				х	
Experience is most important to maintaining a successful computer security program.					х
Adequate time for IA/IS duties is the most important to maintaining a successful computer security program.				х	

Figure 5. Survey response 4.

« Prev Next » Jump To: 5 Go »						
Response Type: Normal Response Custom Value: <i>empty</i> Response Started:	Collector: Web Link (Web Link) IP Address: Response Modi	fied:		Edit Res	ponse	Delete
1. Is your primary role IA/IS?						
Yes, I am an IS/IA Manager (ISSNV IAM)						
2. How many hours a week would you est	timate you spe	end on inform	nation system	ns security	?	
>40						
3. Experience						
		10	<1 (1) 1-2	(2) 3-5 (3) 6	6-10 (4	) >10 (5)
How many years of experience do you have in info	rmation systems in	n general?			v	x
How many years do you have in mormation system	is security?				^	
4. What is your education level?						
Some college						
5. Do you have any of the following comp	uter certificati	ons?				
<ul> <li>5. Do you have any of the following comp</li> <li>N/A</li> <li>6. For your typical system, what do you e notified of the need) to complete the follo</li> </ul>	uter certificati stimate to be t wing:	ons? the average	time it takes	(from the p	oint o	of being
<ul> <li>5. Do you have any of the following comp</li> <li>N/A</li> <li>6. For your typical system, what do you e notified of the need) to complete the following the following complete the following complet</li></ul>	uter certificati stimate to be t wing: 1 day or less (1)	the average 2 days - 1 week (2)	time it takes	(from the p 3-4 4- eks (4) week	oint o 8 :s (5)	>2 months (6)
<ol> <li>Do you have any of the following comp N/A</li> <li>For your typical system, what do you e notified of the need) to complete the follo</li> <li>Complete system configuration (either individually o with other IA/IS staff)?</li> </ol>	stimate to be twing: 1 day or less (1)	ons? the average 2 days - 1 week (2) X	time it takes 1-2 weeks (3) we	(from the p 3-4 4- eks (4) week	oint o 8 :s (5)	>2 months (6)
5. Do you have any of the following comp N/A     6. For your typical system, what do you e notified of the need) to complete the follo Complete system configuration (either individually o with other IA/IS staff)? Implement and certify security requirements?	stimate to be twing: 1 day or less (1)	the average 2 days - 1 week (2) X X	time it takes 1-2 weeks (3) we	(from the p 3-4 4- eks (4) week	oint o 8 :s (5)	>2 months (6)
5. Do you have any of the following comp N/A     6. For your typical system, what do you e notified of the need) to complete the follow     Complete system configuration (either individually o with other IA/IS staff)?     Implement and certify security requirements? Complete and submit SSP package to DAA?	stimate to be twing: 1 day or less (1)	the average 2 days - 1 week (2) X X X X	time it takes 1-2 weeks (3) we	(from the p 3-4 4- eks (4) week	oint o 8 ≈ (5)	>2 months (6)
5. Do you have any of the following comp N/A     6. For your typical system, what do you e notified of the need) to complete the follow Complete system configuration (either individually o with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?     7. Rate the following statements:	stimate to be twing: 1 day or less (1) r	the average 2 days - 1 week (2) X X X X	time it takes 1-2 weeks (3) we	(from the p 3-4 4- eks (4) week	oint c 8 (5)	>2 months (6)
5. Do you have any of the following comp N/A 6. For your typical system, what do you e notified of the need) to complete the follo Complete system configuration (either individually on with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA? 7. Rate the following statements:	uter certificati stimate to be t wing: 1 day or less (1) r	the average 2 days - 1 week (2) X X Strongly D Disagree (1)	time it takes 1-2 weeks (3) we bisagree Neithe (2) disi	(from the p 3-4 4- eks (4) week (4) week r agree nor / agree (3)	s (5)	>2 months (6) Strongly Agree (5)
5. Do you have any of the following comp N/A      6. For your typical system, what do you e notified of the need) to complete the follo Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA? 7. Rate the following statements: Additional training would shorten the time it takes n a submission.	uter certificati stimate to be t wing: 1 day or less (1) r	the average 2 days - 1 week (2) X X X X Strongly D Disagree (1)	time it takes 1-2 weeks (3) we isagree Neithe (2) disa	(from the p 3-4 4- eks (4) week (4) week r agree nor <i>I</i> agree (3)	oint c 8 s (5) Agree (4) X	>2 months (6) Strongly Agree (5)
5. Do you have any of the following comp N/A      6. For your typical system, what do you e notified of the need) to complete the follo Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA? 7. Rate the following statements: Additional training would shorten the time it takes n a submission. My employer provides adequate training for my job	uter certificati stimate to be t wing: 1 day or less (1) r r tess (1) r	the average 2 days - 1 week (2) X X X X Strongly Disagree (1)	time it takes 1-2 weeks (3) we visagree Neithe (2) disc	(from the p 3-4 4- eks (4) week (4) week r agree nor <i>I</i> agree (3)	a coint coin	>2 months (6) Strongly Agree (5)
5. Do you have any of the following comp N/A     6. For your typical system, what do you e notified of the need) to complete the follo Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?     7. Rate the following statements: Additional training would shorten the time it takes n a submission. My employer provides adequate training for my job My DAA provides adequate training for my job function	uter certificati stimate to be t wing: 1 day or less (1) r r tess (1) r r tess (1) r	the average 2 days - 1 week (2) X X X Strongly Disagree (1)	time it takes 1-2 weeks (3) we bisagree Neithe (2) disi	(from the p 3-4 4- eks (4) week (4) week r agree nor <i>J</i> agree (3)	a solution of the second secon	of being >2 months (6) Strongly Agree (5)
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5. Do you have any of the following comp N/A     6. For your typical system, what do you e notified of the need) to complete the following Complete system configuration (either individually o with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?     7. Rate the following statements: Additional training would shorten the time it takes n a submission. My employer provides adequate training for my job My DAA provides adequate training for my job func Other job requirements impede my ability to perform duties. Interacting with other IA/IS security professionals h job better. Being a member of a professional organization foce heips me do my job better.	uter certificati	ons? the average 2 days - 1 week (2) X X X X Strongly D Disagree (1)	time it takes	(from the p 3-4 4- eks (4) week r agree nor / agree (3)	oint c 8 8 (5) X gree (4) X X X X	of being >2 months (6) Strongly Agree (5)
5. Do you have any of the following comp N/A     6. For your typical system, what do you e notified of the need) to complete the following Complete system configuration (either individually of with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?     7. Rate the following statements:     Additional training would shorten the time it takes in a submission.     My employer provides adequate training for my job My DAA provides adequate training for my job func Other job requirements impede my ability to perform duties.     Interacting with other IA/IS security professionals h job better.     Being a member of a professional organization foce helps me do my job better.     My experience allows me to perform security-releval additional training.	uter certificati stimate to be t wing: 1 day or less (1) r test (1) r test (1) test	the average 2 days - 1 week (2) X X X X Strongly Disagree (1)	time it takes	(from the p 3-4 4- eks (4) week r agree nor / agree (3)	Agree (4) X X X X X	of being >2 months (6) Strongly Agree (5)
5. Do you have any of the following comp N/A      6. For your typical system, what do you e notified of the need) to complete the follo      Complete system configuration (either individually o with other IA/IS staff)? Implement and certify security requirements?      Complete and submit SSP package to DAA?      7. Rate the following statements:      Additional training would shorten the time it takes n a submission. My employer provides adequate training for my job My DAA provides adequate training for my job My DAA provides adequate training for my job Interacting with other IA/IS security professionals h job better. Being a member of a professional organization foce helps me do my job better. Wy experience allows me to perform security-releva additional training.  Training is most important to maintaining a success	uter certificati stimate to be t wing: 1 day or less (1) r r test (1) r r test (1) r test (1) r r test (1) r r r r r r r r r r r r r r r r r r r	the average 2 days - 1 week (2) X X X X Strongly D Disagree (1)	time it takes 1-2 weeks (3) we visagree Neithe (2) disc X	(from the p 3-4 4- eks (4) week r agree nor <i>J</i> agree (3) X	Agree (4) x x x x x x x x	strongly Agree (5)
5. Do you have any of the following comp N/A     6. For your typical system, what do you e notified of the need) to complete the following Complete system configuration (either individually o with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?     7. Rate the following statements: Additional training would shorten the time it takes n a submission. My employer provides adequate training for my job My DAA provides adequate training for my job funce Other job requirements impede my ability to perform duties. Interacting with other IA/IS security professionals hi pob better. Being a member of a professional organization focus helps me do my job better. My experience allows me to perform security-relevan additional training. Training is most important to maintaining a success security program.	uter certificati stimate to be t wing: 1 day or less (1) r f f f f f f f f f f f f f f f f f f	ons? the average 2 days - 1 week (2) X X X X Strongly Disagree (1)	time it takes 1-2 weeks (3) we isagree Neithe (2) disi X	(from the p 3-4 4- eks (4) week r agree nor J ragree (3)	Agree (4) x x x x x x x x x	Strongly Agree (5)

Figure 6. Survey response 5.

Response Type:       Collactor:       Edit Response       Date         Normal Response       Web Link:       Edit Response       Date         Castom Value:       IP Address:       Response Started:       Edit Response       Date         1. Is your primary role IA/IS?       Response Modified:       Image: Collactor:       Response Started:       Edit Response       Date         2. How many hours a week would you estimate you spend on information systems security?       >40         3. Experience
Response Type: Normal Response       Collector: Web Link (Web Link) (Web Link)       Edit Response       Deleter         Custom Value: exply/ Response Started:       IP Address: IP Address:       Image: Constant of the second IP Address:       Image: Constant of the second IP Address:       Image: Constant of the second Image: Constan
ampty       Response Modified:         Response Started:       Response Modified:         1. Is your primary role IA/IS?       Yes, 1 am an IS/IA Manager (ISSM IAM)         2. How many hours a week would you estimate you spend on information systems security?       >40         3. Experience       <1 (1) 1-2 (2) 3-5 (3) 6-10 (4) >10 (5         How many years of experience do you have in information systems in general?       X         How many years do you have in information systems security?       X         4. What is your education level?       Eachelor's Degree         5. Do you have any of the following computer certifications?       CISA         CISP       1 day or 2 days -1 1-2 3-4 4-8 (5) months (6)         6. For your typical system, what do you estimate to be the average time it takes (from the point of being notified of the need) to complete the following:       >2         1 day or 2 days -1 1-2 3-4 4-8 (6) months (6)       >2       months (7) months (7)         Complete system configuration (either individually or with other IA/IS staff?)       X       X         Complete and submit SSP package to DAA?       X       Complete and submit SSP package to DAA?       X
1. is your primary role IA/IS?         Yes, I am an IS/IA Manager (ISSM IAM)         2. How many hours a week would you estimate you spend on information systems security?         >40         3. Experience         <1 (1) 1-2 (2) 3-5 (3) 6-10 (4) >10 (5)         How many years of experience do you have in information systems in general?         X         How many years of experience do you have in information systems security?         X         How many years do you have in information systems security?         X         How many years do you have in information systems security?         X         How many years do you have in information systems security?         X         How many years do you have in information systems security?         X         How many years do you have in information systems security?         X         How many years do you have any of the following computer certifications?         CISA         CISP         6. For your typical system, what do you estimate to be the average time it takes (from the point of being notified of the need) to complete the following:         1 day or less (1) weeks (2) weeks (3) weeks (4) weeks (5) months (6)         Complete system configuration (either individually or with other IA/IS staff?         X       Complete and submit SSP package to DAA?
1. Is your primary role IA/IS?         Yes, I am an IS/IA Manager (ISSM/ IAM)         2. How many hours a week would you estimate you spend on information systems security?         >40         3. Experience         <1 (1) 1-2 (2) 3-5 (3) 6-10 (4) >10 (5)         How many years of experience do you have in information systems in general?         Kow many years do you have in information systems security?         X         How many years do you have in information systems security?         X         How many years do you have in information systems security?         X         How many years do you have in information systems security?         X         How many years do you have in information systems security?         X         How many years do you have in information systems security?         X         How many years do you have in information systems security?         X         A. What is your education level?         Bachelor's Degree         5. Do you have any of the following computer certifications?         CISA         CISA         CISA         1 day or 1 2 (3 yes -1 1-2 3-4 4-8 (3) weeks (3) weeks (3) weeks (6) (6)         Complete system configuration (either individually or with other IA/IS staff?         X       Imple
Yes, I am an IS/IA Manager (ISSM/ IAM)  2. How many hours a week would you estimate you spend on information systems security? >40  3. Experience  (1) 1-2 (2) 3-5 (3) 6-10 (4) >10 (5) How many years of experience do you have in information systems in general?  How many years do you have in information systems security?  4. What is your education level? Bachelor's Degree  5. Do you have any of the following computer certifications?  CISA CISA CISSP  6. For your typical system, what do you estimate to be the average time it takes (from the point of being notified of the need) to complete the following:  1 day or 1 day or 2 days -1 1-2 3-4 4-8 5 (6)  Complete system configuration (either individually or with other IA/IS staff)?  Complete and submit SSP package to DAA?  X
2. How many hours a week would you estimate you spend on information systems security? >40 3. Experience (1 (1) 1-2 (2) 3-5 (3) 6-10 (4) >10 (5) How many years of experience do you have in information systems in general? How many years do you have in information systems security? X How many years do you have in information systems security? X 4. What is your education level? Bachelor's Degree 5. Do you have any of the following computer certifications? CISA CISA CISA CISA 6. For your typical system, what do you estimate to be the average time it takes (from the point of being notified of the need) to complete the following: Complete system configuration (either individually or with other IA/IS staff?) X Complete and submit SSP package to DAA? X
2. How many hours a week would you estimate you spend on information systems security? >40 3. Experience 4. (1) 1-2 (2) 3-5 (3) 6-10 (4) >10 (5) How many years of experience do you have in information systems in general? 4. What is your education level? Bachelor's Degree 5. Do you have any of the following computer certifications? CISA CISA CISSP 6. For your typical system, what do you estimate to be the average time it takes (from the point of being notified of the need) to complete the following:  1 day or less (1) week (2) weeks (3) weeks (5) for months (6) Complete system configuration (either individually or with other IA/IS starfl? Complete and submit SSP package to DAA? X
>40 3. Experience do you have in information systems in general? 4. What is your education level? 4. What is your education level? 5. Do you have any of the following computer certifications? 5. Do you have any of the following computer certifications? 5. Do you have any of the following computer certifications? 5. Do you have any of the following computer certifications? 5. Do you have any of the following computer certifications? 5. Do you have any of the following computer certifications? 5. Do you have any of the following computer certifications? 5. Do you have any of the following computer certifications? 5. Do your typical system, what do you estimate to be the average time it takes (from the point of being notified of the need) to complete the following: 5. Complete system configuration (either individually or with other IA/IS staff)? 5. Complete and submit SSP package to DAA? 5. X
3. Experience <td< td=""></td<>
3. Experience       <1 (1) 1-2 (2) 3-5 (3) 6-10 (4) >10 (5)         How many years of experience do you have in information systems in general?       X         How many years do you have in information systems is general?       X         4. What is your education level?       X         Bachelor's Degree       5. Do you have any of the following computer certifications?         CISA       CISP         6. For your typical system, what do you estimate to be the average time it takes (from the point of being notified of the need) to complete the following:         1 day or less (1) weeks (3) weeks (4) weeks (5) months (6)         Complete system configuration (either individually or with other IA/IS staff?)         Implement and certify security requirements?       X         Complete and submit SSP package to DAA?       X
<1 (1) 1-2 (2) 3-5 (3) 6-10 (4) >10 (5         How many years of experience do you have in information systems in general?       X         How many years do you have in information systems security?       X         4. What is your education level?       X         Bachelor's Degree       5. Do you have any of the following computer certifications?         CISA       CISP         6. For your typical system, what do you estimate to be the average time it takes (from the point of being notified of the need) to complete the following:         1 day or less (1)       2 days -1       1-2       3-4       4-8       >2 months (6)         Complete system configuration (either individually or with other IA/IS staff?)       X       Inplement and certify security requirements?       X         Implement and certify security requirements?       X       Complete and submit SSP package to DAA?       X
How many years do you have in information systems security?       X         4. What is your education level?       X         Bachelor's Degree       5. Do you have any of the following computer certifications?         CISA       CISP         6. For your typical system, what do you estimate to be the average time it takes (from the point of being notified of the need) to complete the following:         1 day or less (1)       2 days -1         1 day or weeks (3) weeks (4) weeks (5)       months (6)         Complete system configuration (either individually or with other IA/IS staff)?       X         Implement and certify security requirements?       X         Complete and submit SSP package to DAA?       X
4. What is your education level?         Bachelor's Degree         5. Do you have any of the following computer certifications?         CISA         CISP         6. For your typical system, what do you estimate to be the average time it takes (from the point of being notified of the need) to complete the following:         1 day or less (1)       2 days -1 low weeks (3) weeks (6)         Complete system configuration (either individually or with other IA/IS startly?       X         Implement and certify security requirements?       X         Complete and submit SSP package to DAA?       X
4. What is your education level? Bachelor's Degree      5. Do you have any of the following computer certifications?      CISA CISA CISSP      6. For your typical system, what do you estimate to be the average time it takes (from the point of being notified of the need) to complete the following:
Bachelor's Degree         5. Do you have any of the following computer certifications ?         CISA         CISA         CISA         6. For your typical system, what do you estimate to be the average time it takes (from the point of being notified of the need) to complete the following:         1 day or less (1)         2 days - 1         1-2       3-4         Complete system configuration (either individually or with other IA/IS staff)?         X         Complete and submit SSP package to DAA?
5. Do you have any of the following computer certifications?         CISA         CISP         6. For your typical system, what do you estimate to be the average time it takes (from the point of being notified of the need) to complete the following:         1 day or less (1)       2 days - 1       1-2       3-4       4-8       >2         Complete system configuration (either individually or with other IA/IS staff)?       X       X       Implement and certify security requirements?       X         Complete and submit SSP package to DAA?       X       X       X
5. Do you have any of the following computer certifications?         CISA         CISP         6. For your typical system, what do you estimate to be the average time it takes (from the point of being notified of the need) to complete the following:         1 day or less (1)       2 days - 1         1 cas (2)       3-4         0       week (2)         0
CISA CISA CISSP 6. For your typical system, what do you estimate to be the average time it takes (from the point of being notified of the need) to complete the following: 1 day or less (1) 2 days - 1 1-2 3-4 4-8 yeeks (3) weeks (4) weeks (5) onthis (6) yeeks (2) weeks (3) weeks (4) weeks (5) (6) yeeks (5) (6) yeeks (5) (6) yeeks (5) (6) yeeks (5)
6. For your typical system, what do you estimate to be the average time it takes (from the point of being notified of the need) to complete the following:       1 day or less (1)       2 days -1       1-2       3-4       4-8       >2       months         Complete system configuration (either individually or with other IA/IS staff)?       X       X       Implement and certify security requirements?       X         Complete and submit SSP package to DAA?       X       X       X       X
6. For your typical system, what do you estimate to be the average time it takes (from the point of being notified of the need) to complete the following:         1 day or less (1)       2 days - 1 (-2) (-3 - 4) (-4 - 8) (-6) (-6) (-6) (-6) (-6) (-6) (-6) (-6
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Complete and submit SSP package to DAA? X
7. Rate the following statements:
Strongly Disagree Neither agree nor Agree Strongly
Additional training would shorten the time it takes me to complete X
My employer provides adequate training for my job function. X
My DAA provides adequate training for my job function. X Other inb requirements impacts my shifty to perform my IA/IS
duties of requirements integer iny ability to performing two stars and the stars and t
Interacting with other IA/IS security professionals helps me do my x job better.
Being a member of a professional organization focused on IA/IS X helps me do my job better.
My experience allows me to perform security-relevant tasks without X
Training is most important to maintaining a successful computer X
security program.
Experience is most important to maintaining a successful x x computer security program.

Figure 7. Survey response 6.

Response Type: Normal Response Multic: empty       Collector: Web Link) P Address: Response Multic: empty       Edd Response.       Deleta         1. Is your primary role IA/IS?       Response Multified:       Image: Collector (Collector)       Collector)         Yes, I am a non-management IS/IA person (ISSO, systems administrator)       Image: Collector)       Collector)         2. How many hours a week would you estimate you spend on information systems security?       Image: Collector)       Collector)         1-10       Image: Collector)       Image: Collector)       Image: Collector)         3. Experience       Image: Collector)       Image: Collector)         I-10       Image: Collector)       Image: Collector)       Image: Collector)         4. What is your education level?       Image: Collector)       Image: Collector)       Image: Collector)         I-20       Image: Collector)       Image: Collector)       Image: Collector)       Image: Collector)         I-10       Image: Collector)       Image: Collector)       Image: Collector)       Image: Collector)         I-20       Image: Collector)       Image: Collector)       Image: Collector)       Image: Collector)         I-20       Image: Collector)       Image: Collector)       Image: Collector)       Image: Collector)         I-20       Image: Collector)       Image: Co	Displaying 7 of 26 respondents (« Prev Next » Jump To: 7 Go »						
Langing       IP Address:         Response Started:       Response Modified:         1. Is your primary role IA/IS?         Yes, I am a non-management IS/IA person (ISSC), systems administrator)         2. How many hours a week would you estimate you spend on information systems security?         1-10         3. Experience <t(1) (2)="" (4)="" 1-2="" 3-5="" 6-10="">10 (5)         How many years do you have in information systems in general?         X         How many years do you have in information systems security?         X         How many years do you have in information systems security?         X         How many years do you have in information systems security?         X         How many years do you have in information systems security?         X         How many years do you have in information systems security?         X         Vana         6. For your typical system, what do you estimate to be the average time it takes (from the point of being notified of the need) to complete the following:         Complete system configuration (either individually or who then individually or the security nequirements?         Complete system configuration (either individually or my based end submit SSP package to DAA?       X         7. Rate th</t(1)>	Response Type: Normal Response	Collector: Web Link (Web Link)			Edit Re	sponse	Delete
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Complete system configuration (either individually or with other IA/IS staff)?     X       Implement and certify security requirements?     X       Complete and submit SSP package to DAA?     X       7. Rate the following statements:     Strongly Disagree (1)     Disagree Neither agree nor Agree Strongly (2)     Strongly disagree (3)     Agree (5)       Additional training would shorten the time it takes me to complete a submission.     X     X       My employer provides adequate training for my job function.     X     X       Other job requirements impede my ability to perform my IA/IS duties.     X     X       Interacting with other IA/IS security professionals helps me do my job better.     X     X       My experience allows me to perform security-relevant tasks without additional training.     X     X       Experience allows me to perform security-relevant tasks without additional training.     X     X       My experience allows me to maintaining a successful computer security program.     X     X		1 day or less (1)	2 days - 1 week (2)	1-2 weeks (3) we	3-4 eks (4) wee	4-8 ks (5)	>2 months (6)
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Figure 8. Survey response 7.
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Disagree (1)     (2)     disagree (3)     (4)     Age       Validitional training would shorten the time it takes me to complete a submission.     X     X     X       Ay employer provides adequate training for my job function.     X     X     X       Ay DAA provides adequate training for my job function.     X     X     X       Other job requirements impede my ability to perform my IA/IS buffs.     X     X     X       Seling a member of a professional shelps me do my ob better.     X     X     X       Aleing an ember of a professional organization focused on IA/IS helps me do my job better.     X     X       Ay experience allows me to perform security-relevant tasks without didtional training.     X     X       Training is most important to maintaining a successful computer execurity program.     X     X	<b>.</b>		Strongly D	Disagree Neit	ther agree nor	Agree	Strongly
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My employer provides adequate training for my job function.     X       My DAA provides adequate training for my job function.     X       Dther job requirements impede my ability to perform my IA/IS     X       Interacting with other IA/IS security professionals helps me do my pob better.     X       Being a member of a professional organization focused on IA/IS     X       Very sperience allows me to perform security-relevant tasks without     X       Training is most important to maintaining a successful computer     X       Experience inso timportant to maintaining a successful computer security program.     X	bmission.	,				х	
Ay DAA provides adequate training for my job function.     X       Wher job requirements impede my ability to perform my IA/IS     X       Interacting with other IA/IS security professionals helps me do my     X       sering a member of a professional organization focused on IA/IS     X       sering a member of a professional organization focused on IA/IS     X       Ay experience allows me to perform security-relevant tasks without     X       raining is most important to maintaining a successful computer     X       excurity program.     X	mployer provides adequate training for my jo	b function.				х	
bither job requirements impede my ability to perform my IA/IS     x       neteracting with other IA/IS security professionals helps me do my     x       seling a member of a professional organization focused on IA/IS     x       seling a member of a professional organization focused on IA/IS     x       Ay experience allows me to perform security-relevant tasks without     x       raining is most important to maintaining a successful computer     x       excurity program.     x	JAA provides adequate training for my job fur	nction.			Х		
heracting with other IA/IS security professionals helps me do my     x       ob better.     x       leing a member of a professional organization focused on IA/IS     x       elps me do my job better.     x       totic attract of a professional organization focused on IA/IS     x       reling a member of a professional organization focused on IA/IS     x       reling a member of a professional organization focused on IA/IS     x       reling a member of a professional organization focused on IA/IS     x       raining is most important to maintaining a successful computer     x       omputer security program.     x	ar job requirements impede my ability to perfo as.	urm my IA/IS		х			
Being a member of a professional organization focused on IA/IS     x       elps me do my job better.     My experience allows me to perform security-relevant tasks without     x       Avgramment of the security relevant tasks without     x       Training is most important to maintaining a successful computer     x       ecurity program.     x	racting with other IA/IS security professionals setter.	helps me do my				х	
My experience allows me to perform security-relevant tasks without x     x       Iraining is most important to maintaining a successful computer     x       Experience is most important to maintaining a successful computer security program.     x	g a member of a professional organization fo s me do my job better.	ocused on IA/IS				х	
Training is most important to maintaining a successful computer x ecurity program. Experience is most important to maintaining a successful x computer security program.	experience allows me to perform security-relevitional training.	vant tasks without		х			
Experience is most important to maintaining a successful x	ning is most important to maintaining a succes urity program.	ssful computer				х	
	arience is most important to maintaining a su						
Adequate time for IA/IS duties is the most important to X	puter security program.	ccessful				х	

Figure 9. Survey response 8.

Displaying 9 of 26 respondents « Prev Next » Jump To: 9 Go »					
Response Type: Normal Response Custom Value: empty	Collector: Web Link (Web Link) IP Address:		E	Edit Response	Delete
Response Started:	Response Modif	fied:			
1. Is your primary role IA/IS?					
Yes, I am an IS/IA Manager (ISSM/ IAM)					
2. How many hours a week would you est	imate you spe	nd on inform	nation systems se	ecurity?	
>40					
3. Experience					
			<1 (1) 1-2 (2) 3	-5 (3) 6-10 (4	L) >10 (5)
How many years of experience do you have in info	mation systems in	general?		- (-) (	x
How many years do you have in information system	is security?				х
4. What is your education level?					
Bachelor's Degree					
5. Do you have any of the following comp	uter certificati	ons?			
5. Do you have any of the following comp CISSP	uter certificati	ons?			
5. Do you have any of the following comp CISSP	uter certificati	ons?			
5. Do you have any of the following comp CISSP 6. For your typical system, what do you e notified of the need) to complete the follo	uter certificati stimate to be t wing:	ons? the average	time it takes (fron	n the point o	ofbeing
<ul> <li>5. Do you have any of the following comp CISSP</li> <li>6. For your typical system, what do you e notified of the need) to complete the following compl</li></ul>	stimate to be t wing: 1 day or less (1)	ons? the average 2 days - 1 week (2)	time it takes (fron 1-2 3-4 weeks (3) weeks (/	4-8 () weeks (5)	of being >2 months (6)
5. Do you have any of the following comp CISSP     6. For your typical system, what do you e notified of the need) to complete the follo Complete system configuration (either individually o with other IA/IS staff)?	stimate to be t wing: 1 day or less (1)	the average 2 days - 1 week (2) X	time it takes (from 1-2 3-4 weeks (3) weeks (4	the point of 4-8 () weeks (5)	>2 months (6)
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5. Do you have any of the following comp CISSP      6. For your typical system, what do you e notified of the need) to complete the follo Complete system configuration (either individually o with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?	stimate to be t wing: 1 day or less (1)	ons? the average 2 days - 1 week (2) X X X X	time it takes (fron 1-2 3-4 weeks (3) weeks (4	n the point ( 4-8 ۱) weeks (5)	>2 months (6)
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5. Do you have any of the following comp CISSP      6. For your typical system, what do you e notified of the need) to complete the follo Complete system configuration (either individually o with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?      7. Rate the following statements:	stimate to be t wing: 1 day or less (1) r	he average 2 days - 1 week (2) X X X X X	time it takes (fron 1-2 3-4 weeks (3) weeks (/	n the point ( 4-8 t) weeks (5)	>2 months (6)
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Figure 10. Survey response 9.

Displaying 10 of 26 respondents           « Prev         Next »         Jump To:         10         Go »						
Response Type: C Normal Response W (V Custom Value: IF	ollector: /eb Link Veb Link)			Edit R	esponse	Delete
empty Response Started: R	esponse Modif	ied:				
1. Is your primary role IA/IS?						
Yes, I am an IS/IA Manager (ISSM/ IAM)						
2. How many hours a week would you estim	nate you spe	nd on inforn	nation syst	ems secur	ity?	
21-30						
3. Experience						
			<1 (1) 1	-2 (2) 3-5 (3)	6-10 (4	l) >10 (5)
How many years of experience do you have in informa-	ation systems in	general?		х		
How many years do you have in information systems	security?			х		
4. What is your education level?						
Some college						
5. Do you have any of the following comput	er certificatio	ane?				
		2115 :				
N/A		2115 :				
<ul> <li>6. For your typical system, what do you est notified of the need) to complete the followi</li> </ul>	imate to be ting:	he average	time it take	s (from the	e point (	of being
6. For your typical system, what do you est notified of the need) to complete the followi	imate to be to ng: 1 day or less (1)	he average 2 days - 1 week (2)	time it take	s (from the 3-4 veeks (4) we	4-8 eks (5)	>2 months (6)
6. For your typical system, what do you est notified of the need) to complete the followi	imate to be ti ng: 1 day or less (1)	he average 2 days - 1 week (2) X	time it take 1-2 weeks (3) v	3-4 weeks (4) we	eks (5)	>2 months (6)
N/A 6. For your typical system, what do you est notified of the need) to complete the followi Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements?	imate to be ti ng: 1 day or less (1)	he average 2 days - 1 week (2) X X	time it take	3-4 veeks (4) we	4-8 eks (5)	>2 months (6)
N/A 6. For your typical system, what do you est notified of the need) to complete the followi Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?	imate to be ti ng: 1 day or less (1)	he average 2 days - 1 week (2) X X X X	1-2 weeks (3) v	s (from the 3-4 veeks (4) we	4-8 eks (5)	>2 months (6)
N/A 6. For your typical system, what do you est notified of the need) to complete the followi Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?	imate to be ti ng: 1 day or less (1)	he average <sup>2 days - 1</sup> week (2) X X X X	time it take	3-4 weeks (4) we	4-8 eks (5)	>2 months (6)
N/A 6. For your typical system, what do you est notified of the need) to complete the followi Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA? 7. Rate the following statements:	imate to be ti ng: 1 day or less (1)	he average 2 days - 1 week (2) X X X	time it take 1-2 weeks (3) t	3-4 weeks (4) we	4-8 veks (5)	>2 months (6)
N/A 6. For your typical system, what do you est notified of the need) to complete the followi Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA? 7. Rate the following statements:	imate to be ti ng: 1 day or less (1) D	he average 2 days - 1 week (2) X X X Strongly D isagree (1)	time it take 1-2 weeks (3) 1 isagree Neit (2) d	3-4 3-4 weeks (4) we her agree no isagree (3)	4-8 eks (5)	>2 months (6) Strongly Agree (5)
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N/A  6. For your typical system, what do you est notified of the need) to complete the followi  Complete system configuration (either individually or with other IA/IS staff)?  Implement and certify security requirements?  Complete and submit SSP package to DAA?  7. Rate the following statements:  Additional training would shorten the time it takes me a submission.  My employer provides adequate training for my job fur	imate to be ting: 1 day or less (1) D to complete Inction.	he average 2 days - 1 week (2) X X X Strongly D isagree (1)	time it take	3-4 3-4 (4) we weeks (4) we her agree no	e point of 4-8 eeks (5) r Agree (4) X	>2 months (6) Strongly Agree (5)
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N/A  6. For your typical system, what do you est notified of the need) to complete the followi  Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?  7. Rate the following statements:  Additional training would shorten the time it takes me a submission. My employer provides adequate training for my job fur My DAA pr	imate to be ti ng: 1 day or less (1) to complete nction. n. ny IA/IS s me do my ed on IA/IS	he average 2 days - 1 week (2) X X X Strongly D isagree (1)	time it take	3-4 weeks (4) we	r Agree (4) x x x x x x	Strongly Agree (5)
N/A  6. For your typical system, what do you est notified of the need) to complete the followi  Complete system configuration (either individually or with other IA/IS staff)?  Implement and certify security requirements?  Complete and submit SSP package to DAA?  7. Rate the following statements:  Additional training would shorten the time it takes me a submission.  My employer provides adequate training for my job fur My DAA provides adequate training for my job furction Other job requirements impede my ability to perform r dutes. Interacting with other IA/IS security professionals help job better. Being a member of a professional organization focuse helps me do my job better.  My experience allows me to perform security-relevant additional training.	imate to be ting: 1 day or less (1) 0 0 0 0 0 0 0 0 0 0 0 0 0	he average 2 days - 1 week (2) X X X Strongly D isagree (1)	time it take	s (from the 3-4 weeks (4) we her agree no isagree (3)	4-8 4-8 (5) r Agree (4) X X X X X	Strongly Agree (5)
<ul> <li>N/A</li> <li>6. For your typical system, what do you est notified of the need) to complete the followi</li> <li>Complete system configuration (either individually or with other IA/IS staff)?</li> <li>Implement and certify security requirements?</li> <li>Complete and submit SSP package to DAA?</li> <li>7. Rate the following statements:</li> <li>Additional training would shorten the time it takes me a submission.</li> <li>My employer provides adequate training for my job fur My DAA provides adequate training for my job furctio Other job requirements impede my ability to perform rduties.</li> <li>Interacting with other IA/IS security professionals help job better.</li> <li>Being a member of a professional organization focuse helps me do my job better.</li> <li>Training is most important to maintaining a successful security program.</li> </ul>	imate to be ting: 1 day or less (1) 0 0 0 0 0 0 0 0 0 0 0 0 0	he average 2 days - 1 week (2) X X X X Strongly D isagree (1)	time it take 1-2 weeks (3) 1 1isagree Neit (2) d	3-4 Weeks (4) we	r Agree (4) x x x x x x	>2 months (6) Strongly Agree (5) X X X
N/A  6. For your typical system, what do you est notified of the need) to complete the followi  Complete system configuration (either individually or with other IA/IS staff)?  Implement and certify security requirements?  Complete and submit SSP package to DAA?  7. Rate the following statements:  Additional training would shorten the time it takes me a submission. My employer provides adequate training for my job fur My DAA provides adequate training for my job fur My DAA provides adequate training for my job fur My DAA provides adequate training for my job fur My DAA provides adequate training for my job fur My DAA provides adequate training for my job fur My DAA provides adequate training for my job fur My DAA provides adequate training for my job fur My Experience allows me to perform security-relevant additional training.  Training is most important to maintaining a successful security program.	imate to be ti ng: 1 day or less (1) to complete nction. n. ny IA/IS s me do my ed on IA/IS tasks without computer sful	he average 2 days - 1 week (2) X X X Strongly D isagree (1)	time it take	3-4 weeks (4) we	4-8 4-8 (5) r Agree (4) x x x x x x x x	Strongly Agree (5)

Figure 11. Survey response 10.

Displaying 11 of 26 respondents « Prev Next » Jump To: 11 Go »						
Response Type: Normal Response Custom Value: empty	Collector: Web Link (Web Link) IP Address:			Edit Res	sponse	Delete
Response Started:	Response Mod	ified:				
1. Is your primary role IA/IS?						
Yes, I am an IS/IA Manager (ISSM/ IAM)						
2. How many hours a week would you es	stimate you spe	end on inform	nation system	is security	y?	
11-20						
3. Experience						
		10	<1 (1) 1-2	(2) 3-5 (3)	6-10 (4	) >10 (5)
How many years of experience do you have in inf How many years do you have in information syste	ormation systems i ms security?	n general?				x
4. What is your education level?						
Master's Degree						
5. Do you have any of the following com	puter certificat	ions?				
b. Do you have any of the following com     A+     CISSP     Notwork+	puter certificat	ions?				
b. Jo you have any of the following com     A+     CISSP     Network+     6. For your typical system, what do you     notified of the need) to complete the foll	puter certificat estimate to be owing:	ions? the average	time it takes (	(from the p	point c	of being
b. Jo you have any of the following com     A+     CISSP     Network+     6. For your typical system, what do you     notified of the need) to complete the foll	estimate to be owing: 1 day or less (1)	the average 2 days - 1 week (2)	time it takes (	(from the ) 3-4 4 eks (4) wee	point o	of being >2 months (6)
b. Jo you have any of the following com     A+     CISSP     Network+      6. For your typical system, what do you     notified of the need) to complete the foll     Complete system configuration (either individually with other IA/IS staff)?	estimate to be owing: 1 day or less (1) or	the average 2 days - 1 week (2) X	time it takes   1-2 weeks (3) wee	(from the p 3-4 4 sks (4) wee	point o I-8 ks (5)	>2 months (6)
b. Jo you have any of the following com     A+     CISSP     Network+      6. For your typical system, what do you     notified of the need) to complete the foll     Complete system configuration (either individually     with other IA/IS staff)? Implement and certify security requirements?	estimate to be owing: 1 day or less (1) or	the average 2 days - 1 week (2) X X	time it takes ( 1-2 weeks (3) wee	(from the p 3-4 4 sks (4) wee	point o I-8 ks (5)	>2 months (6)
b. Jo you have any of the following com     A+     CISSP     Network+      6. For your typical system, what do you     notified of the need) to complete the folk     Complete system configuration (either individually with other IA/18 staff)?     Implement and certify security requirements?     Complete and submit SSP package to DAA?	estimate to be owing: 1 day or less (1) or	the average 2 days - 1 week (2) X X X	time it takes ( 1-2 weeks (3) week	(from the p 3-4 4 Jeks (4) wee	point o	of being >2 months (6)
b. Jo you have any of the following com     A+     CISSP     Network+      6. For your typical system, what do you     notified of the need) to complete the foll     Complete system configuration (either individually     with other IA/IS staff)? Implement and certify security requirements?     Complete and submit SSP package to DAA?  7. Rate the following statements:	estimate to be owing: 1 day or less (1) or	the average 2 days - 1 week (2) X X X X	time it takes ( 1-2 weeks (3) wee	(from the p 3-4 4 sks (4) wee	point o I-8 ks (5)	>2 months (6)
b. Jo you have any of the following com     A+     CISSP     Network+      6. For your typical system, what do you     notified of the need) to complete the foll     Complete system configuration (either individually     with other IA/IS staff)? Implement and certify security requirements?     Complete and submit SSP package to DAA?  7. Rate the following statements:	estimate to be owing: 1 day or less (1) or	the average 2 days - 1 week (2) X X X X Strongly D Disagree (1)	time it takes ( 1-2 weeks (3) wee jisagree Neither (2) disa	(from the p 3-4 4 sks (4) wee sks (4) wee gree nor gree (3)	point c I-8 ks (5)	>2 months (6) Strongly Agree (5)
b. Jo you have any of the following com     A+     CISSP     Network+     G. For your typical system, what do you     notified of the need) to complete the foll     Complete system configuration (either individually     with other IA/IS staff)?     Implement and certify security requirements?     Complete and submit SSP package to DAA?     7. Rate the following statements:     Additional training would shorten the time it takes     a submission.	estimate to be owing: 1 day or less (1) or me to complete	the average 2 days - 1 week (2) X X X Strongly D Disagree (1)	time it takes ( 1-2 weeks (3) wee bisagree Neither (2) disa	(from the p 3-4 4 sks (4) wee sagree nor gree (3)	point c I-8 ks (5)	of being >2 months (6) Strongly Agree (5)
Do you have any of the following com     A+     CISSP     Network+      6. For your typical system, what do you     notified of the need) to complete the foll     Complete system configuration (either individually     with other IA/IS staff)?     Implement and certify security requirements?     Complete and submit SSP package to DAA?  7. Rate the following statements:  Additional training would shorten the time it takes     a submission.  My employer provides adequate training for my joi	estimate to be owing: 1 day or less (1) or me to complete b function.	the average 2 days - 1 week (2) X X X Strongly D Disagree (1)	time it takes ( 1-2 weeks (3) wee bisagree Neither (2) disa	(from the p 3-4 4 sks (4) wee sagree nor gree (3) X	point c I-8 ks (5) Agree (4)	>2 months (6) Strongly Agree (5) X
b. Joo you have any of the following com     A+     CISSP     Network+     Second	estimate to be owing: 1 day or less (1) or me to complete b function. iction.	the average 2 days - 1 week (2) X X X Strongly D Disagree (1)	time it takes ( 1-2 weeks (3) weeks isagree Neither (2) disa	(from the p 3-4 4 sks (4) wee sks (4) wee agree nor gree (3) X	point c i-8 ks (5) Agree (4)	of being >2 months (6) Strongly Agree (5) X
De you have any of the following com     A+     CISSP     Network+     G. For your typical system, what do you     notified of the need) to complete the foll     Complete system configuration (either individually     with other IA/18 staff)?     Implement and certify security requirements?     Complete and submit SSP package to DAA?     7. Rate the following statements:     Additional training would shorten the time it takes     a submission.     My employer provides adequate training for my jol     My DAA provides adequate training for my job fur     Other job requirements impede my ability to perior	estimate to be owing: 1 day or 1 less (1) or me to complete b function. etion. m my IA/IS	the average 2 days - 1 week (2) X X X X Strongly D Disagree (1)	time it takes ( 1-2 weeks (3) wee bisagree Neither (2) disa	(from the p 3-4 4 agree nor gree (3) X	Agree (4)	of being >2 months (6) Strongly Agree (5) X
b. Joo you have any of the following com     A+     CISSP     Network+      6. For your typical system, what do you     notified of the need) to complete the foll     Complete system configuration (either individually     with other IA/IS staff)?     Implement and certify security requirements?     Complete and submit SSP package to DAA?      7. Rate the following statements:     Additional training would shorten the time it takes     a submission.     My employer provides adequate training for my joi     My DAA provides adequate training for my joi     My DAA provides adequate training for my joi     Interacting with other IA/IS security professionals     job better.	estimate to be owing: 1 day or less (1) or me to complete b function. iction. m my IA/IS helps me do my	the average 2 days - 1 week (2) X X X Strongly D Disagree (1)	time it takes ( 1-2 weeks (3) wee isagree Neither (2) disa	ffrom the p 3-4 4 iks (4) week agree nor gree (3) X X	Point c I-8 ks (5) Agree (4)	of being >2 months (6) Strongly Agree (5) X
b. Joo you have any of the following com     A+     CISSP     Network+     G. For your typical system, what do you     notified of the need) to complete the foll     Complete system configuration (either individually     with other IA/IS staff)?     Implement and certify security requirements?     Complete and submit SSP package to DAA?     7. Rate the following statements:     Additional training would shorten the time it takes     a submission.     My employer provides adequate training for my job fur     Other job requirements impede my ability to perfor     duties.     Interacting with other IA/IS security professionals     job better.     Being a member of a professional organization fo     helps me do my job better.	estimate to be owing: 1 day or less (1) or me to complete b function. etion. mm y IA/IS helps me do my cused on IA/IS	the average 2 days - 1 week (2) X X X Strongly Disagree (1)	time it takes ( 1-2 weeks (3) wee iisagree Neither (2) disa	(from the p 3-4 4 hks (4) week agree nor gree (3) X X	Point c	of being >2 months (6) Strongly Agree (5) X X X X
b. Joo you have any of the following com     A+     CISSP     Network+     G. For your typical system, what do you     notified of the need) to complete the foll     Complete system configuration (either individually     with other IA/IS staff)?     Implement and certify security requirements?     Complete and submit SSP package to DAA?     7. Rate the following statements:     Additional training would shorten the time it takes     a submission.     My employer provides adequate training for my jol     My DAA provides adequate training for my job fur     Other job requirements impede my ability to perfor     duties.     Interacting with other IA/IS security professionals     job better.     Being a member of a professional organization for     helps me do my job better.     My experience allows me to perform security-relev     additional training.	estimate to be owing: 1 day or less (1) or me to complete b function. .ction. mm my IA/IS helps me do my cused on IA/IS ant tasks without	the average 2 days - 1 week (2) X X X Strongly D Disagree (1)	time it takes   1-2 : weeks (3) wee Visagree Neither (2) disa X	(from the ) 3-4 4 sks (4) wee agree nor gree (3) X X	Agree (4)	strongly Agree (5) X X X X
b. Joo you have any of the following com     A+     CISSP     Network+     G. For your typical system, what do you     notified of the need) to complete the foll     Complete system configuration (either individually     with other IA/IS staff)?     Complete and submit SSP package to DAA?     Complete and submit SSP package to DAA?     Camplete and submit SSP package to DAA?     Camplete and submit SSP package to DAA?     Complete and submit SSP package to DAA?     One of the following statements:     Additional training would shorten the time it takes     a submission.     My employer provides adequate training for my jol     My DAA provides adequate training for my jof fur     Other job requirements impede my ability to perfor     duties.     Interacting with other IA/IS security professionals     points     Being a member of a professional organization to     helps me do my job better.     My experience allows me to perform security-relev     additional training.     Training is most important to maintaining a success     ecurity program.	estimate to be owing: 1 day or less (1) or me to complete b function. ction. ction. mmy IA/IS helps me do my cused on IA/IS ant tasks without isful computer	the average 2 days - 1 week (2) X X X X Strongly D Disagree (1)	time it takes i 1-2 weeks (3) we visagree Neither (2) disa	(from the ) 3-4 4 eks (4) week agree nor gree (3) X	Agree (4)	of being >> months (6) Strongly Agree(5) X X X X X X
b. Joo you have any of the following com     A+     CISSP     Network+      6. For your typical system, what do you     notified of the need) to complete the foll     Complete system configuration (either individually     with other IA/IS staff)?     Implement and certify security requirements?     Complete and submit SSP package to DAA?      7. Rate the following statements:     Additional training would shorten the time it takes     a submission.     My employer provides adequate training for my job fur     Other job requirements impede my ability to perfor     duties.     Interacting with other IA/IS security professionals     job better.     My exployer and a professional organization fo     helps me do my job better.     My experience allows me to perform security-relev     additional training.     Training is most important to maintaining a success     scortify program.	estimate to be owing: 1 day or less (1) or me to complete b function. etoin. etoin. m my IA/IS helps me do my cused on IA/IS ant tasks without sful computer cessful	the average 2 days - 1 week (2) X X X X Strongly Disagree (1)	time it takes ( 1-2 weeks (3) wee isagree Neither (2) disa	(from the p 3-4 4 hks (4) week sagree nor gree (3) X X	Agree (4)	of being >2 months (6) Strongly Agree (5) X X X X X X

Figure 12. Survey response 11.

Displaying 12 of 26 respondents					
Response Type: Normal Response Custom Value: empty	Collector: Web Link (Web Link) IP Address:		Edit	Response	Delete
Response Started:	Response Modi	fied:			
1. Is your primary role IA/IS?					
No, my primary role is not information systems secu	urity				
2. How many hours a week would you es	timate you spe	nd on inforn	nation systems secu	irity?	
11-20					
3. Experience					
			<1 (1) 1-2 (2) 3-5 (	3) 6-10 (4	l) >10 (5)
How many years of experience do you have in info	rmation systems in	general?			x
How many years do you have in information system	ns security?				~
4. What is your education level?					
Bachelor's Degree					
5. Do you have any of the following comp	utor cortificati	0			
		onsr			
Security+		ons ?			
Security+		ons ?			
Security+ 6. For your typical system, what do you notified of the need) to complete the folic	estimate to be to wing:	he average	time it takes (from ti	he point o	of being
6. For your typical system, what do you notified of the need) to complete the folic	estimate to be t owing: 1 day or less (1)	he average 2 days - 1 week (2)	time it takes (from ti 1-2 3-4 weeks (3) weeks (4) v	4-8 veeks (5)	of being >2 months (6)
6. For your typical system, what do you on notified of the need) to complete the follo	estimate to be t wing: 1 day or less (1)	he average 2 days - 1 week (2)	1-2 3-4 weeks (3) weeks (4) v	4-8 veeks (5)	of being >2 months (6) X
6. For your typical system, what do you on notified of the need) to complete the follow of the need) to complete the follow of the result of t	estimate to be t wing: 1 day or less (1)	he average 2 days - 1 week (2)	1-2 3-4 weeks (3) weeks (4) v	4-8 veeks (5)	of being >2 months (6) X X
Security+  6. For your typical system, what do you ( notified of the need) to complete the follo  Complete system configuration (either individually ( with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?	estimate to be t wwing: 1 day or less (1) or	he average 2 days - 1 week (2)	time it takes (from ti 1-2 3-4 weeks (3) weeks (4) v	4-8 veeks (5) X	of being >2 months (6) X X X
Security+  6. For your typical system, what do you a notified of the need) to complete the fold  Complete system configuration (either individually with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?	estimate to be t wwing: 1 day or less (1) or	he average 2 days - 1 week (2)	time it takes (from ti 1-2 3-4 weeks (3) weeks (4) v	4-8 veeks (5) X	>2 months (6) X X
Security+  6. For your typical system, what do you on the system configuration (either individually with other IAIS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?  7. Rate the following statements:	estimate to be to wing: 1 day or less (1) or	he average 2 days - 1 week (2)	time it takes (from ti 1-2 3-4 weeks (3) weeks (4) v	veeks (5) X	>2 months (6) X X
Security+ 6. For your typical system, what do you on notified of the need) to complete the folic complete system configuration (either individually with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA? 7. Rate the following statements:	estimate to be t wing: 1 day or less (1) or	he average 2 days - 1 week (2) Strongly D	time it takes (from ti 1-2 3-4 weeks (3) weeks (4) v isagree Neither agree r	4-8 veeks (5) X	of being >2 months (6) X X X
Security+  6. For your typical system, what do you on notified of the need) to complete the folic  Complete system configuration (either individually on with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?  7. Rate the following statements:  Additional training would aborten the time a taken.	estimate to be to wing: 1 day or less (1) or	he average 2 days - 1 week (2) Strongly D Strongly D Stagree (1)	time it takes (from ti 1-2 3-4 weeks (3) weeks (4) v isagree Neither agree r (2) disagree (3)	4-8 veeks (5) X	of being >2 months (6) X X X Strongly Agree (5)
Security+  6. For your typical system, what do you on the provided of the need) to complete the folio  Complete system configuration (either individually with other IA/IS staff)?  Implement and certify security requirements?  Complete and submit SSP package to DAA?  7. Rate the following statements:  Additional training would shorten the time it takes a submission.	estimate to be t wing: 1 day or less (1) or me to complete	he average 2 days - 1 week (2) Strongly D Isagree (1)	time it takes (from ti 1-2 3-4 weeks (3) weeks (4) v isagree Neither agree r (2) disagree (3)	Are point of 4-8 veeks (5) X tor Agree (4) X	of being >2 wonths (6) X X X Strongly Agree (5)
Security+  6. For your typical system, what do you on notified of the need) to complete the folio  Complete system configuration (either individually of with other IA/IS staff?)  Implement and certify security requirements?  Complete and submit SSP package to DAA?  7. Rate the following statements:  Additional training would shorten the time it takes is a submission.  My employer provides adequate training for my job	estimate to be t wing: 1 day or less (1) or me to complete function.	he average 2 days - 1 week (2) Strongly D Isagree (1)	time it takes (from ti 1-2 3-4 weeks (3) weeks (4) v isagree Neither agree r (2) disagree (3) X	A the point of the	>2 months (6) X X X Strongly Agree (5)
Security+  6. For your typical system, what do you on notified of the need) to complete the folio complete system configuration (either individually with other IAIS staff?)  Implement and certify security requirements? Complete and submit SSP package to DAA?  7. Rate the following statements:  Additional training would shorten the time it takes is a submission.  My employer provides adequate training for my job fum.  My DAA provides adequate training for my job fum.	a to contract to be to wing: 1 day or 1 less (1) or me to complete function. ction.	he average 2 days - 1 week (2) Strongly D Isagree (1)	time it takes (from ti 1-2 3-4 weeks (3) weeks (4) v isagree Neither agree r (2) disagree (3) X X	4-8 veeks (5) x sor Agree (4) x	of being >2 (6) X X X Strongly Agree (5)
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Security+  6. For your typical system, what do you on notified of the need) to complete the folio  Complete system configuration (either individually with other IA/IS staff)? Implement and cartify security requirements? Complete and submit SSP package to DAA?  7. Rate the following statements:  Additional training would shorten the time it takes is a submission. My employer provides adequate training for my job fun: Other job requirements impede my ability to perfor  dutes. Interacting with other IA/IS security professionals to  job better.	estimate to be to wing: 1 day or less (1) or me to complete function. etion. m my IA/IS telps me do my	he average 2 days - 1 week (2) Strongly D Disagree (1)	time it takes (from t 1-2 3-4 weeks (3) weeks (4) v isagree Neither agree r (2) disagree (3) X X X	Are point of 4-8 (5) X Nor Agree (4) X X X X X	>2 months (6) X X X Strongly Agree (5)
Security+  6. For your typical system, what do you on notified of the need) to complete the folio  Complete system configuration (either individually of  with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?  7. Rate the following statements:  Additional training would shorten the time it takes of  a submission.  My employer provides adequate training for my job fun  Other job requirements impede my ability to perfor  duties. Interacting with other IA/IS security professionals for  helps me do my job better.	estimate to be t wing: 1 day or less (1) or or me to complete function. ction. m my IA/IS welps me do my sused on IA/IS	he average 2 days - 1 week (2) Strongly D Jisagree (1)	time it takes (from the second	Are point of 4-8 (5) X x x x x x x x x x	>2 months (6) X X X Strongly Agree (5)
Security+  6. For your typical system, what do you notified of the need) to complete the fold  Complete system configuration (either individually with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?  7. Rate the following statements:  Additional training would shorten the time it takes i a submission.  My employer provides adequate training for my job fun: Other job requirements impede my ability to perfor duties. Interacting with other IA/IS security professionals h job better.  Being a member of a professional organization foo helps me do my job better.  My experience allows me to perform security-releva additional training.	estimate to be to wing: 1 day or less (1) or function tron my IA/IS telps me do my sused on IA/IS tasks without	he average 2 days - 1 week (2) Strongly D sisagree (1)	time it takes (from ti 1-2 3-4 weeks (3) weeks (4) v isagree Neither agree r (2) disagree (3) X X X X X X	4-8 veeks (5) x sor Agree (4) x x x x	of being >2 months (6) X X X Strongly Agree (5)
Security+  6. For your typical system, what do you on notified of the need) to complete the folio complete the folio of the need) to complete the folio of the need) to complete the folio of the need to complete the folio of the need to complete the folio of the need to complete and submit SSP package to DAA?  7. Rate the following statements:  Additional training would shorten the time it takes is a submission.  My employer provides adequate training for my job function.  My employer provides adequate training for my job function.  Interacting with other IA/IS security professionals here and any job better.  Being a member of a professional organization for helps me do my job better.  My expense allows me to perform security-releva additional training.  Training is most important to maintaining a success security program.	estimate to be t wing: 1 day or less (1) or me to complete of function. tion. m my IA/IS helps me do my sused on IA/IS int tasks without sful computer	he average 2 days - 1 week (2) Strongly D Disagree (1)	time it takes (from the second	he point of 4-8 veeks (5) X hor Agree (4) X X X X X	of being >2 months (6) X X X Strongly Agree (5)
Security+  6. For your typical system, what do you on notified of the need) to complete the folio complete the folio of the need) to complete the folio of the need) to complete the folio of the need of the nee	estimate to be t wing: 1 day or less (1) or ess (1) or me to complete function. ction. m my IA/IS welps me do my used on IA/IS without sful computer sesful	he average 2 days - 1 week (2) Strongly D Jisagree (1)	time it takes (from the second	Are point of 4-8 veeks (5) X x sor Agree (4) X X X X	>2 months (6) X X X Strongly Agree (5)

Figure 13. Survey response 12.

Displaying 13 of 26 respondents « Prev Next » Jump To: 13 Go »						
Response Type: 0 Normal Response ( Custom Value: 1	Collector: Web Link Web Link) I <b>P Address</b> :			Edit Res	ponse	Delete
empty Response Started:	Response Modi	fied:				
1. Is your primary role IA/IS?						
Yes, I am an IS/IA Manager (ISSM/ IAM)						
2. How many hours a week would you estim	mate you spe	nd on inforn	nation systems	security	?	
1-10						
3. Experience						
			<1 (1) 1-2 (2)	3-5 (3) 6	-10 (4) >	10 (5)
How many years of experience do you have in inform	nation systems in	n general?				x
How many years do you have in information systems	security?					×
4. What is your education level?						
Some college						
5. Do you have any of the following compu-	ter certificati	ons?				
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Figure 14. Survey response 13.

Displaying 14 of 26 respondents  « Prev Next » Jump To: 14 Go »				
Response Type: Normal Response	Collector: Web Link (Web Link)		Edit Re	sponse Delete
empty	in Address.			
Response Started:	Response Modi	fied:		
1. Is your primary role IA/IS?				
Yes, I am an IS/IA Manager (ISSM/ IAM)				
2. How many hours a week would you e	estimate you spe	nd on inform	nation systems security	y?
11-20				
3. Experience				
			<1 (1) 1-2 (2) 3-5 (3)	6-10 (4) >10 (5)
How many years of experience do you have in in	formation systems in	n general?		X
How many years do you have in information syste	ems security?			X
4. What is your education level?				
Master's Degree				
5. Do you have any of the following com	nputer certificati	ons?		
5. Do you have any of the following con CISSP 6. For your typical system, what do you	nputer certificati	ons?	time it takes (from the	point of being
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Figure 15. Survey response 14.

Displaying 15 of 26 respondents « Prev Next » Jump To: 15 Go »					
Response Type: C Normal Response W (V Custom Value: IF	ollector: leb Link Veb Link) Address:			Edit Response	Delete
empty Perspense Started:	osponso Modii	fied			
Response started: R	esponse moun	nea:			
1. Is your primary role IA/IS?					
Yes, I am an IS/IA Manager (ISSM/ IAM)					
2. How many hours a week would you estim	ate you spe	nd on inforr	nation systems	security?	
1-10					
2 Experience					
3. Experience					
How many years of experience do you have in informe	tion sustams in		<1 (1) 1-2 (2)	) 3-5 (3) 6-10 (4	1) >10 (5)
How many years do you have in information systems s	ation systems in acurity?	i general?		×	
The many yours as you have in monitoring to not	county.			~	
4. What is your education level?					
Some college					
5. Do you have any of the following compute	er certificati	ons?			
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Figure 16. Survey response 15.

Displaying 16 of 26 respondents « Prev Next » Jump To: 16 Go »						
Response Type: Co Normal Response W	ollector: leb Link Veb Link)			Edit F	lesponse	Delete
Custom Value: IP	Address:					
empty Response Started: Re	esponse Modi	fied:				
•						
1. Is your primary role IA/IS?						
Yes, I am an IS/IA Manager (ISSM/ IAM)						
2. How many hours a week would you estim	iate you spe	end on infor	mation system	s secur	ity?	
>40						
3. Experience						
How many years of experience do you have in informa	tion evetome in	a anomi?	<1 (1) 1-2 (	2) 3-5 (3	) 6-10 (4	l) >10 (5)
How many years do you have in information systems s	ecurity?	Aenergit.			х	^
4. What is your education level?						
Master's Degree						
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Figure 17. Survey response 16.

Version         Next >>         Jump To:         17         Go >>					
Response Type: Normal Response	Collector: Web Link (Web Link)			Edit Response	Delete
empty	IF Address.				
Response Started:	Response Modif	fied:			
1. Is your primary role IA/IS?					
Yes, I am an IS/IA Manager (ISSM/ IAM)					
2. How many hours a week would you est	timate you spe	nd on inforr	nation system	s security?	
1-10					
3 Experience					
5. Experience					
University of any single device here is infe			<1 (1) 1-2 (2	2) 3-5 (3) 6-10 (4	4) >10 (5)
How many years of experience do you have in information system	mation systems in	general?		¥	~
How many years do you have in information system	is security?			~	
4. What is your education level?					
Bachelor's Degree					
Dacreor a Degree					
5. Do you have any of the following comp	uter certificati	ons?			
N/A					
N/A					
<ul> <li>N/A</li> <li>6. For your typical system, what do you e notified of the need) to complete the follow</li> </ul>	stimate to be t wing:	he average	time it takes (1	from the point of	of being
N/A 6. For your typical system, what do you e notified of the need) to complete the follow	stimate to be t wing: 1 day or less (1)	he average 2 days - 1 week (2)	time it takes (1 1-2 3 weeks (3) weel	from the point ( -4 4-8 ks (4) weeks (5)	of being >2 months (6)
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N/A 6. For your typical system, what do you e notified of the need) to complete the follor Complete system configuration (either individually o with other IA/IS staff? Implement and certify security requirements? Complete and submit SSP package to DAA?	stimate to be t wing: 1 day or less (1) r	he average 2 days - 1 week (2)	time it takes (1 1-2 3 weeks (3) weel X X	from the point (	>2 months (6)
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N/A 6. For your typical system, what do you e notified of the need) to complete the follor Complete system configuration (either individually o with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA? 7. Rate the following statements:	stimate to be t wing: 1 day or less (1) r	he average 2 days - 1 week (2)	time it takes (1 1-2 3 weeks (3) weel X X X	from the point of -4 4-8 ks (4) weeks (5) X	>2 months (6)
N/A 6. For your typical system, what do you e notified of the need) to complete the follow Complete system configuration (either individually o with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA? 7. Rate the following statements:	stimate to be t wing: 1 day or less (1) r	he average 2 days -1 week (2) Strongly []	time it takes (1 1-2 3 weeks (3) weel X X X Disagree Neither (2) disa	from the point of -4 4-8 ks (4) weeks (5) X	>2 months (6) Strongly
N/A 6. For your typical system, what do you e notified of the need) to complete the follow Complete system configuration (either individually o with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA? 7. Rate the following statements: Additional training would shorten the time it takes m a submission.	stimate to be t wing: 1 day or less (1) r r E e to complete	he average 2 days - 1 week (2) Strongly [ Disagree (1)	time it takes (f 1-2 3 weeks (3) weel X X 2 Disagree Neither (2) disag	from the point of -4 4-8 (4) weeks (5) X x agree nor Agree (3) (4)	of being >2 months (6) Strongly Agree (5) X
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N/A  6. For your typical system, what do you e notified of the need) to complete the follor  Complete system configuration (either individually o with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?  7. Rate the following statements:  Additional training would shorten the time it takes m a submission. My employer provides adequate training for my job My DAA provides adequate training for my job funct	stimate to be t wing: 1 day or less (1) r r ne to complete function. tion.	he average 2 days - 1 week (2) Strongly [] Jisagree (1)	time it takes (1 1-2 3 weeks (3) weel X X X Disagree Neither (2) disag	from the point of -4 4-8 ks (4) weeks (5) X agree nor Agree ree (3) (4) X	>2 months (6) Strongly Agree (5) X
N/A  6. For your typical system, what do you e notified of the need) to complete the follow  Complete system configuration (either individually o with other IA/IS staff)? Implement and certify security requirements?  Complete and submit SSP package to DAA?  7. Rate the following statements:  Additional training would shorten the time it takes m a submission.  My employer provides adequate training for my job My DAA provides adequate training for my job funct Other job requirements impede my ability to perform	stimate to be t wing: 1 day or less (1) r r e to complete function. tion. n my IA/IS	he average 2 days - 1 week (2) Strongly [ Nisagree (1)	time it takes (f 1-2 3 weeks (3) weel X X X Disagree Neither (2) disag	from the point of 4 4-8 (4) weeks (5) X x agree nor Agree ree (3) (4) X X X X X X	of being >2 months (6) Strongly Agree (5) X
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Figure 18. Survey response 17.

Displaying 18 of 26 respondents  « Prev Next » Jump To: 18 Go »						
Response Type: Normal Response Custom Value:	Collector: Web Link (Web Link) IP Address:			Edit	Response	Delete
empty	IF Address.					
Response Started:	Response Modif	fied:				
1. Is your primary role IA/IS?						
No, my primary role is not information systems secur	rity					
2. How many hours a week would you est	imate you spe	nd on inform	nation syst	ems secu	irity?	
1-10						
2 Functions						
3. Experience						
			<1 (1) 1	-2 (2) 3-5 (	3) 6-10 (4	l) >10 (5)
How many years of experience do you have in infor	mation systems in	n general?	х			
How many years do you have in information system	is security?		Х			
4. What is your education level?						
HS Dinloma/GED						
5. Do you have any of the following comp	uter certificati	ons?				
N/A						
N/A						
N/A 6. For your typical system, what do you e notified of the need) to complete the follow	stimate to be t wing:	he average	time it take	es (from th	ne point d	of being
N/A 6. For your typical system, what do you e notified of the need) to complete the follow	stimate to be t wing: 1 day or less (1)	the average 2 days - 1 week (2)	time it take	25 (from th 3-4 weeks (4) w	4-8 veeks (5)	>2 months (6)
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N/A 6. For your typical system, what do you e notified of the need) to complete the follow Complete system configuration (either individually o with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?	stimate to be t wing: 1 day or less (1) r	2 days - 1 week (2) X	time it take 1-2 weeks (3) X	3-4 weeks (4) w	4-8 veeks (5)	>2 months (6)
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Figure 19. Survey response 18.

« Prev Next » Jump To: 19 Go »						
Response Type: Normal Response Custom Value: <i>empty</i> Response Started:	Collector: Web Link (Web Link) IP Address: Response Mod	lified:		Edit Re	esponse	Delete
Yes, I am an IS/IA Manager (ISSM/ IAM)						
2. How many hours a week would you estin	mate you sp	end on infor	mation sys	tems securi	ty?	
>40						
3. Experience						
How many years of experience do you have in inform	nation systems	in general?	<1 (1)	1-2 (2) 3-5 (3)	6-10 (4	4) >10 (5)
How many years of experience do you have in information systems	security?	in general:				x
4. What is your education level?						
Master's Degree						
CISSP	ter certificat	tions?				
6. For your typical system, what do you es notified of the need) to complete the follow	ter certificat timate to be ving:	tions? the average	time it tak	ces (from the	point	of being
6. For your typical system, what do you es notified of the need) to complete the follow	timate to be ving: 1 day or less (1)	tions? the average 2 days - 1 week (2)	time it tak	tes (from the 3-4 ) weeks (4) weeks	point of the set of th	of being >2 months (6)
6. For your typical system, what do you es notified of the need) to complete the follow	timate to be ring: 1 day or less (1) X	tions? the average 2 days - 1 week (2)	time it tak 1-2 weeks (3)	3-4 weeks (4) we	point of the set of th	of being >2 months (6)
6. For your typical system, what do you es notified of the need) to complete the follow Complete system configuration (either individually or with other IA/IS staff)?	timate to be ring: 1 day or less (1) X	tions? the average 2 days - 1 week (2) X	time it tak 1-2 weeks (3)	ses (from the 3-4 ) weeks (4) we	point 4-8 eks (5)	of being >2 months (6)
Complete system configuration (either individually or with other IA/IS staff)?  Implement and certify security requirements?  Complete and submit SSP package to DAA?	timate to be ving: 1 day or less (1) X	tions? the average 2 days - 1 week (2) X X	time it tak 1-2 weeks (3)	3-4 weeks (4) we	point 4-8 eks (5)	of being >2 months (6)
6. For your typical system, what do you es notified of the need) to complete the follow Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA? 7. Rate the following statements:	timate to be ring: 1 day or less (1) X	the average 2 days - 1 week (2) X X	time it tak 1-2 weeks (3)	3-4 weeks (4) we	4-8 eks (5)	of being >2 months (6)
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Correct and the second se	tter certificat timate to be ring: 1 day or less (1) X to complete unction. on. my IA/IS lps me do my sed on IA/IS t tasks without ul computer ssful	the average 2 days - 1 week (2) X X X Strongly 1 Disagree (1)	time it tak 1-2 weeks (3) Disagree Ne (2) X X X X X	tes (from the 3-4 weeks (4) we ither agree nor disagree (3)	Agree (4)	of being >2 months (6) Strongly Agree (5) x x

Figure 20. Survey response 19.

Displaying 20 of 26 respondents           « Prev         Next »         Jump To:         20         Go »					
Response Type: C Normal Response V Custom Value: I	Collector: Veb Link Web Link) P Address:			Edit Response	Delete
empty Response Started: E	Response Modif	fied:			
	teoponoe moun				
1. Is your primary role IA/IS?					
Yes, I am an IS/IA Manager (ISSM/ IAM)					
2. How many hours a week would you estim	nate you spe	nd on inform	nation systems	security?	
1-10					
2 Experience					
3. Experience					
Here we want of any single de une have in inform	ation sustance in		<1 (1) 1-2 (2	) 3-5 (3) 6-10 (4	l) >10 (5)
How many years do you have in information systems	security2	generalit	~	×	
now many years do you have in information systems	boountyr			~	
4 What is your education level?					
- maris your culculor leven					
Some college					
5. Do you have any of the following computer N/A	ter certificati	ons ?			
6. For your typical system, what do you es notified of the need) to complete the follow	timate to be t ing:	he average	time it takes (f	rom the point	of being
	1 day or less (1)	2 days - 1 week (2)	1-2 3- weeks (3) week	4 4-8 (4) weeks (5)	>2 months
Complete system configuration (either individually or with other IA/IS staff)?	х				(6)
Implement and certify security requirements?					(6)
Complete and submit SSP package to DAA?	x				(6)
complete and outfill our package to DAA?	x	x			(6)
compare and submit our package to DAA!	x	х			(6)
7. Rate the following statements:	X	x			(6)
7. Rate the following statements:	X	X Strongly D Disagree (1)	)isagree Neither a (2) disag	agree nor Agree ree (3) (4)	(6) Strongly Agree (5)
7. Rate the following statements: Additional training would shorten the time it takes me a submission.	X C to complete	X Strongly D Disagree (1)	bisagree Neither a (2) disag	agree nor Agree ree (3) (4) X	(6) Strongly Agree (5)
7. Rate the following statements: Additional training would shorten the time it takes me a submission.	X to complete inction.	X Strongly D Disagree (1)	Disagree Neither (2) disag	agree nor Agree ree (3) (4) X	(6) Strongly Agree (5)
7. Rate the following statements:     Additional training would shorten the time it takes me a submission.     My employer provides adequate training for my job fu Wy DAA provides adequate training for my job functic	X complete inction.	X Strongly C Disagree (1)	Visagree Neither (2) disag 2	agree nor Agree ree (3) (4) X X X	(6) Strongly Agree (5)
7. Rate the following statements:     Additional training would shorten the time it takes me     a submission.     My employer provides adequate training for my job functic     Other job requirements impede my ability to perform r     duties.	x c to complete inction. on. my IA/IS	X Strongly D Disagree (1)	)isagree Neither ( (2) disag 2	agree nor Agree ree (3) (4) X X X X X X	(6) Strongly Agree (5)
7. Rate the following statements:     Additional training would shorten the time it takes me     submission.     My employer provides adequate training for my job functio     Other job requirements impede my ability to perform r     duties.     Interacting with other IA/IS security professionals hell     job better.	x to complete inction. my IA/IS ps me do my	X Strongly D Disagree (1)	Disagree Neither (2) disag ) ) )	agree nor Agree ree (3) (4) X X X X X	(6) Strongly Agree (5)
7. Rate the following statements:     Additional training would shorten the time it takes me a submission.     My employer provides adequate training for my job fundic Other job requirements impede my ability to perform r duties.     Interacting with other IA/IS security professionals help job better.     Being a member of a professional organization focus helps me do my job better.	x to complete inction. in. my IA/IS ps me do my ed on IA/IS	X Strongly C Disagree (1)	Visagree Neither (2) disag (2) disag ; ;	xgree nor Agree ree (3) (4) X X X X X X X	(6) Strongly Agree (5)
7. Rate the following statements:     Additional training would shorten the time it takes me     a submission.     My employer provides adequate training for my job functic     Other job requirements impede my ability to perform r     duties.     Interacting with other IA/IS security professionals help     job better.     Being a member of a professional organization focus     helps me do my job better.     My experience allows me to perform security-relevant     additional training.	x complete inction. my IA/IS ps me do my ed on IA/IS tasks without	X Strongly E Disagree (1)	Visagree Neither (2) (2) disag : : : : : :	x ree (3) (4) X X X X X X X	(6) Strongly Agree (5)
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7. Rate the following statements:     Additional training would shorten the time it takes me     a submission.     My employer provides adequate training for my job functic     Other job requirements impede my ability to perform r     duties.     Interacting with other IA/IS security professionals help     job better.     Being a member of a professional organization focus     helps me do my job better.     My experience allows me to perform security-relevant     additional training.     Training is most important to maintaining a successfu     security program.	x to complete inction. in. my IA/IS ps me do my ed on IA/IS tasks without I computer issful	X Strongly C Disagree (1)	Visagree Neither (2) disag (2) disag 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	xgree nor Agree ree (3) (4) X X X X X X X X X X	(6) Strongly Agree (5)

Figure 21. Survey response 20.

All of 26 respondents						
Response Type:     Cc       Normal Response     We       (W     (W       Custom Value:     IP       empty     P       Response Started:     Re	ellector: ebLink lebLink) Address: sponse Modif	fied:		Edit Re	esponse	Delete
1. Is your primary role IA/IS?						
Yes, I am an IS/IA Manager (ISSM/ IAM)						
2. How many hours a week would you estimate	ate vou spe	nd on infor	nation svs	tems securi	tv?	
>40						
3. Experience						
			<1 (1)	1-2 (2) 3-5 (3)	6-10 (4	l) >10 (5)
How many years of experience do you have in informat	tion systems in	general?				х
How many years do you have in information systems se	ecurity?					х
4. What is your education level? Bachelor's Degree						
5. Do you have any of the following compute	er certificatio	ons?				
<ul> <li>5. Do you have any of the following compute CISSP</li> <li>6. For your typical system, what do you estin notified of the need) to complete the followin</li> </ul>	er certification mate to be t	ons? he average	time it tak	es (from the	point	of being
<ul> <li>5. Do you have any of the following compute CISSP</li> <li>6. For your typical system, what do you estin notified of the need) to complete the followin</li> </ul>	mate to be t ng: 1 day or less (1)	ons? he average 2 days - 1 week (2)	time it tak	es (from the 3-4 weeks (4) we	point 4-8 eks (5)	of being >2 months (6)
5. Do you have any of the following compute CISSP 6. For your typical system, what do you estiin notified of the need) to complete the followin Complete system configuration (either individually or with other IA/IS staff)?	mate to be t g: 1 day or less (1)	ons? he average 2 days - 1 week (2) X	time it tak 1-2 weeks (3)	es (from the 3-4 weeks (4) wee	point d 4-8 eks (5)	of being >2 months (6)
5. Do you have any of the following compute CISSP     6. For your typical system, what do you estii notified of the need) to complete the followin Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements?	mate to be t g: 1 day or less (1)	ons? the average 2 days - 1 week (2) X X	time it tak 1-2 weeks (3)	es (from the 3-4 weeks (4) we	point ( 4-8 eks (5)	of being >2 months (6)
5. Do you have any of the following compute CISSP 6. For your typical system, what do you esti notified of the need) to complete the followin Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?	mate to be t mate to be t g: 1 day or less (1)	he average 2 days - 1 week (2) X X	time it tak 1-2 weeks (3)	es (from the 3-4 weeks (4) we X	point ( 4-8 eks (5)	of being >2 months (6)
5. Do you have any of the following compute CISSP 6. For your typical system, what do you esti notified of the need) to complete the followin Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA? 7. Rate the following statements:	mate to be t ig: 1 day or less (1)	he average 2 days - 1 week (2) X X	time it tak 1-2 weeks (3)	3-4 weeks (4) weeks (4)	<b>point</b> ( 4-8 eks (5)	>2 months (6)
5. Do you have any of the following compute CISSP 6. For your typical system, what do you estin notified of the need) to complete the following Complete system configuration (either individually or with other IA/IS staff)? mplement and certify security requirements? Complete and submit SSP package to DAA? 7. Rate the following statements:	mate to be t mate to be t 1 day or less (1)	he average 2 days - 1 week (2) X X Strongly I bisagree (1)	time it tak 1-2 weeks (3) Disagree Ne	es (from the 3-4 weeks (4) we X	point ( 4-8 eks (5)	of being >2 months (6) Strongly Agree (5)
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5. Do you have any of the following compute EISSP     6. For your typical system, what do you estit notified of the need) to complete the following     Complete system configuration (either individually or     vith other IA/IS staff)?     mplement and certify security requirements?     Complete and submit SSP package to DAA?     7. Rate the following statements:     Additional training would shorten the time it takes me to     we employee provides adequate training for my tob function.	mate to be t mate to be t 1 day or less (1)	he average 2 days - 1 week (2) X X Strongly I Jisagree (1)	time it tak 1-2 weeks (3) Disagree Ne (2) X	es (from the 3-4 weeks (4) we X ither agree nor disagree (3)	point ( 4-8 eks (5) Agree (4)	>2 >0 months (6) Strongly Agree (5)
5. Do you have any of the following compute DISSP     6. For your typical system, what do you estit notified of the need) to complete the followin     Complete system configuration (either individually or with other IA/IS staff)?     mplement and certify security requirements?     Complete and submit SSP package to DAA?     7. Rate the following statements:     Additional training would shorten the time it takes me to     submission.     Wy employer provides adequate training for my job function	mate to be t g: 1 day or less (1) 0 complete ction.	he average 2 days - 1 week (2) X X Strongly I isagree (1)	time it tak 1-2 weeks (3) Disagree Ne (2) X	es (from the 3-4 weeks (4) we X ither agree nor disagree (3) X X	point ( 4-8 eks (5)	>2 >2 months (6) Strongly Agree (5)
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5. Do you have any of the following compute CISSP     6. For your typical system, what do you estii notified of the need) to complete the followin Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA? 7. Rate the following statements: Additional training would shorten the time it takes me to a submission. My employer provides adequate training for my job function Other job requirements impede my ability to perform my duties. Interacting with other IA/IS security professionals helps ob better.	ar certification mate to be t g: 1 day or less (1) 1 day or less (1) 0 complete ction. y IA/IS i me do my	he average 2 days - 1 week (2) X X Strongly I Jisagree (1)	time it tak 1-2 weeks (3) Disagree Ne (2) X	es (from the 3-4 weeks (4) we x ither agree nor disagree (3) x x x	point ( 4-8 eks (5) Agree (4) X	>2 months (6) Strongly Agree (5)
5. Do you have any of the following compute CISSP     6. For your typical system, what do you estil notified of the need) to complete the followin Complete system configuration (either individually or with other IA/IS staff)? mplement and certify security requirements? Complete and submit SSP package to DAA? 7. Rate the following statements: Additional training would shorten the time it takes me to a submission. My employer provides adequate training for my job function Other job requirements impede my ability to perform my futiles. Interacting with other IA/IS security professionals helps ob better. Being a member of a professional organization focuse helps me do my job better.	ar certification mate to be t g: 1 day or less (1) 0 complete ction. y IA/IS s me do my d on IA/IS	he average 2 days - 1 week (2) X X Strongly [ Jisagree (1)	time it tak 1-2 weeks (3) Disagree Ne (2) X	es (from the 3-4 weeks (4) we X ither agree nor disagree (3) X X X X	Agree (4)	of being >2 months (6) Strongly Agree (5)
5. Do you have any of the following compute CISSP     6. For your typical system, what do you estii notified of the need) to complete the followin Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA? 7. Rate the following statements: Additional training would shorten the time it takes me to a submission. My employer provides adequate training for my job function Other job requirements impede my ability to perform my duties. Interacting with other IA/IS security professionals helps po better. Being a member of a professional organization focused helps me do my job better. My experience allows me to perform security-relevant ts additional training.	r certification mate to be t g: 1 day or less (1) certification less (1) complete ction. ctio	he average 2 days - 1 week (2) X X Strongly I Jisagree (1)	time it tak 1-2 weeks (3) Disagree Ne (2) X	ither agree nor disagree (3) X X X	Agree (4)	of being >2 months (6) Strongly Agree (5)
5. Do you have any of the following compute CISSP     6. For your typical system, what do you estin notified of the need) to complete the followin Complete system configuration (either individually or with other IA/IS staff?) Implement and certify security requirements? Complete and submit SSP package to DAA?     7. Rate the following statements: Additional training would shorten the time it takes me to a submission. My employer provides adequate training for my job function Other job requirements impede my ability to perform my duties. Interacting with other IA/IS security professionals helps job better. Being a member of a professional organization focused helps me do my job better. My experience allows me to perform security-relevant to additional training. Training is most important to maintaining a successful of security program.	er certification mate to be t g: 1 day or less (1) 1 day or less (1) 0 complete ction.	he average 2 days - 1 week (2) X X Strongly I Strongly I	time it tak 1-2 weeks (3) Disagree Ne (2) X	ies (from the 3-4 weeks (4) we X ither agree nor disagree (3) X X X X	point ( 4-8 eks (5) Agree (4) X X X X	>2 months (6) Strongly Agree (5)
5. Do you have any of the following compute CISSP     6. For your typical system, what do you estii notified of the need) to complete the following Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?     7. Rate the following statements: Additional training would shorten the time it takes me to a submission. My employer provides adequate training for my job function Other job requirements impede my ability to perform my duties. Interacting with other IA/IS security professionals helps job better. Being a member of a professional organization focused helps me do my job better. My experience allows me to perform security-relevant to additional training. Training is most important to maintaining a successful of security program.	er certification	he average 2 days - 1 week (2) X X Strongly I Jisagree (1)	time it tak 1-2 weeks (3) Disagree Ne (2) X	es (from the 3-4 weeks (4) we X ither agree nor disagree (3) X X X X	Agree (4) Agree (4) X X X X X X	of being >2 months (6) Strongly Agree (5)

Figure 22. Survey response 21.

Displaying 22 of 26 respondents « Prev Next » Jump To: 22 Go »						
Response Type: Cc Normal Response W (V Custom Value: IP emoty	ollector: eb Link /eb Link) Address:			E	Edit Respo	nse Delete
Response Started: Re	esponse Modi	ified:				
1. Is your primary role IA/IS?						
No, my primary role is not information systems security						
2. How many hours a week would you estim	ate you spe	end on inform	nation sy	/stems se	ecurity?	
<1						
3. Experience						
			<1 (1	) 1-2 (2) 3	-5 (3) 6-1	0 (4) >10 (5)
How many years of experience do you have in informa	tion systems i	n general?	X	, (_) .	0 (0) 0 1	o (4) > 10 (0)
How many years do you have in information systems s	ecurity?		х			
4. What is your education level?						
HS Dinloma/GED						
5. Do you have any of the following compute	er certificat	ions?				
5. Do you have any of the following compute	er certificati	ions?				
5. Do you have any of the following compute	er certificati	ions?				
<ul> <li>5. Do you have any of the following compute</li> <li>N/A</li> <li>6. For your typical system, what do you estinotified of the need) to complete the following</li> </ul>	er certificati mate to be ng:	ions? the average	time it ta	akes (fron	n the poin	nt of being
<ul> <li>5. Do you have any of the following compute N/A</li> <li>6. For your typical system, what do you estinotified of the need) to complete the following notified notified of the need) to complete the following notified notifie</li></ul>	mate to be ng: 1 day or less (1)	ions? the average 2 days - 1 week (2)	time it ta ueeks (	akes (fron 3-4 3) weeks (4	n the poin 4-8 4) weeks (	nt of being >2 (5) months (6)
5. Do you have any of the following compute N/A      6. For your typical system, what do you esti notified of the need) to complete the followin Complete system configuration (either individually or with other IA/IS staff)?	er certification mate to be ng: 1 day or less (1) X	the average 2 days - 1 week (2)	time it ta 1-2 weeks (;	akes (fron 3-4 3) weeks (4	n the poi 4-8 9) weeks (	nt of being >2 (5) months (6)
5. Do you have any of the following compute N/A      6. For your typical system, what do you esti notified of the need) to complete the followin Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements?	er certification mate to be ng: 1 day or less (1) X X	the average 2 days - 1 week (2)	time it ta 1-2 weeks (;	akes (fron 3-4 3) weeks (⁄	1 the point 4-8 1) weeks (	nt of being >2 (5) (6)
5. Do you have any of the following compute N/A      6. For your typical system, what do you esti notified of the need) to complete the followin Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?	mate to be ng: 1 day or less (1) X X X	the average 2 days - 1 week (2)	time it ta 1-2 weeks (:	3-4 3) weeks (/	n the poin 4-8 4) weeks (	nt of being (5) >2 (6)
5. Do you have any of the following compute N/A      6. For your typical system, what do you esti notified of the need) to complete the followin Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?	mate to be ng: 1 day or less (1) X X X X	the average 2 days - 1 week (2)	time it ta 1-2 weeks (	<mark>akes (fron</mark> 3-4 3) weeks (4	n the poin 4-8 i) weeks (	>2 (5) (6)
5. Do you have any of the following compute N/A      6. For your typical system, what do you esti notified of the need) to complete the followin Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?      7. Rate the following statements:	mate to be ng: 1 day or less (1) X X X X	the average 2 days - 1 week (2)	time it ta 1-2 weeks (;	akes (fron 3-4 3) weeks (4	4-8 () weeks (	nt of being >2 (5) months (6)
5. Do you have any of the following compute N/A      6. For your typical system, what do you esti notified of the need) to complete the following complete system configuration (either individually or with other IA/IS staff)? Implement and corify security requirements? Complete and submit SSP package to DAA?      7. Rate the following statements:	er certificati mate to be ng: 1 day or 1 ess (1) X X X	the average 2 days - 1 week (2)	time it ta 1-2 weeks (;	akes (fron 3-4 3) weeks (4	4-8 4) weeks (	nt of being (5) <sup>&gt;2</sup> (6) (6)
5. Do you have any of the following compute N/A      6. For your typical system, what do you esti notified of the need) to complete the followin Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?      7. Rate the following statements:	er certificati mate to be ng: 1 day or less (1) X X X X	the average 2 days - 1 week (2) Strongly D	time it ta 1-2 weeks (: Disagree N (2)	3-4 3) weeks (/	4-8 (1) weeks (1) (3) (4)	ee Strongly
5. Do you have any of the following compute N/A      6. For your typical system, what do you esti notified of the need) to complete the followin Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?      7. Rate the following statements: Additional training would shorten the time it takes me to a submission.	er certification ng: 1 day or 1 less (1) X X X X X	the average 2 days - 1 week (2) Strongly D Disagree (1)	time it ta 1-2 weeks (: Disagree N (2)	3-4 3) weeks (/ leither agree disagree X	4-8 (1) weeks (1) (2) (4) (3) (4)	ee Strongly Agree (5)
5. Do you have any of the following compute N/A      6. For your typical system, what do you esti notified of the need) to complete the following Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?      7. Rate the following statements: Additional training would shorten the time it takes me to a submission. My employer provides adequate training for my job fun	er certification ng: 1 day or less (1) X X X x x o complete ction.	the average 2 days - 1 week (2) Strongly Disagree (1)	time it ta 1-2 weeks (: )isagree N (2)	akes (fron 3-4 3) weeks (/ teither agree disagree X	n the poi 4-8 4) weeks ( ) weeks ( ) weeks ( ) (4)	ee Strongly Agree (5)
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Figure 23. Survey response 22.

« Prev Next » Jump To: 23 Go »						
Response Type: Normal Response	Collector: Web Link (Web Link)			Edit Re	sponse	Delete
Custom Value: empty	IP Address:					
Response Started:	Response Mod	fied:				
1. Is your primary role IA/IS?						
Yes, I am an IS/IA Manager (ISSM/ IAM)						
2. How many hours a week would you est	imate you spe	end on inform	nation sys	tems securit	y?	
>40						
3. Experience						
			<1 (1)	1-2 (2) 3-5 (3)	6-10 (4	l) >10 (5)
How many years of experience do you have in information system	mation systems i	n general?				×
	,					
4. What is your education level?						
Master's Degree						
5. Do you have any of the following compo	uter certificat	ons?				
A+						
CISSP Naturalità						
THE MEDIA						
6. For your typical system, what do you en notified of the need) to complete the follow	stimate to be ving:	the average	time it tak	es (from the	point	of being
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	1 day or less (1)	2 days - 1 week (2)	1-2 weeks (3)	3-4 weeks (4) wee	4-8 9ks (5)	>2 months (6)
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Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements?	1 day or less (1) X	2 days - 1 week (2) X	1-2 weeks (3)	3-4 weeks (4) wee	4-8 }ks (5)	>2 months (6)
Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?	1 day or less (1) X X	2 days - 1 week (2) X	1-2 weeks (3)	3-4 weeks (4) wee	4-8 ∢ks (5)	>2 months (6)
Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?	1 day or less (1) X X	2 days - 1 week (2) X	1-2 weeks (3)	3-4 weeks (4) wee	4-8 ⊧ks (5)	>2 months (6)
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Figure 24. Survey response 23.

Cisplaying 24 of 26 respondents « Prev Next » Jump To: 24 Go »						
Response Type: Normal Response	Collector: Web Link (Web Link)			Edit F	lesponse	Delete
Custom Value: empty	IP Address:					
Response Started:	Response Moo	dified:				
1. Is your primary role IA/IS?						
Yes, I am an IS/IA Manager (ISSM/ IAM)						
2. How many hours a week would you es	stimate vou sp	end on info	mation sv	/stems secur	itv?	
11-20	otimuto you op					
3. Experience						
			<1 (1	) 1-2 (2) 3-5 (3	) 6-10 (4	l) >10 (5)
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low many years do you have in information syste	ims security?					х
ashalar'a Dagraa						
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3achelor's Degree 5. Do you have any of the following com, WA 6. For your typical system, what do you notified of the need) to complete the follo	puter certifica estimate to be owing: 1 day or less (1)	tions? the averag 2 days - 1 week (2)	e time it ta 1-2 weeks (3	3-4 3) weeks (4) we	e point ↔	of being >2 months (6)
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achelor's Degree 5. Do you have any of the following com, I/A 6. For your typical system, what do you notified of the need) to complete the following complete system configuration (either individually th other I/A/IS staff)? mplement and certify security requirements?	estimate to be owing: 1 day or less (1) or x	tions? the averag 2 days - 1 week (2)	e time it ta 1-2 weeks (;	akes (from the 3-4 3) weeks (4) we	e point ( 4-8 seks (5) X	of being >2 months (6)
S. Do you have any of the following com     VA     S. For your typical system, what do you     notified of the need) to complete the follo     Complete system configuration (either individually     th other IA/IS staff)?     mplement and certify security requirements?     Complete and submit SSP package to DAA?	puter certifica estimate to be owing: 1 day or less (1) or x	tions? the averag 2 days - 1 week (2)	e time it ta 1-2 weeks (; X	3-4 3) weeks (4) we	4-8 veks (5)	>2 months (6)
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Achelor's Degree     S. Do you have any of the following com     VA     S. For your typical system, what do you     notified of the need) to complete the foll     vamplete system configuration (either individually     th other IA/IS staff)?     mplement and certify security requirements?     fomplete and submit SSP package to DAA? <b>7. Rate the following statements:</b> ditional training would shorten the time it takes     submitsion.     ty employer provides adequate training for my job     ty DAA provides adequate training for my job fun     there.	puter certifica estimate to be owing: 1 day or less (1) or x me to complete b function. nction. mm my IA/IS	tions? the averag 2 days - 1 week (2) Strongly Disagree (1)	e time it ta 1-2 weeks (i X Disagree N (2)	akes (from the 3-4 3) weeks (4) we leither agree no disagree (3) X	4-8 eks (5) x x x	of being >2 months (6) Strongly Agree (5)
	puter certifica estimate to be owing: 1 day or 1 ess (1) or x me to complete b function. tction. mm my IA/IS helps me do my	tions? the averag 2 days - 1 week (2) Strongly Disagree (1)	e time it ta 1-2 weeks (; X Disagree N (2) X	akes (from the 3-4 3) weeks (4) we also and a second teither agree no disagree (3) X	e point ( 4-8 x x r Agree (4) x x x x	of being >2 months (6) Strongly Agree (5)
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Figure 25. Survey response 24.

Displaying 25 of 26 respondents « Prev Next » Jump To: 25 Go »						
Response Type:     C       Normal Response     W       Custom Value:     (V       empty     F	ollector: /eb Link Web Link) P Address:			Edit Re	sponse	Delete
Response Started: R	esponse Mod	ified:				
1. Is your primary role IA/IS?						
No, my primary role is not information systems security	(					
2. How many hours a week would you estim	nate you spe	end on inforn	nation systen	ns securit	y?	
1-10						
3. Experience						
			<1 (1) 1-2	(2) 3-5 (3)	6-10 (4	l) >10 (5)
How many years of experience do you have in informa	ation systems i	n general?				х
How many years do you have in information systems :	security?				x	
4. What is your education level?						
Associate's Degree						
5. Do you have any of the following comput	er certificat	ions?				
A+						
Security+						
6. For your typical system, what do you est notified of the need) to complete the followi	imate to be ng:	the average	time it takes	(from the	point	of being
	1 day or less (1)	2 days - 1 week (2)	1-2 weeks (3) we	3-4 4 eks (4) wee	1-8 ks (5)	>2 months (6)
Complete system configuration (either individually or with other IA/IS staff)?	х					
Implement and certify security requirements?	х					
Complete and submit SSP package to DAA?			х			
7. Rate the following statements:						
		Strongly D	isagree Neithe	r agree nor	Agree	Strongly
Additional training would shorten the time it takes me a submission.	to complete	biologice (i)	(2) 0100	igree (o)	(4)	X X
My employer provides adequate training for my job fur	nction.	х				
My DAA provides adequate training for my job function	n.				х	
Other job requirements impede my ability to perform m duties.	ny IA/IS				х	
Interacting with other IA/IS security professionals help job better.	is me do my					х
Being a member of a professional organization focuse helps me do my job better.	ed on IA/IS			х		
My experience allows me to perform security-relevant additional training.	tasks without				х	
Training is most important to maintaining a successful security program.	computer					х
Experience is most important to maintaining a success computer security program.	sful					
					х	

Figure 26. Survey response 25.

Response Type:     Co       Normal Response     We       (W     (W       Custom Value:     IP       empty     Response Started:     Re	llector: abLink ebLink) Address: sponse Modi	fied:	Edi	t Response	Delete
1. Is your primary role IA/IS?					
Yes, I am an IS/IA Manager (ISSM/ IAM)					
2. How many hours a week would you estimate	ate vou spe	and on inform	nation systems sec	urity?	
21-30	,		,		
3. Experience					
			<1 (1) 1-2 (2) 3-5	(3) 6-10 (4	<ol> <li>\$10 (5)</li> </ol>
How many years of experience do you have in informat	tion systems i	n general?		.,	x
How many years do you have in information systems se	ecurity?				х
4. What is your education level?					
Bachelor's Degree					
5. Do you have any of the following compute	r certificati	ions?			
N/A					
6. For your typical system, what do you estii notified of the need) to complete the followin	mate to be g:	the average	time it takes (from t	he point	of being
6. For your typical system, what do you esti notified of the need) to complete the followin	mate to be g: 1 day or less (1)	the average 2 days - 1 week (2)	time it takes (from t	4-8 weeks (5)	of being >2 months (6)
6. For your typical system, what do you estin notified of the need) to complete the followin Complete system configuration (either individually or with other IA/IS staff)?	1 day or less (1)	the average 2 days - 1 week (2)	time it takes (from t 1-2 3-4 weeks (3) weeks (4)	4-8 weeks (5)	>2 months (6)
6. For your typical system, what do you estiin notified of the need) to complete the followin Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements?	1 day or less (1) X X	2 days - 1 week (2)	time it takes (from t 1-2 3-4 weeks (3) weeks (4)	4-8 weeks (5)	>2 months (6)
6. For your typical system, what do you esti notified of the need) to complete the followin Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?	mate to be g: 1 day or less (1) X X X X	2 days - 1 week (2)	time it takes (from t	4-8 weeks (5)	>2 months (6)
6. For your typical system, what do you estiin notified of the need) to complete the followin Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?	1 day or less (1) X X X X	the average 2 days - 1 week (2)	time it takes (from t	4-8 weeks (5)	>2 months (6)
6. For your typical system, what do you estimotified of the need) to complete the followin Complete system configuration (either individually or with other IA/IS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA? 7. Rate the following statements:	mate to be ig: 1 day or less (1) X X X X X	the average 2 days - 1 week (2)	time it takes (from t	4-8 weeks (5)	>2 months (6)
6. For your typical system, what do you estimatified of the need) to complete the following     Complete system configuration (either individually or with other IA/IS staff)?     Implement and certify security requirements?     Complete and submit SSP package to DAA?     7. Rate the following statements:	1 day or less (1) X X X	the average 2 days - 1 week (2) Strongly D	time it takes (from t 1-2 3-4 weeks (3) weeks (4) Visagree Neither agree (7) disagree (1)	he point ( 4-8 weeks (5)	>2 months (6)
6. For your typical system, what do you estimotified of the need) to complete the followin     Complete system configuration (either individually or     with other IA/IS staff)?     Implement and certify security requirements?     Complete and submit SSP package to DAA?     7. Rate the following statements:     Additional training would shorten the time it takes me to	table to be g: 1 day or less (1) X X X X X o complete	the average 2 days - 1 week (2) Strongly D Disagree (1)	time it takes (from t 1-2 3-4 weeks (3) weeks (4) Pisagree Neither agree (2) disagree (3)	4-8 weeks (5)	>2 months (6) Strongly Agree (5)
6. For your typical system, what do you estimotified of the need) to complete the followin     Complete system configuration (either individually or     with other IA/IS staff)?     Implement and certify security requirements?     Complete and submit SSP package to DAA?     7. Rate the following statements:     Additional training would shorten the time it takes me to     submission.	t day or less (1) X X X x o complete	2 days - 1 week (2) Strongly D Disagree (1)	time it takes (from t 1-2 3-4 weeks (3) weeks (4) Hisagree Neither agree (2) disagree (3 X	he point ( 4-8 weeks (5)	>2 months (6) Strongly Agree (5)
6. For your typical system, what do you esti notified of the need) to complete the followin Complete system configuration (either individually or with other I/AIS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?     7. Rate the following statements: Additional training would shorten the time it takes me to a submission. My employer provides adequate training for my job function	t day or less (1) X X X o complete	2 days - 1 week (2) Strongly D Disagree (1)	time it takes (from t 1-2 3-4 weeks (3) weeks (4) Hisagree Neither agree (2) disagree (3) X	he point ( 4-8 weeks (5) nor Agree ) (4)	>2 months (6) Strongly Agree (5) X
6. For your typical system, what do you esti notified of the need) to complete the followin Complete system configuration (either individually or with other I/JIS staff)? Implement and certify security requirements? Complete and submit SSP package to DAA?     7. Rate the following statements: Additional training would shorten the time it takes me to a submission. My employer provides adequate training for my job function My DAA provides adequate training for my job function Other job requirements impede my ability to perform my	t day or less (1) X X X x a complete ction.	2 days - 1 week (2) Strongly D Disagree (1)	time it takes (from t 1-2 3-4 weeks (3) weeks (4) lisagree Neither agree (2) disagree (3 X	he point of 4-8 weeks (5) nor Agree ) (4)	strongly X
6. For your typical system, what do you estiin notified of the need) to complete the following     Complete system configuration (either individually or with other IA/IS staff)?     Implement and certify security requirements?     Complete and submit SSP package to DAA?     7. Rate the following statements:     Additional training would shorten the time it takes me to a submission.     My employer provides adequate training for my job function     Other job requirements impede my ability to perform my duties.     Interacting with other IA/IS security professionals helps	anate to be ig: 1 day or less (1) X X X x a x a x c x x x x x x x x x x x x x	2 days - 1 week (2) Strongly D Disagree (1) D	time it takes (from t 1-2 3-4 weeks (3) weeks (4) : Visagree Neither agree (2) disagree (3 X	he point ( 4-8 weeks (5) nor Agree ) (4)	Strongly Agree (5)
6. For your typical system, what do you estimotified of the need) to complete the following     Complete system configuration (either individually or     with other IA/IS staff)?     Implement and certify security requirements?     Complete and submit SSP package to DAA?     7. Rate the following statements:     Additional training would shorten the time it takes me to     a submission.     My employer provides adequate training for my job function     Other job requirements impede my ability to perform my     duties.     Interacting with other IA/IS security professionals helps     job better.	anate to be g: 1 day or less (1) X X X x c c complete ction.	2 days - 1 week (2) Strongly Disagree (1) X	time it takes (from t 1-2 3-4 weeks (3) weeks (4) isagree Neither agree (2) disagree (3 X	he point ( 4-8 weeks (5) nor Agree ) (4) x	strongly Agree (5) X
6. For your typical system, what do you estimotified of the need) to complete the following     Complete system configuration (either individually or     with other IA/IS staff)?     Implement and certify security requirements?     Complete and submit SSP package to DAA?     7. Rate the following statements:     Additional training would shorten the time it takes me to     a submission.     My employer provides adequate training for my job function     Other job requirements impede my ability to perform my     duties.     Interacting with other IA/IS security professionals helps     job better.     Being a member of a professional organization focused     helps me do my job better.	mate to be g: 1 day or less (1) X X X X a b complete ction.	2 days - 1 week (2) Strongly D Disagree (1) X	time it takes (from t 1-2 3-4 weeks (3) weeks (4) - Hisagree Neither agree (2) disagree (3 X X	he point of 4-8 weeks (5) nor Agree ) (4) x	strongly Agree (5) X X X
6. For your typical system, what do you estimotified of the need) to complete the following     complete system configuration (either individually or     with other IA/IS staff)?     Implement and certify security requirements?     Complete and submit SSP package to DAA?     7. Rate the following statements:     Additional training would shorten the time it takes me to     a submission.     My employer provides adequate training for my job function     Other job requirements impede my ability to perform my     duties.     Interacting with other IA/IS security professionals helps     job better.     Being a member of a professional organization focusece     helps me do my job better.     My experience allows me to perform security-relevant ts     additional training.     Training is most important to maintaining a successful of     security program.	anate to be: g: 1 day or less (1) X x x x o complete ction.	2 days - 1 week (2) Strongly D Disagree (1) X	time it takes (from t 1-2 3-4 weeks (3) weeks (4) : isagree Neither agree (2) disagree (3) X	he point ( 4-8 weeks (5) nor Agree ) (4) X	strongly Agree (5) X X X X
6. For your typical system, what do you estimotified of the need) to complete the following     Complete system configuration (either individually or with other IA/IS staff)?     Implement and certify security requirements?     Complete and submit SSP package to DAA?     7. Rate the following statements:     Additional training would shorten the time it takes me to a submission.     My employer provides adequate training for my job function     Other job requirements impede my ability to perform my duties.     Interacting with other IA/IS security professionals helps pio better.     My experience allows me to perform security-relevant te additional training.     Training is most important to maintaining a successful computer security program.	asks without	the average 2 days - 1 week (2) Strongly Disagree (1) X	time it takes (from t 1-2 3-4 weeks (3) weeks (4) - lisagree Neither agree (2) disagree (3 X X X	he point ( 4-8 weeks (5)	strongly Agree (5) X X X X
6. For your typical system, what do you estimotified of the need) to complete the following     Complete system configuration (either individually or     with other IA/IS staff)?     Implement and certify security requirements?     Complete and submit SSP package to DAA?     7. Rate the following statements:     Additional training would shorten the time it takes me to     a submission.     My employer provides adequate training for my job fund My DAA provides adequate training for my job fund My DAA provides adequate training for my job fund My DAA provides adequate training for my job fund My DAA provides adequate training for my job fund My DAA provides adequate training for my job function Other job requirements impede my ability to perform my     duties.     Interacting with other IA/IS security professionals helps     be better.     My experience allows me to perform security-relevant ta     additional training.     Training is most important to maintaining a successful     security program.     Adequate time for IA/IS duties is the most important to     maintaining a successful     successful     successful     computer security program.	til day or less (1) X X X x x b complete ction. r IA/IS me do my d on IA/IS asks without computer	the average	time it takes (from t 1-2 3-4 weeks (3) weeks (4) - lisagree Neither agree (2) disagree (3) X X X	he point ( 4-8 weeks (5)	strongly Agree (5) X X X X X

Figure 27. Survey response 26.

## Survey Responses

1. Is your primary role IA/IS?	🔮 Create C	hart 🛉 Download
	Respor Perce	nse Response ent Count
Yes, I am an IS/IA Manager (ISSM/ IAM)	7	3.1% 19
Yes, I am a non-management IS/IA person (ISSO, systems administrator)	1	1.5% 3
No, my primary role is not information systems security	1	5.4% 4
	answered que	stion 26
	skipped que	stion 0

Figure 28. Question 1 raw results.

Yes, I am an IS/IA Manager (ISSM/ IAM)

Yes, I am a non-management IS/IA person (ISSO, systems administrator)

No, my primary role is not information systems security



Figure 29. Question 1 aggregated results.

2. How many hours a week would you systems security?	estimate you spend on information	Create Chart	Download
		Response Percent	Response Count
<1	-	7.7%	2
1-10		26.9%	7
11-20		19.2%	5
21-30	-	7.7%	2
31-40	•	3.8%	1
>40		34.6%	9
		answered question	26
		skipped question	0

Figure 30. Question 2, raw results.



Figure 31. Question 2 aggregated results.

3. Experience					🕓 Cre	ate Chart	Download
	<1	1-2	3-5	6-10	>10	Rating Average	Response Count
How many years of experience do you have in information systems in general?	11.5% (3)	0.0% (0)	15.4% (4)	11.5% (3)	61.5% (16)	4.12	26
How many years do you have in information systems security?	11.5% (3)	0.0% (0)	15.4% (4)	26.9% (7)	46.2% (12)	3.96	26
					answere	d question	26
					skippe	d question	0

Figure 32. Question 3 raw results.



■<1 ■1-2 ■3-5 ■6-10 ■>10

Figure 33. Question 3a aggregated results.



Figure 34. Question 3b aggregated results.

4. What is your education level?	(	Create Chart	🕈 Download
		Response Percent	Response Count
No HS Diploma/GED		0.0%	0
HS Diploma/GED	-	11.5%	3
Some college		19.2%	5
Associate's Degree	-	7.7%	2
Bachelor's Degree		38.5%	10
Master's Degree		23.1%	6
PhD		0.0%	0
	an	swered question	26
	s	kipped question	0

Figure 35. Question 4 raw results.



Figure 36. Question 4 aggregated results.

5. Do you have any of the fo	llowing computer certifications?	Create Chart	Download
		Response Percent	Response Count
A+		15.4%	4
CISA	1 (C)	3.8%	1
CISM	•	3.8%	1
CISSP		34.6%	9
GSE		0.0%	0
GSEC		0.0%	0
GSLC		0.0%	0
Network+		11.5%	3
Security+		19.2%	5
SCNA		0.0%	0
SCNP		0.0%	0
SSCP		0.0%	0
N/A		46.2%	12
		answered question	26
		skipped question	0

Figure 37. Question 5 raw results.

■A+	CISA CISM	CISSP Ne	etwork+ Securit	xy+ ■N/A
Time	19.0% 4.8%	42.9%	14.3% <mark>14.3%</mark>	42.9%
	1.004			
Experience	19.0% 4.8% 4.8%	42.9%	14.3% <mark>14.3%</mark>	42.9%
	4 20/			
Training	4.3% 4.3%	39.1%	13.0% <mark>13.0%</mark>	47.8%

Figure 38. Question 5 aggregated results.

6. For your typical system, what do you estimate to be the average time it takes (from the point of being notified of the need) to complete the following:

	1 day or less	2 days - 1 week	1-2 weeks	3-4 weeks	4-8 weeks	>2 months	Rating Average	Response Count
Complete system configuration (either individually or with other IA/IS staff)?	30.8% (8)	42.3% (11)	15.4% (4)	3.8% (1)	0.0% (0)	7.7% (2)	2.23	26
Implement and certify security requirements?	23.1% (6)	53.8% (14)	7.7% (2)	3.8% (1)	3.8% (1)	7.7% (2)	2.35	26
Complete and submit SSP package to DAA?	15.4% (4)	42.3% (11)	23.1% (6)	11.5% (3)	3.8% (1)	3.8% (1)	2.58	26
				answered question				26
						skippe	d question	0

Figure 39. Question 6 raw results.



■ 1 day or less ■ 2 days - 1 week ■ 1-2 weeks ■ 3-4 weeks ■ >2 months

Figure 40. Question 6a aggregated results.



Figure 41. Question 6b aggregated results.



Figure 42. Question 6c aggregated results.

## 7. Rate the following statements:

## 🕓 Create Chart 🔸 Download

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree	Rating Average	Response Count
Additional training would shorten the time it takes me to complete a submission.	7.7% (2)	19.2% (5)	38.5% (10)	23.1% (6)	11.5% (3)	3.12	26
My employer provides adequate training for my job function.	7.7% (2)	15.4% (4)	15.4% (4)	46.2% (12)	15.4% (4)	3.46	26
My DAA provides adequate training for my job function.	0.0% (0)	30.8% (8)	34.6% (9)	34.6% (9)	0.0% (0)	3.04	26
Other job requirements impede my ability to perform my IA/IS duties.	3.8% (1)	30.8% (8)	23.1% (6)	38.5% (10)	3.8% (1)	3.08	26
Interacting with other IA/IS security professionals helps me do my job better.	0.0% (0)	0.0% (0)	11.5% (3)	46.2% (12)	42.3% (11)	4.31	26
Being a member of a professional organization focused on IA/IS helps me do my job better.	0.0% (0)	0.0% (0)	26.9% (7)	42.3% (11)	30.8% (8)	4.04	26
My experience allows me to perform security-relevant tasks without additional training.	0.0% (0)	19.2% (5)	30.8% (8)	38.5% (10)	11.5% (3)	3.42	26
Training is most important to maintaining a successful computer security program.	0.0% (0)	0.0% (0)	11.5% (3)	50.0% (13)	38.5% (10)	4.27	26
Experience is most important to maintaining a successful computer security program.	0.0% (0)	0.0% (0)	19.2% (5)	50.0% (13)	30.8% (8)	4.12	26
Adequate time for IA/IS duties is the most important to maintaining a successful computer security program.	0.0% (0)	0.0% (0)	19.2% (5)	57.7% (15)	23.1% (6)	4.04	26
					answere	26	
					skippe	d question	0

Figure 43. Question 7 raw results.

<b>S</b>	Strongly	y Disagree	Disagree	Disagree					
Neither Agree nor Disagree Agree									
Strongly Agree									
Time	9.5%	19.0%	38.1%	23.8%	9.5%				
Experience	9.5%	23.8%	33.3%	19.0%	14.3%				
Training	8.7%	21.7%	39.1%	17.4%	13.0%				

Figure 44. Question 7a aggregated results.



Figure 45. Question 7b aggregated results.



Figure 46. Question 7c aggregated results.



Figure 47. Question 7d aggregated results.



Figure 48. Question 7e aggregated results.



Figure 49. Question 7f aggregated results.



Figure 50. Question 7g aggregated results.



Figure 51. Question 7h aggregated results.



Figure 52. Question 7i aggregated results.



Figure 53. Question 7j aggregated results.