

Data Governance

Thursday, August 15, 2024 2:35 PM

Stmt 19.1: CORE+ Policy or Program Established

- **Documentation Review**
 - Obtain and review the data management policy or program documentation.
 - Verify the policy covers identification, classification, secure handling, retention, and disposal of data.
 - Confirm the policy is formally approved by relevant stakeholders (e.g., board, senior management).
- **Interviews and Observations**
 - Interview personnel responsible for data management to confirm understanding of the policy.
 - Observe adherence to the policy in daily operations.

Stmt 19.2: Data Inventory Established

- **Documentation Review**
 - Obtain the data inventory list.
 - Verify it includes all types of data managed by the organization.
- **Accuracy Check**
 - Cross-check the inventory list with actual data sources for completeness.
- **Update Process**
 - Review the process for updating the inventory and confirm it is documented and followed.

Stmt 19.3: Data Access List Established

- **Documentation Review**
 - Obtain the data access list.
 - Verify it includes access permissions, roles, and responsibilities.
- **Access Controls**
 - Check the process for reviewing and updating access controls.
- **Interviews**
 - Interview personnel responsible for access control management.

Stmt 19.4: Data Retention Enforced

- **Documentation Review**
 - Obtain the data retention policy.
 - Verify it defines retention periods for various data types.
- **Implementation Check**
 - Review records to confirm data is retained according to the policy.
- **Audit Logs**
 - Inspect audit logs or reports to verify data retention compliance.

Stmt 19.5: Data Disposed of in Accordance with Its Sensitivity

- **Documentation Review**
 - Obtain procedures for data disposal.
 - Verify procedures cover data sensitivity levels.
- **Disposal Records**
 - Check records of data disposal to ensure compliance with sensitivity-based procedures.
- **Interviews**
 - Interview staff involved in data disposal.

Stmt 19.6: Data Encrypted on End-User Devices

- **Policy Review**
 - Obtain the encryption policy for end-user devices.
- **Implementation Check**
 - Verify that encryption is enabled on a sample of end-user devices.
- **Device Testing**
 - Test devices to confirm encryption functionality.

Stmt 19.7: Sensitive Data Encrypted at Rest and in Transit

- **Documentation Review**
 - Obtain encryption standards for data at rest and in transit.
- **Implementation Check**
 - Verify that sensitive data is encrypted both at rest and in transit.
- **Audit Logs**
 - Review encryption logs or reports for compliance.

Stmt 19.8: Remote Wipe Process in Place

- **Policy Review**
 - Obtain the remote wipe policy for portable devices.
- **Functionality Testing**
 - Test the remote wipe process on a sample of company-owned portable devices.
- **Coverage Check**
 - Verify that all portable devices are covered by the policy.

Stmt 19.9: Data Management Controls for Safeguarding Data

- **Documentation Review**
 - Obtain controls documentation for both physical and digital data.
- **Safeguard Inspection**
 - Inspect physical data storage areas and digital systems.
- **Control Verification**
 - Verify the presence and effectiveness of safeguards.

Stmt 19.10: Documentation of Data Types, Owners, and Purpose

- **Documentation Review**
 - Obtain documentation on data types, owners, users, and report purposes.
- **Accuracy Check**
 - Cross-check the documentation with actual data records and stakeholders.

Stmt 19.11: Controlling Non-Masked Data in Non-Production Environments

- **Process Review**
 - Obtain and review processes for controlling non-masked data in non-production environments.
- **Implementation Check**
 - Verify that non-masked data is not used or stored in non-production environments.
- **Controls Testing**
 - Conduct tests to confirm the effectiveness of controls.

Stmt 19.12: Data Removal or Destruction in Data Analytics Tools

- **Process Review**
 - Obtain and review processes for removing or destroying data from analytics tools.
- **Compliance Check**
 - Verify that data is removed or destroyed as per the defined processes.

Stmt 19.13: Compliance with Applicable Laws and Regulations

- **Process Review**
 - Identify and review data analytics processes for compliance with laws (e.g., Bank Secrecy Act).
- **Compliance Check**
 - Verify that data analytics practices adhere to applicable regulations.

Stmt 19.14: Data Oversight Committee Composition

- **Documentation Review**
 - Obtain and review documentation on the data oversight committee's composition.
- **Interviews**
 - Interview committee members to confirm their roles and responsibilities.

Stmt 19.15: Oversight Committee Review of Metrics

- **Metrics Review**
 - Obtain and review metrics or reports that demonstrate the information security program's effectiveness.
- **Review Process Check**
 - Verify that the oversight committee regularly reviews these metrics.

General Tasks

- **Document Findings**
 - Maintain detailed records of all audit activities, including evidence, observations, and interviews.
- **Prepare Report**
 - Compile a comprehensive audit report summarizing compliance status and any areas needing improvement.
- **Develop Action Plan**
 - Create an action plan to address any identified gaps or non-compliance issues.
- **Schedule Follow-Up**
 - Plan follow-up reviews as necessary to ensure issues are resolved.

Tools

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**1. Audit Management Tools

- **TeamMate**
 - Features: Audit planning, execution, reporting, and tracking.
 - Benefits: Centralized platform for managing audit workflows and documentation.
- **AuditBoard**
 - Features: Risk management, audit planning, reporting, and compliance tracking.
 - Benefits: Comprehensive platform with intuitive dashboards and integration capabilities.
- **ACL (Audit Command Language)**
 - Features: Data analysis, audit automation, and visualization.
 - Benefits: Powerful for data analysis and automating audit tests.
- **Galvanize (formerly ACL)**
 - Features: Risk management, audit management, and compliance.
 - Benefits: Advanced data analysis and automation capabilities.

**2. Data Management and Inventory Tools

- **Microsift**
 - Features: Data storage, management, and analytics.
 - Benefits: Scalable cloud platform with robust data management capabilities.
- **AWS IAM (Identity and Access Management)**
 - Features: Access control and management for AWS resources.
 - Benefits: Comprehensive tools for managing user access and permissions.
- **ServiceNow**
 - Features: IT service management, asset management, and compliance tracking.
 - Benefits: Integrated platform for managing IT assets and data.

**3. Encryption and Security Tools

- **BitLocker (Windows)**
 - Features: Full disk encryption for Windows devices.
 - Benefits: Ensures data encryption on end-user devices.
- **VeraCrypt**
 - Features: Disk encryption software.
 - Benefits: Open-source solution for encrypting data at rest.
- **McAfee Complete Data Protection**
 - Features: Endpoint protection, encryption, and data loss prevention.
 - Benefits: Comprehensive data protection solution with encryption and remote wipe features.
- **Symantec Endpoint Protection**
 - Features: Endpoint protection, encryption, and data loss prevention.
 - Benefits: Robust protection for endpoint devices with encryption capabilities.

**4. Remote Wipe and Device Management Tools

- **MobileIron (now part of Ivanti)**
 - Features: Mobile device management, remote wipe, and security.
 - Benefits: Manages and secures mobile devices, including remote wipe functionality.
- **Jamf Pro**
 - Features: Apple device management, including remote wipe and encryption.
 - Benefits: Tailored for managing Apple devices with remote wipe capabilities.
- **Microsoft Intune**
 - Features: Mobile device and application management, including remote wipe.
 - Benefits: Integrated with Microsoft ecosystem for comprehensive device management.

**5. Database and Analytics Platforms

- **SQL Server**
 - Features: Relational database management and analytics.
 - Benefits: Comprehensive database platform with advanced analytics features.
- **Oracle Database**
 - Features: Enterprise database with strong data management and analytics.
 - Benefits: High-performance database with extensive analytics capabilities.
- **Tableau**
 - Features: Data visualization and reporting.
 - Benefits: Provides interactive dashboards and reports for data analysis.
- **Power BI (Microsoft)**
 - Features: Business analytics and data visualization.
 - Benefits: Integrates with various data sources for interactive reporting and visualization.

**6. Compliance and Risk Management Tools

- **OneTrust**
 - Features: Privacy management, compliance, and risk management.
 - Benefits: Helps manage data privacy compliance and risk assessments.
- **MetricStream**
 - Features: Governance, risk, and compliance management.
 - Benefits: Comprehensive platform for managing compliance and risk.
- **RSA Archer**
 - Features: Risk management, compliance tracking, and audit management.
 - Benefits: Provides a robust framework for managing risks and compliance.

**7. Automated Scripting and Integration Tools

- **Python**
 - Features: Scripting and automation.
 - Benefits: Versatile programming language for writing custom scripts for data collection and validation.
- **PowerShell**
 - Features: Automation for Windows environments.
 - Benefits: Useful for automating administrative tasks and data extraction on Windows systems.
- **Zapier**
 - Features: Workflow automation and integration.
 - Benefits: Connects various applications and automates workflows without coding.
- **Integromat (now Make)**
 - Features: Workflow automation and integration.
 - Benefits: Automates processes by integrating multiple tools and services.

**8. Document Management and Reporting Tools

- **Adobe Acrobat**
 - Features: Document creation, editing, and PDF management.
 - Benefits: Useful for creating and managing audit reports and documentation.
- **Microsoft Office 365**
 - Features: Document management, spreadsheets, and presentations.
 - Benefits: Tools like Excel and Word are useful for documenting audit findings and generating reports.

**9. Task Management and Collaboration Tools

- **Asana**
 - Features: Task management and project tracking.
 - Benefits: Helps manage and track audit tasks and follow-up actions.
- **Trello**
 - Features: Kanban-style task management.
 - Benefits: Visual task management and tracking for audit activities.
- **Slack**
 - Features: Team communication and collaboration.
 - Benefits: Facilitates communication and collaboration among audit team members.

**10. Security and Compliance Scanners

- **Nessus**
 - Features: Vulnerability scanning and assessment.
 - Benefits: Identifies security vulnerabilities and compliance issues.
- **Qualys**
 - Features: Cloud-based security and compliance solutions.
 - Benefits: Provides vulnerability management, compliance monitoring, and risk assessment.

1. Policy and Compliance Management

- **Qualys Cloud Platform**: Offers robust solutions for vulnerability management, policy compliance, and security configuration assessments. Ideal for comprehensive compliance management and risk assessment.
 - **OneTrust**: Known for its extensive compliance management features, including GDPR and CCPA compliance, privacy impact assessments, and policy management.
- ### 2. Data Inventory and Classification
- **Varonis Data Security Platform**: Provides advanced data discovery, classification, and protection, helping to identify and secure sensitive data across various platforms.
 - **Collibra**: Excellent for data governance and management, including data cataloging, inventory, and classification, with strong integration capabilities.
- ### 3. Data Access and Encryption
- **Microsoft Azure Active Directory**: A comprehensive identity and access management solution that integrates well with Microsoft ecosystems and provides strong access control features.
 - **Microsoft Data Loss Prevention (DLP)****: Offers extensive data encryption and protection solutions, both at rest and in transit, with robust policy enforcement.

4. Data Retention and Disposal

- **Netwrix Auditor**: Provides effective monitoring and auditing of data changes, helping to enforce data retention policies and ensure compliance.
- **Blancco Data Eraser**: A leading solution for secure data erasure, ensuring that data is effectively destroyed according to industry standards.

5. Encryption on Devices and Remote Wipe

- **BitLocker (Microsoft)****: A reliable solution for full-disk encryption on Windows devices, providing strong protection for data at rest.
- **Microsoft Intune**: Offers comprehensive mobile device management, including remote wipe capabilities, which is ideal for managing and securing portable devices.

6. Data Management Controls

- **IBM Guardium**: Excellent for monitoring and safeguarding data in both physical and digital forms, with features for data activity monitoring and security controls.
- **SecureWorks**: Provides managed security services and robust data protection for both physical and digital data.

7. Data Analytics Compliance

- **Talend Data Fabric**: A versatile platform for data integration, quality, and governance, with features that support compliance with various regulations.
- **SAS Compliance Solutions**: Ideal for data analytics that need to adhere to complex regulatory requirements, offering tools for compliance management and reporting.

8. Oversight and Metrics Review

- **Tableau**: Provides powerful data visualization and reporting tools, ideal for creating dashboards and metrics that support oversight and performance tracking.
- **Splunk**: Offers robust operational intelligence and analytics capabilities, allowing for real-time monitoring and metric tracking for security and compliance.

9. General Auditing and Validation Tools

- **AuditBoard**: Streamlines audit processes with features for planning, execution, and reporting, making it easier to manage audits and track compliance.
- **Nessus**: A leading vulnerability assessment tool that helps identify and address security weaknesses across your environment.

10. Additional Considerations

- **Tenable.io**: Provides a cloud-based vulnerability management platform that offers comprehensive visibility and continuous monitoring of your IT environment.
 - **Splunk Enterprise Security**: Offers a broad range of security information and event management (SIEM) capabilities, useful for comprehensive monitoring and incident response.
- ### Recommendations Based on Use Case
- For Small to Medium Enterprises (SMEs): BitLocker for encryption, Netwrix Auditor for data retention and auditing, and Collibra for data governance are good choices due to their scalability and comprehensive features.
 - For Large Enterprises: IBM Guardium and Qualys Cloud Platform offer robust solutions for complex environments with extensive compliance and security needs.

Notes

Monday, September 16, 2024 4:41 PM

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ISA learned in an interview with organizational staff that the organization is working to implement a data classification policy by September 2024.

Questions

Monday, October 28, 2024 8:04 AM

Data Management Controls

Policy or Program for Data Management

1. Is there a formal policy or program in place for data management?
2. Does the policy define roles and responsibilities for data management?
3. Is this policy reviewed and updated regularly to reflect regulatory and operational changes?

Data Inventory Established

1. Has the credit union established a comprehensive inventory of data assets?
2. Does the data inventory categorize data types based on sensitivity, owner, and storage location?
3. Is the data inventory reviewed and updated periodically to capture new data assets?

Data Access List Established

1. Is there a documented list of individuals who have access to sensitive data?
2. Are access privileges assigned based on roles and the principle of least privilege?
3. Are access lists reviewed regularly to ensure only authorized personnel have access?

Data Retention Enforced

1. Is there a defined data retention policy aligned with regulatory and business requirements?
2. Are data retention schedules consistently enforced across all systems?
3. Is there a process to ensure data is removed or archived per retention policies?

Data Disposal Based on Sensitivity

1. Are there procedures for securely disposing of data based on its sensitivity?
2. Is data destruction documented and validated to ensure compliance with disposal policies?
3. Are personnel trained on the procedures for secure data disposal?

Encryption on End-User Devices

1. Is sensitive member data encrypted on all end-user devices (e.g., laptops, mobile devices)?
2. Are there controls to ensure encryption policies are consistently applied on end-user devices?
3. Is compliance with encryption requirements monitored regularly?

Encryption of Sensitive Data at Rest and in Transit

1. Is sensitive data encrypted both at rest and during transmission?
2. Are encryption standards for data at rest and in transit aligned with industry best practices?
3. Is encryption reviewed periodically to ensure it remains effective and current?

Remote Wipe Process for Portable Devices

1. Is there a remote wipe capability for company-owned portable devices containing sensitive data?
2. Are procedures established to initiate remote wipe in the event of device loss or theft?
3. Are remote wipe processes periodically tested to ensure functionality?

Safeguarding Data in Physical and Digital Form

1. Are physical and digital safeguards in place to protect sensitive data?
2. Are there procedures to regularly assess the effectiveness of these safeguards?
3. How are potential gaps or vulnerabilities in safeguarding identified and addressed?

Documenting Data Types, Owners, Users, and Purpose

1. Is there documentation specifying the types of data maintained, including data owners, users, and its purpose?
2. Are data owners and custodians responsible for regularly updating this documentation?
3. Is this information used to facilitate reporting and decision-making processes?

Controlling Non-Masked Data in Non-Production Environments

1. Are processes in place to control the use of non-masked data in non-production environments?
2. Is there monitoring to ensure non-production environments do not expose sensitive data?
3. Is data masking consistently applied when using real data for testing or development?

Removal or Destruction of Data in Analytics Tools

1. Are procedures established to remove or destroy data from analytics tools when it is no longer used?
2. Is there documentation of data removal processes to support compliance with this requirement?
3. How often is the data removal or destruction process audited?

Compliance of Data Analytics Processes with Regulations

1. Are data analytics processes reviewed to ensure compliance with applicable laws and regulations, such as the Bank Secrecy Act?
2. Are data analytics activities documented to demonstrate compliance efforts?
3. How does management ensure ongoing alignment of data analytics processes with regulatory requirements?

Oversight Committee with Board and Management Representation

1. Is there an established oversight committee with board and management representation for data management?
2. Does the committee have documented responsibilities for overseeing data management practices?
3. How often does the committee meet to discuss data management-related issues?

Regular Review of Information Security Program Metrics

1. Does the oversight committee regularly review metrics demonstrating the effectiveness of the information security program?
2. What types of metrics are reviewed to assess compliance with data management policies?
3. Are corrective actions taken if metrics indicate deficiencies in the information security program?

Answers

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Stmt 19: Data Management Controls

Stmt 19.1: Policy or Program for Data Management

1. **Positive:** "Yes, a formal data management policy is documented, updated annually, and includes defined roles and responsibilities."
 - **Negative:** "No formal policy exists, or it lacks clear responsibilities and a regular review cycle."
2. **Positive:** "The policy clearly assigns data stewardship roles and responsibilities across departments."
 - **Negative:** "Roles are not defined, or there is inconsistency in role assignment and adherence."
3. **Positive:** "The data management policy is reviewed annually and updated with regulatory or operational changes."
 - **Negative:** "The policy has not been reviewed in over a year or lacks any recent updates to meet current requirements."

Stmt 19.2: Data Inventory Established

1. **Positive:** "Yes, a complete and regularly updated inventory of data assets is maintained."
 - **Negative:** "A data inventory is not established or is outdated and lacks comprehensiveness."
2. **Positive:** "Data assets are classified by sensitivity, owner, and location, with up-to-date categorization."
 - **Negative:** "Data categorization by sensitivity, owner, and location is either absent or incomplete."
3. **Positive:** "The inventory is reviewed quarterly and includes new data assets."
 - **Negative:** "No review process exists, or reviews are infrequent and fail to account for new assets."

Stmt 19.3: Data Access List Established

1. **Positive:** "Data access is documented, ensuring access lists are up-to-date and aligned with roles."
 - **Negative:** "No access list exists, or it is outdated, with several unauthorized personnel having access."
2. **Positive:** "Access is role-based, ensuring compliance with the principle of least privilege."
 - **Negative:** "Access is granted beyond role requirements, violating the principle of least privilege."
3. **Positive:** "Access lists are reviewed monthly to ensure only necessary access is maintained."

- **Negative:** "Access lists are rarely reviewed, resulting in outdated permissions and potential security risks."

Stmt 19.4: Data Retention Enforced

1. **Positive:** "Retention policies are established and followed, with automated deletion after the retention period."
 - **Negative:** "No retention policy is enforced, resulting in data being retained longer than necessary."
2. **Positive:** "Retention schedules are systematically implemented across all data repositories."
 - **Negative:** "Retention schedules are inconsistently applied, leading to gaps in enforcement."
3. **Positive:** "Regular audits confirm data is deleted or archived as per retention schedules."
 - **Negative:** "No audit process is in place, and excess data may remain in systems indefinitely."

Stmt 19.5: Data Disposal Based on Sensitivity

1. **Positive:** "Procedures exist to securely dispose of data based on sensitivity, with proper documentation."
 - **Negative:** "Data disposal lacks clear procedures, risking unauthorized data exposure."
2. **Positive:** "Destruction methods are aligned with data sensitivity and are properly documented."
 - **Negative:** "Destruction methods are inconsistent or undocumented, leading to potential data leaks."
3. **Positive:** "Employees receive training on secure data disposal procedures annually."
 - **Negative:** "No training is provided on disposal practices, increasing risk of improper disposal."

Stmt 19.6: Encryption on End-User Devices

1. **Positive:** "End-user devices are fully encrypted to protect member data, with ongoing monitoring."
 - **Negative:** "Not all end-user devices have encryption enabled, risking unauthorized access to data."
2. **Positive:** "Policies ensure consistent encryption on devices handling sensitive data."
 - **Negative:** "Encryption policies are not enforced or consistently applied."
3. **Positive:** "Compliance with encryption policies is reviewed monthly."
 - **Negative:** "No compliance review exists, and data is potentially unprotected on devices."

Stmt 19.7: Encryption of Sensitive Data at Rest and in Transit

1. **Positive:** "Sensitive data is encrypted at all times, whether in storage or during transmission."
 - **Negative:** "Sensitive data is only partially encrypted, exposing it to potential

threats."

2. **Positive:** "Encryption standards meet industry best practices and are regularly updated."
 - **Negative:** "Encryption standards are outdated and not reviewed periodically."
3. **Positive:** "Quarterly encryption audits confirm compliance with encryption requirements."
 - **Negative:** "No audits are conducted, leading to unknown encryption coverage."

Stmt 19.8: Remote Wipe Process for Portable Devices

1. **Positive:** "All portable devices have remote wipe functionality, which is tested regularly."
 - **Negative:** "Remote wipe capability is not universally enabled on portable devices."
2. **Positive:** "Clear protocols are in place for initiating remote wipe in case of device loss or theft."
 - **Negative:** "Remote wipe procedures are inconsistent or undocumented, leading to potential data exposure."
3. **Positive:** "Periodic tests confirm that remote wipe functions as expected."
 - **Negative:** "No tests are conducted, so remote wipe functionality may be unreliable."

Stmt 19.9: Safeguarding Data in Physical and Digital Form

1. **Positive:** "Data safeguards meet regulatory and organizational standards for security."
 - **Negative:** "Safeguarding measures are incomplete, leaving data at risk."
2. **Positive:** "Regular assessments are conducted to evaluate safeguard effectiveness."
 - **Negative:** "Safeguards are not assessed, resulting in unidentified vulnerabilities."
3. **Positive:** "Identified vulnerabilities are promptly addressed and documented."
 - **Negative:** "Vulnerabilities remain unaddressed due to lack of monitoring."

Stmt 19.10: Documenting Data Types, Owners, Users, and Purpose

1. **Positive:** "Data types, ownership, and purposes are documented to support transparency and accountability."
 - **Negative:** "Documentation of data attributes is incomplete, lacking essential details."
2. **Positive:** "Documentation is regularly updated to capture new data assets and ownership changes."
 - **Negative:** "No updates are made to reflect new data or ownership changes."
3. **Positive:** "Documentation is used for reporting and supporting decision-making processes."
 - **Negative:** "Documentation is inaccessible or outdated, limiting its use in reporting."

Stmt 19.11: Controlling Non-Masked Data in Non-Production Environments

1. **Positive:** "Non-production environments are configured to prevent exposure of non-

masked data."

- **Negative:** "Non-masked data is accessible in non-production environments, risking data exposure."
- 2. **Positive:** "Monitoring tools are in place to detect and prevent unauthorized data use."
 - **Negative:** "No monitoring exists, so non-masked data could be inadvertently exposed."
- 3. **Positive:** "Data masking is strictly enforced for testing and development purposes."
 - **Negative:** "Data masking is inconsistent or ignored, risking data privacy."

Stmt 19.12: Removal or Destruction of Data in Analytics Tools

- 1. **Positive:** "Data is removed from analytics tools when no longer in use, following documented procedures."
 - **Negative:** "Data remains in analytics tools indefinitely, increasing retention risks."
- 2. **Positive:** "All data removal or destruction is logged for compliance."
 - **Negative:** "No documentation exists for data removal, creating potential compliance gaps."
- 3. **Positive:** "Data removal is audited quarterly to verify adherence to policies."
 - **Negative:** "No audits occur, so data removal may be inconsistently applied."

Stmt 19.13: Compliance of Data Analytics Processes with Regulations

- 1. **Positive:** "Data analytics processes are compliant with all applicable regulations."
 - **Negative:** "Data analytics processes do not account for regulatory requirements, risking non-compliance."
- 2. **Positive:** "Processes are reviewed and adjusted as regulations evolve."
 - **Negative:** "Reviews are infrequent, leading to potential regulatory exposure."
- 3. **Positive:** "Documentation demonstrates that analytics processes meet regulatory expectations."
 - **Negative:** "Documentation is insufficient to support regulatory compliance."

Stmt 19.14: Oversight Committee with Board and Management Representation

- 1. **Positive:** "The oversight committee includes board and management representatives with defined responsibilities."
 - **Negative:** "The committee lacks board or management representation, limiting oversight effectiveness."
- 2. **Positive:** "The committee meets regularly and documents its findings and decisions."
 - **Negative:** "Meetings are infrequent, and decisions are not documented."
- 3. **Positive:** "The committee proactively reviews data management issues and updates policies as needed."
 - **Negative:** "The committee is not engaged with current data management practices."

Stmt 19.15: Regular Review of Information Security Program Metrics

1. **Positive:** "Metrics are reviewed regularly to assess the program's effectiveness, with actions taken for any deficiencies."
 - o **Negative:** "No metric review process exists, so the program's effectiveness remains unassessed."
2. **Positive:** "Key metrics are tracked, and findings are communicated to management."
 - o **Negative:** "Key metrics are not tracked or reported, reducing program transparency."
3. **Positive:** "The program is adjusted based on metric reviews to improve outcomes."
 - o **Negative:** "Program adjustments are infrequent, leading to ongoing vulnerabilities."