Incident Management Training for IT Operations

Sprint 1

“Simplexity”
–Jeffrey Kluger

Sprint 1 – What To Expect

- ✔ Welcome & introductions
- ✔ Presentation: Overview of the Incident Management System (IMS) and key *roles of leadership, communication and documentation; maintaining forward momentum during the response briefings; challenges of incident leadership*
- ✔ After Action Reviews

Sprint 1 – What To Expect

- ✔ The general perspective of IM as a process and practice
- ✔ An open forum for you to ask questions of us and your fellow participants.
- ✔ We'll use your terminology where we can.
- ✔ Breakout Session 1: Operational Maturity Assessment & Discussion [*prepare for main session deliverables*]
- ✔ Opportunities to take on roles that may be outside your comfort zone.
- ✔ Direct feedback from us.

Worldwide Training

Companies that *Trust* Blackrock 3 Partners

Support & Additional Resources

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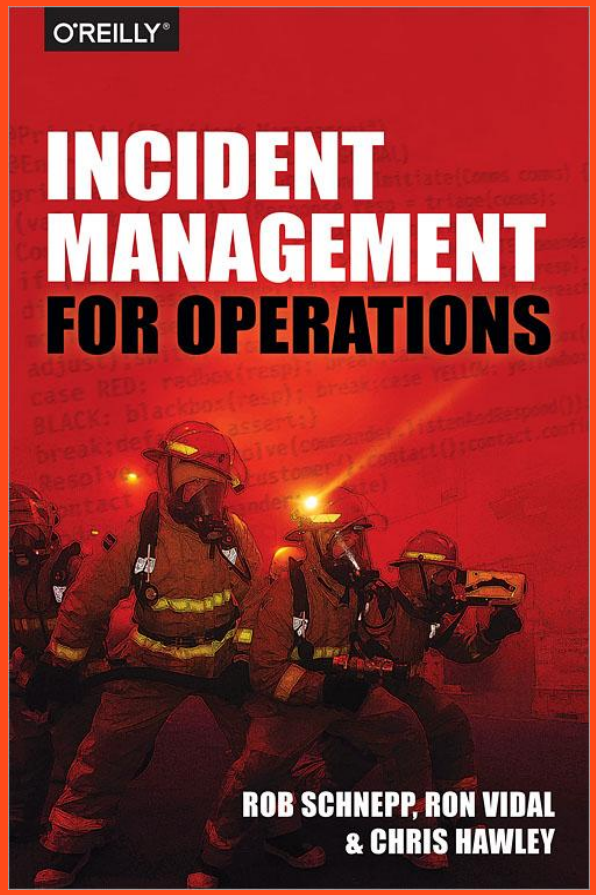


Blackrock 3 Incident Response Network

LinkedIn

Introductions

In 30 seconds or less, tell us your . . .

- Name
- Location
- Job Function
- Incident response experience
- Expectations for the training

Building a Process

Incident Management

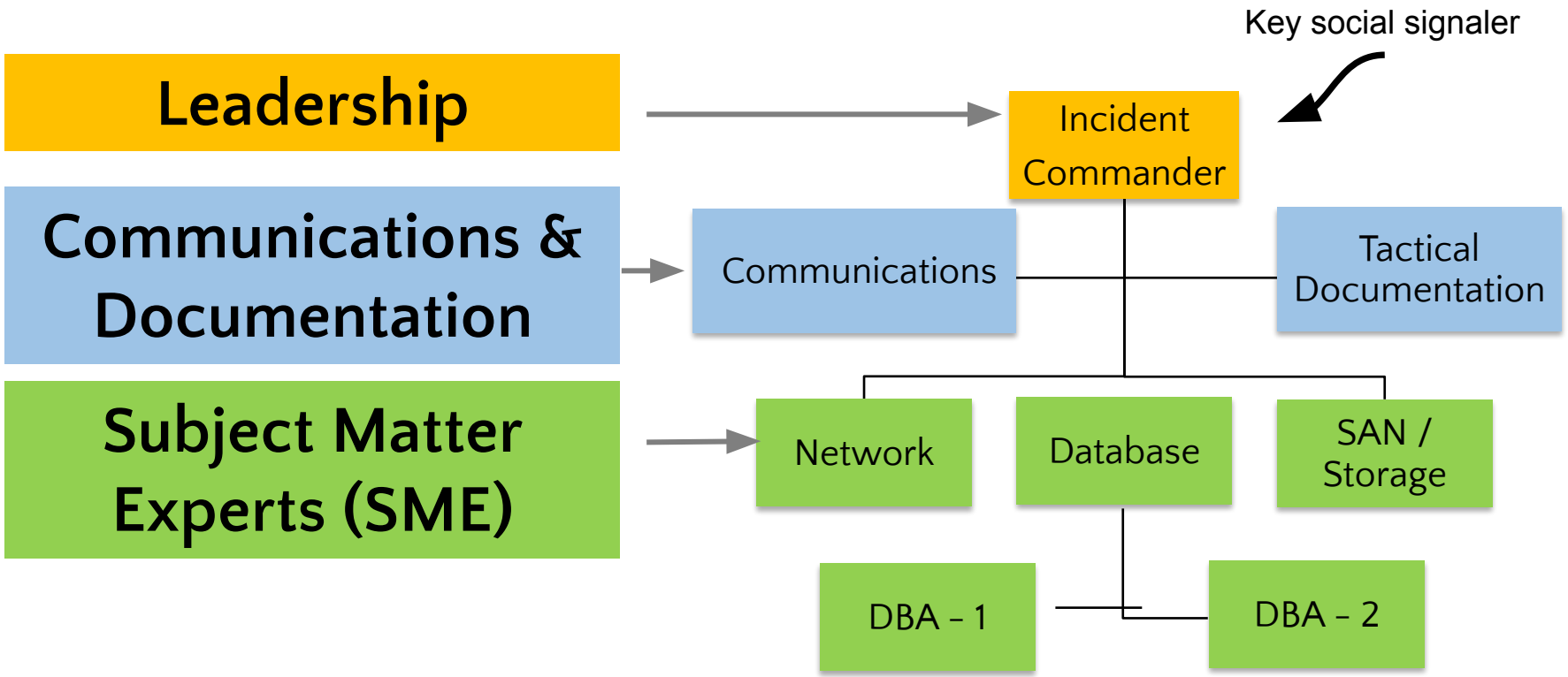
- Training
- Program
- Culture

Incident Response

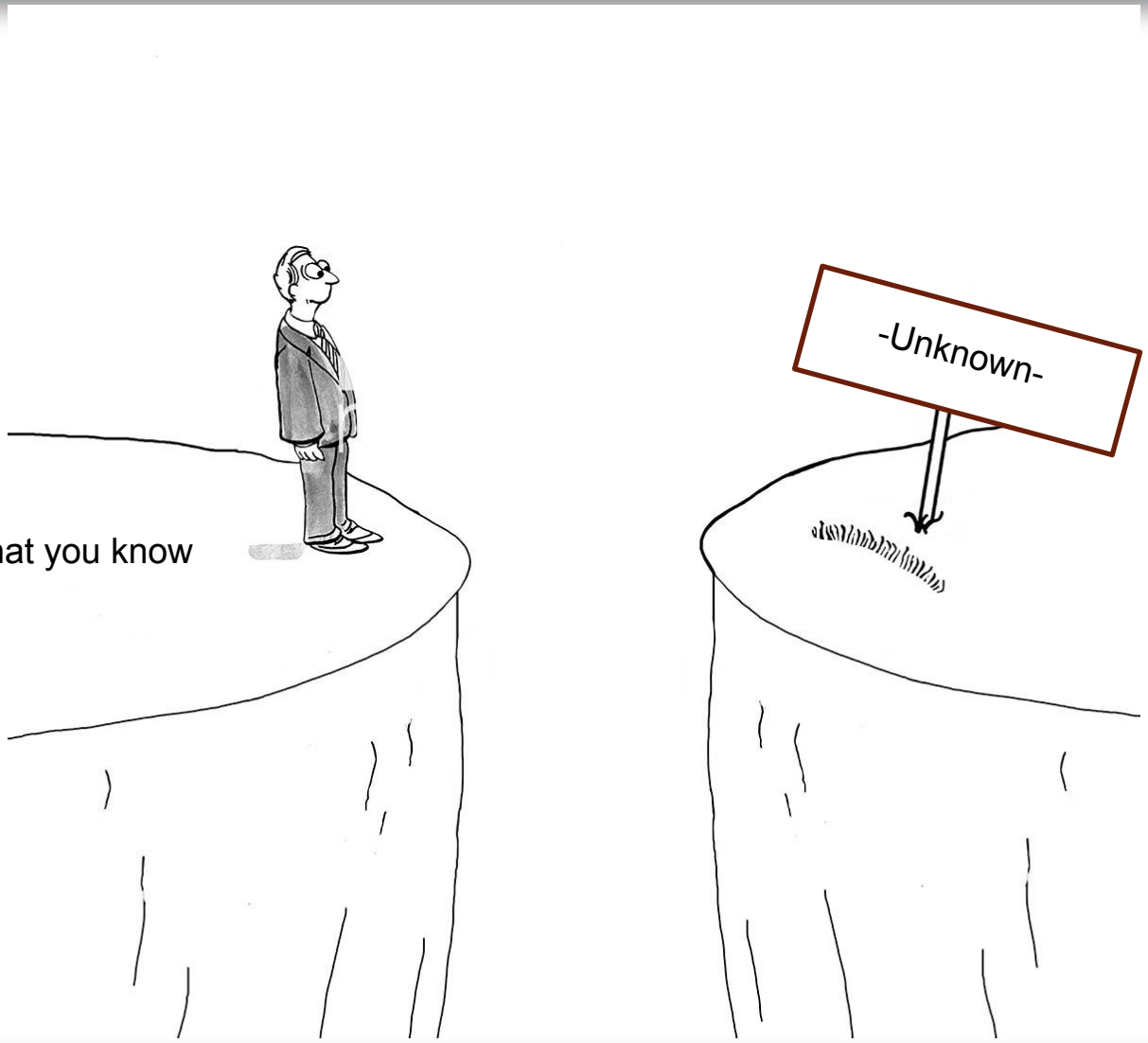
- Detection
- Notification
- Assembly
- Troubleshooting
- Resolution
- All Clear
- AAR

Incident Management is a Practice

Three distinct activities must occur during incident resolution



Making the Jump



Incident Response Challenges

Simplexity

Own the incident response process
not the problem!

Incident or Emergency

Why Is This Important?

Group dynamics and communication have a major influence on performance

- Present leadership
- Lead and manage
- Active participation
- Remove apprehension
- Self-awareness
- People pleasing

Key Points

- **Use of the CAN report** (Conditions Actions Needs)
- **Forward momentum**
- **Clock management**
- **Hailing protocol: Acknowledging communications**
- **SME deflects a disruption**
- **Use of the Communications (LNO)**
- **Numbered list**

Incident Documentation

			North Cascadia University Log4J Incident
			4/27/22
			14:10 PST START
		Resource	**Command Staff (CS)**
		Matt	**IC** = Incident Commander
		David	**LNO** = Liaison Officer
		Kevin	**S** = Scribe
			A-Reps & Problem Solvers
		Taylor	**SC** = School Contact
		Sonic	**SME** = Subject Matter Expert
	Elapsed		
Key	**Time**		
Event #	**(mm:ss)**	**From=>To**	**Key Event**
1	00:00		START: Log 4J Incident at N. Cascada Univ
2	00:21	IC=> All	Incident Bridge initiated @1410
3	00:30	IC=> All	Assigning CS positions
4	00:33	IC=> All	IC=Matt, LNO=David, S=Kevin
5	00:38	IC=> All	SC=Taylor, SME=Sonic
6	00:50	SC=>All	Log4J Attack, CAS, CIO upset
7	01:03	IC=> All	**CAN #1 - CONDITIONS:** Compromise detected at 13:57 pst at North Cascadia University. Central Authentication Server (CAS) compromised. CAS is the primary authentication service for all students. **ACTIONS:** Key roles filled and key stakeholders comtacted. Investigate nature of incidents. **NEEDS:** Collect & investigate logs. Determine next steps to protect CAS.
8	01:58	IC=>SME	Can you pull Logs? Yes
9	02:11	IC=>LNO	Add DCSIRT Log Analysis SME
10			**ADD 15 MINUTES FOR DRILL PURPOSES**
11	02;45	LNO=>IC	DCSIRT SME DeV wiLL join bridge
12	02:43	IC=>SME	Logs Avail? Yes
13	02:57	IC=>SME	Review logs & rejoin in 30min? Yes
14			**ADD 30 MINUTES FOR DRILL PURPOSES**
15	03:18	IC=>LNO	Get Business Impact in 30 minutes
16	03:48	IC=>LNO	School impact? No backup service
17	04:04	LNO=>IC	Business Impact is Major.No secondary option
18	04:10	IC=>SME	Update to log review? 10 Minutes
19	04:24		**ADD 10 MINUTES FOR DRILL PURPOSES**
20	04:30	SME=>IC	Taking system off line

Responder Toolbox

- **Rule in – Rule out**
  - Impartial decision making
- **Timelines and Time Contracts**
- **Response – Answer**
  - Unknown
  - Unable
  - Repeat
- **1 Q – 1 A**
- **Span of Control**
  - Group Leaders
- **Unified Command**

Operational Maturity Model

Improvement Pathway for Incident Management Program

Overall

Phase	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Maturity State	Initial	Managed	Defined	Data Driven	Optimized
Descriptive State	Reactive	Responsive	Predictable	Repeatable/Scalable	Sustainable
Incident roles	• No formalized incident response (IR) training • No clear roles and responsibilities for incident management • Incident communications to key stakeholders and customers is not formalized with a recognized role	• Some level of internal on boarding for incident response • Key incident response roles implemented to some level • No clear and efficient linkage between resolution and key stakeholder communication	• Command staff functions recognized, implemented and supported by leadership • All key responders and SME's trained to a consistent standard • Regular and predictable briefing/comms cadence	• Ongoing training and exercises for all key responders • Large scale incident management in place where applicable <<Unified Command>> • Dedicated communications function assigned	• Clear plans to recruit and replace team members. • IR team may reach out to customers/key clients/other business units to assist with building joint response capabilities
Processes	No documented process for dispatch, resolver engagement, resolution or After Action Reviews	• Some level of formalized dispatch process and SLA's for key responders. • Monitoring tools integrated into situational awareness. • Blameless After Action Reviews may be completed, but not integrated in Q/A & Q/I	• On call rotations predictable and key responders assemble quickly. • Playbooks and Standard procedures developed • Accountability for performance and responder duties is clear to all	• Full support of the end to end IR process from senior leadership. • All responders accountable for performance	IR is accepted as an integral part of defending the business against financial loss, reputational risk, and loss of customer trust
Engagement	Company does not recognize or support incident response as an entity or discipline. Best efforts are relied upon from individual contributors	Mean Time to Assemble (MTTA) is unpredictable. Dispatching tools, process and accountability in place, but inefficient or outdate or inconsistently used	MTTA is optimized and repeatable for key responders to any type of incident. On call rotations are predictable.	MTTA is optimized and repeatable for Vendors, customers or any other allied responders respond as expected.	After Action Reviews fully integrated for Q/A & Q/I of the response team and the process

Low Resolution

High Resolution