

CERT-RMM Lead Appraiser Apprentice Program

Apprenticeship training is a method that combines field experience, mentorship, and classroom instruction to teach specific usable skills and knowledge for leading CERT-RMM capability appraisals. An objective of the training is to provide the community with CERT-RMM Lead Appraisers who are competent and capable to lead an appraisal, who excel at exercising independent judgment, and who subscribe to the highest standards of professional conduct. The apprenticeship arrangement is based on a written agreement between the apprentice, the sponsor, and the SEI, acknowledging a joint commitment to the training and development process.

The CERT-RMM apprenticeship program will provide a vehicle to train and qualify professionals to become CERT-RMM Lead Appraisers—experts in assessing and benchmarking the status of an organization against the CERT Resilience Management Model.

The objectives for a CERT-RMM apprenticeship program require that CERT-RMM Lead Appraiser must apply practices that can:

- be repeatable
- provide objective proof of the achievement of specific and generic goals and performance of specific practices in a process area
- support internally or externally led appraisals
- be suitable for deriving and supporting capability level ratings
- provide high-quality results that can be substantiated

The CERT-RMM LA Apprenticeship Program is designed to

- Provide career advancement opportunities for individuals who have the requisite background knowledge and skills
- Improve understanding of how to implement and sustain practices to improve the operational resilience of organizations
- Develop skills to lead CERT-RMM appraisals and improvement efforts in an organization
- Enhance skills through continuing education and renewal activities
- Establish the initial group of CERT-RMM Lead Appraisers, thereby increasing market availability of appraisal and improvement services based on the model
- Establish a community of CERT-RMM experts who can share experience and be involved in improvements to the CERT-RMM product suite, including the opportunity to pilot new elements of the product suite as they are developed

CERT Resilience Management Model

The CERT Resilience Management Model (CERT-RMM) is a maturity model for managing operational resilience. The model focuses on protecting and sustaining the critical assets (people, information, technology, and facilities) on which the operation of the organization's services depends. It uses the architecture of CMMI models to create a process improvement approach to sustaining critical operation of these assets under stressful conditions. By improving operational resilience processes, organizations gain more predictability and justified confidence about how they will perform in times of stress.

CERT-RMM contains 26 process areas—some of which are derived from CMMI models—arranged in a continuous representation. By using the generic goals and practices derived from CMMI, CERT-RMM defines capability levels that are consistent with CMMI models. Thus, an organization which is already using CMMI can easily extend its process improvement domain knowledge into the operations phase of the system and software asset lifecycle, with a focus on improving the resilience of the organization's operation.



The CERT-RMM Capability Appraisal is an objective diagnostic benchmark of an organization's operational resilience management processes and practices. The result of a CERT-RMM Capability Appraisal informs an organization of any weaknesses and gaps that may exist in its operational resilience management program and serves as a foundation for improvement. Only SEI-Certified CERT-RMM Lead Appraisers may conduct official appraisals for an organization.

A new apprenticeship and training program is now open by invitation to selected CERT-RMM early adopters who have demonstrated the requisite skills and abilities.

CERT-RMM Lead Appraiser Duties and Responsibilities

The primary duty of an SEI-Certified CERT-RMM Lead Appraiser is to lead evaluations of organizations based on content and guidance from the CERT-RMM process areas, using a standards-based method designed specifically to address the unique challenges of appraising operational resilience management capabilities.

The CERT-RMM Lead Appraiser is responsible for planning and managing the performance of the entire appraisal effort, ensuring that appraisal team members are adequately trained in the model and in the appraisal method, delegating appraisal tasks to team members, and ensuring adherence to CERT-RMM Capability Appraisal Method (CAM) requirements. The process of becoming an SEI-Certified CERT-RMM Lead Appraiser includes obtaining a working knowledge of the CERT-RMM Model, as well as developing and demonstrating skills in performing and leading appraisals.

CAM includes three classes of appraisals: A, B, and C, where the class A appraisal is the most rigorous evaluation of an organization and the only one to provide capability level ratings. Upon completion of this apprentice program, successful candidates will be certified to lead class B and C appraisals and will have access to an upgrade path to lead class A appraisals.

Participants in this apprentice program will also have the opportunity to participate in two additional activities:

1. The opportunity to pilot a CERT-RMM Instructor program that provides the capability to deliver the *Introduction to the CERT Resilience Management Model* course.
2. The opportunity to pilot the CERT-RMM Navigation process, which makes use of the CERT-RMM Compass questionnaire as a lightweight means to evaluate an organization based on the model. The Compass questionnaire is organized by process area (PA) and can be scoped to focus on any or all PAs, according to the organization's needs. Compass results can help organizations in prioritizing and setting direction for improvement efforts or for more formal appraisals. The Navigation process is a facilitation method for completing and interpreting results from the Compass instrument in a workshop atmosphere.

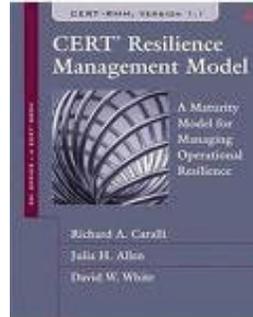
Benefits of becoming a CERT-RMM Lead Appraiser include access to SEI licensed materials, scripts, checklists, templates, specifications, forms, and other supporting documentation for conducting CERT-RMM appraisals, performing capability analysis, and reporting findings.

Qualification Track

It is highly desired that candidates meet all of the eligibility criteria in this section. However because this program is in the initial phase, candidates who do not precisely meet these qualifications may submit an application to the program. One of the objectives of this apprentice program is to determine the best set of qualification criteria for this role.

- Candidates must have a BS/BA (or higher) degree from an accredited university.
- Candidates must have at least ten (10) years of management and/or related experience.
- Experience in leading teams, teaching, consulting, and/or managing implementation of a process improvement model or methodology in an organizational environment is also required.
- Candidates must have functional knowledge and at least three (3) years of cumulative experience in the following areas:
 - Security planning and management
 - Business continuity and/or disaster recovery planning and management
 - IT operations and/or IT service delivery management
- Candidates must have functional knowledge and/or experience with at least one type of assessment or validation methodology.
- Certifications in domain-specific areas of the reference model are highly desirable. Examples of organizations providing certification in CERT-RMM related disciplines include (but are not limited to):
 - ISACA (CISA, CISM, CGEIT, CRISC)
 - ISC2 (CISSP, CAP)
 - SANS Institute (GIAC, GSEC)
 - Disaster Recovery Institute (CBCP, MBCP)
 - Business Continuity Institute (CBCI, MBCI)
 - itSMF (ITIL)
- Candidates should have good oral and written communications skills and negotiation skills, as well as the ability to facilitate the free flow of communication and to perform as a team player.

- Candidates must be sponsored by an official SEI Partner and must submit the appropriate forms and documents related to becoming certified. This includes the Candidate Recommendation Form, a signed *Agreement to the SEI Code of Professional Conduct* form, and all others as specified in the documentation section below.



Training

- Complete attendance of the Introduction to the CERT-RMM course
- Successful completion of the CERT-RMM Lead Appraiser Boot Camp

Required Documents

- CERT-RMM Lead Appraiser Entry Application
- CERT-RMM Lead Appraiser Development Needs Assessment (ADNA)
- CERT-RMM Lead Appraiser Apprentice Action Plan (AAP) Mentoring

The apprenticeship model highlights and expands on classroom instruction by using a mentorship arrangement in which professionals implement the practical and theoretical aspects of a highly skilled occupation in the actual work environment. Mentoring is a developmental process in which a more experienced individual commits to working and learning with a less experienced individual for the purpose of improving the professional development of both individuals [CIO 2002]. The mentoring process includes a series of stages in which the mentor's leadership in the process is adapted to support the developing strengths and meet the changing needs of the mentee. The desired outcome of an effective mentoring process is a self-confident and competent professional.

The CERT-RMM mentoring arrangement is coordinated by CERT, who will match the mentee candidate with a CERT-approved CERT-RMM Mentor. The CERT-RMM Mentor will coordinate with the candidate at certain pre-defined gates to review status and plans for next steps. The CERT-RMM Mentor will also evaluate the candidate and determine whether or not the candidate has successfully completed all of the required activities and presents confidence to lead CERT-RMM appraisals.

In addition to providing the mentee with opportunities for success and further growth, mentoring is also a means for accomplishing the following desired outcomes.

- Achieving scalability of a profession in a global environment
- Strengthening the culture of a profession
- Providing a plan for controlled transference of knowledge and skills

After completing the educational phase in which a candidate learns about CERT-RMM and the Capability Appraisal Method (CAM), candidates will complete an entry application and a CERT-RMM Developmental Needs Assessment (ADNA). The ADNA will identify strengths and planned goals that an CERT-RMM LA Mentor will blend into the apprenticeship program.

An apprentice action plan (AAP) will be created and agreed to by both the candidate mentee and CERT-RMM Mentor, and will be used as the plan which the candidate will follow in order to complete the mentorship program. Training events will be followed with practical exercises that candidates will accomplish within their organization. Each candidate mentee must complete one class B or two class C appraisals, each scoped to a minimum of 50 specific practices, under the guidance of a CERT-RMM Mentor who will advise, evaluate, and make recommendations on the candidate’s progress.

At the conclusion of one class B or two class C appraisals, the CERT-RMM mentor will provide a final evaluation of the candidate and then either recommend that the candidate be certified, recommend withholding of certification, or prescribe remedial steps that must be completed satisfactorily in order to earn certification.

Certification Renewal

The CERT-RMM Lead Appraiser certification will be valid for a period of two (2) years from the certification award date. Renewal requirements are as follows:

- Lead at least one CERT-RMM class B appraisal or two class C appraisals within the two-year period prior to the renewal date, or lead at least one CERT-RMM appraisal and be an appraisal team member on a second CERT-RMM appraisal
- Attend 75% of regularly scheduled SEI-hosted virtual or live CERT-RMM Lead Appraiser update meetings or teleconference calls as scheduled by CERT within the two-year period
- Submit data/experience reports and appraisal results reports to the SEI within thirty (30) days of completing any CERT-RMM appraisals
- Complete all upgrade training, exams, or review of new materials needed to maintain the CERT-RMM Lead Appraiser certification (as distributed or required by CERT during the two-year certification period)

More Information

For more information on the fees associated with the apprentice program, please contact the SEI Partner Network at partner-info@sei.cmu.edu.

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RMM LA Apprentice Certification Program Model v3.0

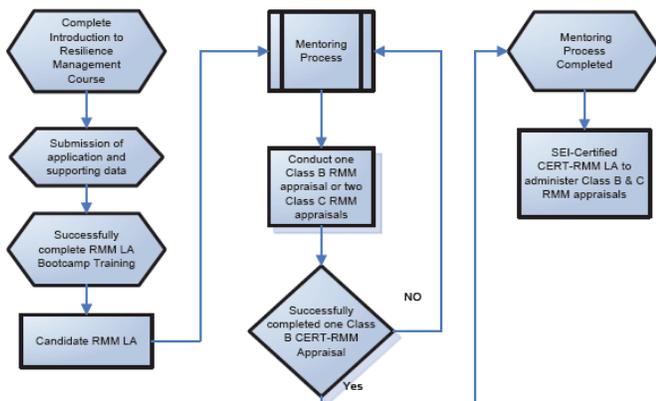


Figure 1: RMM LA Apprenticeship Program Overview