



Operations Management Standard

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1. PURPOSE

- 1.1. **Operations Management Standard** — The purpose of this standard is to document the requirements and key information security considerations for information technology operations, including the definition of **standard** operating procedures, change management, configuration management, release management, information backup and restoration and cloud computing.

2. AUTHORITY

- 2.1. M.G.L. Ch. 7d provides that “Notwithstanding any general or special law, rule, regulation, executive order, policy or procedure to the contrary, all executive department agencies shall, and other state agencies may, adhere to the policies, procedures and objectives established by the executive office of technology services and security with respect to activities concerning information technology.”

3. SCOPE

- 3.1. This document applies to the use of information, information systems, electronic and computing devices, applications, and network resources used to conduct business on behalf of the Commonwealth. The document applies to the Executive Department including all executive offices, and all boards, commissions, agencies, departments, divisions, councils, and bureaus.. Other Commonwealth entities that voluntarily use or participate in services provided by the Executive Office of Technology Services and Security, such as mass.gov, must agree to comply with this document as a condition of use. Executive Department agencies and offices are required to implement procedures that ensure their **personnel** comply with the requirements herein to safeguard information.

4. RESPONSIBILITY

- 4.1. The Enterprise Security Office is responsible for the development and ongoing maintenance of this **policy**.
- 4.2. The Enterprise Security Office is responsible for this **policy** and may enlist other departments to assist in the monitoring and maintenance of compliance with this **policy**.
- 4.3. Any inquiries or comments regarding this **policy** shall be submitted to the Enterprise Security Office by sending an email to [EOTSS-DL-Security Office](#).
- 4.4. Additional information regarding this **policy** and its related standards may be found at <https://www.mass.gov/cybersecurity/policies>.

5. COMPLIANCE

- 5.1. Compliance with this document is mandatory for the Executive Department including all executive offices, boards, commissions, agencies, departments, divisions, councils, and bureaus. Violations are subject to disciplinary action in accordance to applicable employment and collective bargaining agreements, up to and including the termination of their employment and/or assignment with the Commonwealth.

Exceptions to any part of this document must be requested via email to the Security Office [EOTSS-DL-Security Office](#). A policy exception may be granted only if the benefits of the exception outweigh the increased risks, as determined by the Commonwealth CISO.

6. STANDARD STATEMENTS

6.1. Standard Operating Procedures

Commonwealth Offices and Agencies must document standard operating procedures for critical and high-risk **information systems**, to include:

- 6.1.1. Secure installation and configuration of systems.
- 6.1.2. Secure processing and handling of information (automated and manual).
- 6.1.3. Job scheduling requirements, including interdependencies with other systems.
- 6.1.4. Error and exception handling procedures.
- 6.1.5. System restart and recovery procedures to restore service in a timely manner in the event of system failure.
- 6.1.6. Logging requirements, including maintaining an audit trail for operational and security events, monitoring procedures and log management procedures (see *Logging and Event Monitoring Standard* for additional details).
- 6.1.7. Support and escalation procedures, including contact information of technical support staff.

6.2. Change Management

Commonwealth Offices and Agencies must implement a change management process that includes:

- 6.2.1. Definition of change request categories (High, Medium, Low risk).
- 6.2.2. Definition of the change request approval process, including the level of involvement of the Change Advisory Board — High and Medium risk must be approved by the Change Advisory Board.
- 6.2.3. Identification and documentation of all change requests in a system of record.
- 6.2.4. Planning and testing of changes prior to implementation.
- 6.2.5. Verification that information security and compliance (e.g., regulatory) requirements have been met.
- 6.2.6. Identification of stakeholders and definition of communication channels to communicate change details.
- 6.2.7. Fallback procedures to recover from unsuccessful changes and unforeseen events.
- 6.2.8. Definition of the emergency change request process.
- 6.2.9. Definition of a process (define the frequency of review) to perform a periodic review of the change management process to ensure compliance.
- 6.2.10. Emergency change requests should be regularly audited to ensure the process is being used for its intended purpose.

6.3. Configuration Management

Commonwealth Offices and Agencies must establish controls to maintain the integrity of information systems, including:

- 6.3.1. Maintain an asset inventory of authorized hardware and software. Update the asset inventory on a regular basis.
- 6.3.2. Deploy network eDiscovery tools (e.g., Tripwire IP360, NMAP, Cisco CDP) to monitor the presence of hardware and software operating within the environment. Establish an action plan to address unauthorized or unsupported **information systems** on the network.
- 6.3.3. Create, maintain and update standard operating procedures (Section 0) for the secure configuration of **information systems**. Assess compliance with configuration requirements at least annually.
- 6.3.4. Establish security hardening guideline for **information systems**, including commercial off-the-shelf (COTS) products. Assess compliance with security hardening requirements at least quarterly.
- 6.3.5. Deploy automated configuration management tools to track configuration settings of **information systems** deployed within the Commonwealth's environment (where technically feasible). Develop action plans to address exceptions or open a risk exception.
- 6.3.6. Obtain Commonwealth CISO (or most senior security executive for **agencies**) approval prior to implementing changes to network devices. Changes must be implemented by qualified **personnel**.
- 6.3.7. Log and audit configuration changes to **information systems** and applications. Changes must be consistent with details recorded in the change request ticket.
- 6.3.8. To the extent possible, prohibit the use of generic and shared user IDs for configuration management activities. Change requests shall be logged and monitored on a regular basis.

6.4. Capacity Management

Commonwealth Offices and Agencies must establish a capacity management process, including:

- 6.4.1. Document a capacity management plan for mission critical systems.
- 6.4.2. Perform periodic server consolidation assessments to reduce the IT footprint.
- 6.4.3. Decommission applications, databases and systems that are not required within an acceptable timeframe. **Information systems** that must remain operational beyond their end-of-life (e.g., vendor support life cycle) must be approved by the Commonwealth CISO (or designee).
- 6.4.4. Optimize application logic, database queries, batch processing (e.g., mainframe), etc. to reduce processing power requirements and bandwidth utilization.

- 6.4.5. Deny or restrict bandwidth for resource-hungry services that are not critical for business operations (e.g., video streaming).
- 6.4.6. Rationalize disk space and remove unnecessary data that is not subject to record retention requirements.

6.5. Release Management

Commonwealth Offices and Agencies must document release management processes for IT environments and/or platforms.

- 6.5.1. Maintain separate development, test and production environments.
- 6.5.2. Source code must be reviewed and tested in a lower environment prior to promotion to the production environment.
- 6.5.3. Production data may be used in a lower environment (non-production) under the following conditions: exception request sought and granted by the Enterprise Security Office and the security controls for the lower environment is consistent with the production environment.
- 6.5.4. Developers must not have the ability to migrate code into production environments.
- 6.5.5. If a dedicated release management role is not in place, Commonwealth Offices and Agencies must ensure that **personnel** are issued separate accounts to perform their release management duties. Monitoring shall be implemented and audited where technically feasible.

6.6. Data Backup and Restoration

Commonwealth Offices and Agencies must establish a process to backup information in a secure manner to enable the organization to restore its operational activities after a planned or unplanned interruption of service.

- 6.6.1. Data backup and retention requirements and timeframes are as follows:
 - 6.6.1.1. Weekly: A full backup of mission-critical (from an agency, legal or regulatory perspective) data.
 - 6.6.1.2. Daily: Incremental backups.
 - 6.6.1.3. Backup data should be retained on near-line storage for fast retrieval for the first 30 days and thereafter written to long-term secure storage per the record retention requirements.
- 6.6.2. The decision to back up must be informed by a business impact analysis (BIA) or a risk assessment that considers the following factors:
 - 6.6.2.1. Business need
 - 6.6.2.2. Security requirements
 - 6.6.2.3. Criticality of the information

- 6.6.3. Backup and recovery must be included as part of the business continuity and disaster recovery planning.
- 6.6.4. Backup and recovery documentation must be reviewed, tested and updated regularly.
- 6.6.5. Backup records must be accurate and complete, including exception tracking (i.e., success/failures to backup). Documented restoration procedures must be maintained for assets critical to the organization.
 - 6.6.5.1. At a minimum, data owner, classification of data, time of capture, retention duration and storage location must be captured.
- 6.6.6. Backup data must not be stored on the same media (i.e., electronic) or physical location (e.g., magnetic tapes) as the primary data source.
 - 6.6.6.1. Backup on removable media that will be transferred or stored offsite must be encrypted.
 - 6.6.6.2. Backup on removable media shall be protected from physical and environmental hazards.
 - 6.6.6.3. Backup on removable media shall be stored in secure areas under lock and key. Only authorized individuals should have physical access to backup tapes. Access logs must be maintained and reviewed on a regular basis.
 - 6.6.6.4. Backup on removable media shall be disposed of using secure deletion methods upon the end of life as defined in the *Physical Media Handling in the Asset Management Standard*.
- 6.6.7. Backup records subject to legal holds shall be managed in accordance with guidance provided by Legal.
- 6.6.8. Implement data protection controls such as encryption to protect the confidentiality and integrity of backups.
 - 6.6.8.1. For backup data that is encrypted and requires long or indefinite retention timeframes, consider **key** rotation in accordance with the *Cryptographic Management Standard*.

6.7. Cloud Computing

Commonwealth Offices and Agencies must establish standards to support the secure implementation of applications and services in public and private cloud environments.

- 6.7.1. The following are general requirements for all applications regardless of application tier (See *Information System Classification in Asset Management Standard* for application tiers):
 - 6.7.1.1. The cloud provider shall provide a mechanism to track performance metrics against contractual obligations, including information on major outages and time for resolution.
 - 6.7.1.2. Prior notification must be provided for maintenance activities, specifically, for any update, upgrade or maintenance of software or hardware equipment that may impact system performance.

- 6.7.1.3. Contracts must include minimum security clauses, the right to audit and relevant data protection requirements.
- 6.7.1.4. The cloud service provider must be able to produce vulnerability assessment reports such as SOC1/2, PCI self-assessment questionnaire (if applicable) upon request.
- 6.7.1.5. Application owners must be assigned for each application hosted in the cloud.
- 6.7.1.6. Operational policies, standards and procedures must be defined for cloud-based applications, including:
 - 6.7.1.6.1. Access control
 - 6.7.1.6.2. Cryptography
 - 6.7.1.6.3. Operations security (change and configuration management)
 - 6.7.1.6.4. Service development and maintenance
 - 6.7.1.6.5. Information security incident management
 - 6.7.1.6.6. Business continuity and recovery plan
- 6.7.1.7. Business continuity and disaster recovery plans must be documented and consistent with *IS.005 Business Continuity and Disaster Recovery*.
- 6.7.1.8. Service level agreements, including system uptime, availability and scalability (bandwidth, storage and transactional volume) must be defined during the contracting phase and codified in contractual agreements.
- 6.7.1.9. Backup, data restoration and data retention must be consistent with the *Data Backup and Restoration* section of the *Operations Management Standard*.
- 6.7.1.10. Data retention and retrieval periods, including the length of time within which the Commonwealth can retrieve its data from the cloud provider post contract termination must be codified.
- 6.7.1.11. Incident response plans and escalation procedures must be defined for applications hosted in the cloud. Periodic metrics of security events must be provided to the Commonwealth by the cloud service provider.
- 6.7.1.12. Patch management process must be defined, critical security patches must be deployed within a reasonable timeframe.
- 6.7.1.13. Access to applications must be role-based. Roles must be defined and documented. Quarterly audits of user roles must be conducted to verify appropriate separation of duties.
- 6.7.1.14. Users with administrative privileges must have separate user accounts for normal activities. Use of administrative accounts must be logged and periodically audited.

- 6.7.1.15. Generic accounts are prohibited for interactive accounts. Users must be issued individual accounts. Where technically feasible, the cloud service provider shall integrate with a Commonwealth directory service to obtain identities (e.g., Active Directory).
- 6.7.1.16. Password policies must be consistent with the *Authentication Standard*, any exceptions must have a documented exception agreement and approval from the Commonwealth CISO (or designee).
- 6.7.1.17. Security reference and solution architecture diagrams must be defined for cloud-based applications. Application and system dependencies and interfaces must be documented.
- 6.7.2. In addition to Section 6.7.1, cloud applications that have a High-risk tiering (as per IS.004, Section 5.6.4) must:
 - 6.7.2.1. Provide evidence of information security training and background checks for **personnel** working on cloud computing deployments supporting the Commonwealth.
 - 6.7.2.2. Develop a contingency plan if a cloud service provider is acquired or goes out of business.
 - 6.7.2.3. Document secure systems development and maintenance life cycle process.
 - 6.7.2.4. Define privacy and data protection requirements, including:
 - 6.7.2.4.1. Control content replication across technology environments.
 - 6.7.2.4.2. Control format, accuracy and encryption.
 - 6.7.2.4.3. Control who can access content.
 - 6.7.2.4.4. Control content life cycle and disposal.
 - 6.7.2.4.5. Encrypt **confidential** data at rest.
 - 6.7.2.4.6. Encrypt **confidential** data in transit.
 - 6.7.2.5. Implement security monitoring controls, including the ability to monitor and detect anomalous activity. Logs shall be sent to the enterprise SIEM.
 - 6.7.2.6. Implement intrusion detection and prevention controls.
 - 6.7.2.7. Implement forensics capabilities to assist the investigation in the case of a security incident or breach.

7. CONTROL MAPPING

Section	NIST 800-53	CIS 20	NIST CSF
6.1. Standard Operating Procedures	AU-1	-	ID.GV-1
	AU-2	CSC 6	PR.PT-1
	AU-3	CSC 6	PR.PT-1
	AU-4	-	PR.DS-4
	AU-5	CSC 6	PR.PT-1
	AU-8	CSC 6	PR.PT-1
	AU-11	CSC 6	PR.PT-1
	AU-12	CSC 6	PR.PT-1
	SI-11	-	-
	CP-2	-	ID.AM-5
6.2. Change Management	CM-1	-	ID.GV-1
	CM-3	CSC 3	PR.IP-1
	CM-4	CSC 3	PR.IP-1
	CM-5	CSC 3	PR.IP-1
	CM-9	CSC 3	PR.IP-1
	AC-5	CSC 5	PR.AC-4
6.3. Configuration Management	CM-1	-	ID.GV-1
	CM-3	CSC 3	PR.IP-1
	CM-4	CSC 3	PR.IP-1
	CM-5	CSC 3	PR.IP-1
	CM-7	CSC 3	PR.IP-1
	CM-8	CSC 1	ID.AM-1
	CM-9	CSC 3	PR.IP-1
	AC-5	CSC 5	PR.AC-4
	AU-1	-	ID.GV-1
	CM-2	CSC 18	PR.DS-7
	CM-6	CSC 3	PR.IP-1
	AU-2	CSC 6	PR.PT-1
	AU-3	CSC 6	PR.PT-1
	AU-4	-	PR.DS-4
	AU-5	CSC 6	PR.PT-1
	AU-8	CSC 6	PR.PT-1
	AU-11	CSC 6	PR.PT-1
AU-12	CSC 6	PR.PT-1	
6.4. Capacity Management	AU-4	-	PR.DS-4
	AU-5	CSC 6	PR.PT-1
	CP-2	-	ID.AM-5
	SA-2	-	-
	SC-5	-	PR.DS-4
6.5. Release Management	SC-32	-	-
6.6. Data Backup and Restoration	CP-9	CSC 10	PR.IP-4
6.7. Cloud Computing	AC-16	CSC 5	PR.AC-4
	AC-20	-	ID.AM-4

8. RELATED DOCUMENTS

Document	Effective date

9. DOCUMENT CHANGE CONTROL

Version No.	Revised by	Effective date	Description of changes
0.90	Jim Cusson	10/01/2017	Corrections and formatting
0.92	John Merto	01/02/2018	Corrections, Formatting
0.95	Sean Vinck	5/7/2018	Corrections and Formatting
0.96	Andrew Rudder	5/31/2018	Corrections and Formatting
0.98	Anthony O'Neill	05/31/2018	Corrections and Formatting
1.0	Dennis McDermitt	06/01/2018	Pre-Publication Review
1.0	Andrew Rudder	10/4/2018	Approved for Publication by: John Merto
1.1	Megan Perkins	7/15/2020	Annual Review; Minor corrections and formatting
1.2	Sean M. Hughes	11/04/2021	Annual Review

The owner of this document is the Commonwealth CISO (or designee). It is the responsibility of the document owner to maintain, update and communicate the content of this document. Questions or suggestions for improvement should be submitted to the document owner.

9.1 Annual Review

This *Operations Management Policy* document should be reviewed and updated by the document owner on an annual basis or when significant policy or procedure changes necessitate an amendment.