



Request for Proposal:

Training Material Development



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Summary

The Cyber Risk Institute (“CRI”) is working to protect the global economy by enhancing cyber security and resiliency through standardization. As a not-for-profit coalition of financial institutions and trade associations, we house and maintain the Financial Services Cybersecurity Profile (“the Profile” or “Profile”) – the benchmark for cybersecurity and resiliency in the financial services industry. This ever-evolving and concise list of assessment questions is curated based on the intersection of global regulations and cyber standards, such as those from the International Organization of Standards (“ISO”) and the National Institute of Standards and Technology (“NIST”). CRI is preparing a major update to the Profile in 2023 and several other initiatives to improve and expand our support to the financial services industry.

To support our continued evolution and improve our support to the financial services industry, we are seeking one or more partners to assist in the creation of training materials for financial institutions that use the Profile.

The development and release of these Training Materials to support Profile use is critical to the next phase of our growth.¹ This line of effort will be completed alongside a number of other CRI initiatives, such as the publication of Version 2.0 of the Profile, and our intent is to select a partner to help us complete the production of these materials — along with other lines of effort — in the Third or Fourth Quarter of 2023.²

Like nearly all of our work, the creation of Profile implementation training materials will be driven by the experiences and needs of our member organizations.³ As a result, much of the work outlined in this RFP will be guided by their input and feedback, as well as by responses from the regulatory community.

Expectation that these materials will be CRI owned and branded. Alternative arrangements

¹ CRI’s expectation is that these materials will be CRI owned and branded. Alternative arrangements — including co-branding and distribution controls — will be considered.

² All dates subject to change. For a more detailed description of our intended timeline for selection and execution, please see Figure 2.

³ Please find a list of our members in Appendix C.

Background

Beginning in the second quarter of 2022, CRI engaged in a major initiative to update the CRI Profile to Version 2.0. The Version 2.0 update is expected to be a significant improvement and expansion of content coverage over the current Version 1.2.1. The update was undertaken with the following broad objectives:

- **1)** Maintain the same general structure and level of detail as prior versions.
- **2)** Update the Profile supporting materials (Cloud Profile, Source Document Mappings, Workbook, User Guide, etc.) to match and augment the 2.0 version.
- **3)** To the extent feasible, improve the coverage of “gaps” identified in prior mappings of the Profile to financial services and cyber industry source documents (i.e., other cybersecurity standards and frameworks).
- **4)** Expand the scope of coverage of the Profile to include topics related to enterprise information technology, business continuity management, and third-party risk management that might be covered in a typical U.S.-based regulatory examination.
- **5)** To the extent feasible, maintain consistency with efforts by NIST to update the Cyber Security Framework (CSF) to Version 2.

Correspondingly, we are looking to expand and refine the training and educational offerings for Profile users and CRI members. As you will see from the Reference Materials outlined below, there are a number of helpful videos and other resources that support Profile implementation and use that CRI has developed since our launch. However, these have been developed largely on an *ad hoc* basis, and do not reflect the full breadth of information available or incorporate the changes being made to produce Version 2.0. We are eager to develop CRI-branded materials that accomplish the following:

- **1)** Provide easily digestible, user-friendly content for Profile users (both current and prospective users)
- **2)** Identify best practices for assessments generally and Profile assessments specifically to help meet the needs of different user communities;
- **3)** Incorporate the latest changes to the Profile;
- **4)** Promote train-the-trainer functionality to foster sustainable use of the Profile throughout user organizations; and
- **5)** Leverage the knowledge of existing Profile users and CRI members.

This Task will be shaped by stakeholder input, and will incorporate the experiences of organizations which have implemented the Profile.

Reference Materials

Successful completion of the Tasks outlined in this RFP will require working closely with and building on a number of existing products including both early drafts and published editions of the CRI Profile (an Excel spreadsheet), written manuals, workbooks, guides, reports and forms (in PDF and Word .Doc), and educational products (video and audio files).

To support potential applicants, we have listed these resources below. **Public** materials are publicly available and accessible to all possible applicants. **Proprietary** materials may be supplied to CRI Innovator and Affiliate Members and/or those who have signed a Non-Disclosure Agreement, which restricts the use of these materials to the successful submission of a proposal for this RFP but not for commercial uses.

Public: The following documents are published and available for all applicants on CRI's web site at <https://cyberriskinstitute.org/the-profile/>.

- The CRI Profile v1.2.1 [Macro-Enabled Excel Spreadsheet]
- The CRI Profile v1.2.1 [Non-Macro-Enabled Excel Spreadsheet]
- The CRI Cloud Profile v1.2.1 [Excel Spreadsheet]
- The CRI Profile Workbook [pdf File]
- The CRI Profile User Guide [pdf File]
- The CRI Profile Impact Questionnaire [pdf File]

Proprietary: The following additional documents and videos will be made available to Innovator and Affiliate Members or organizations which have signed the required NDA:

- CRI Profile version 2.0 Core and Tiering Designations [Draft Final]
- CRI Profile version 2.0 Source Document Mappings [Draft]
- CRI Profile version 1.2 Maturity Model [Draft]
- The CRI Profile - Introduction and Implementation - 82520 - Complete Webinar [Video]
- The Profile and the Cloud Webinar Update [Video]

Task 1 – CRI Profile Training Materials

CRI Membership has expanded 30% over the past year and anecdotal evidence suggests that use of the Profile among financial institution is increasing. In order to support this growing user base, CRI is seeking to develop and release a series of educational materials which outline best practices, tips, and lessons learned for new user-institutions to implement the Profile and for mature users of the Profile to maximize the value they get from it.

We view the development of a slate of CRI-branded educational materials to assist in Profile implementation as critical to supporting the Profile user community. For maximum benefit, however, these materials must provide value both for the entire industry, and offer specific insights tailored to individual industry segments (e.g., Tier 1 National or Global Financial Institutions; Industry Service Providers, etc.).

We expect this initiative will require the following components:

Subtask 1.1 — Member Engagement

These materials should include real-world lessons learned based on the experience of organizations which have already implemented the Profile. Therefore, some degree of direct engagement with CRI members will be required to extract useful perspectives and applicable experience to include in the educational materials. CRI expects selected partners to conduct a minimum of EIGHT interviews with member organizations (to include two organizations from each membership tier).

Deliverable(s): (1) Summarized “lessons learned” document(s) that distills specific insights from existing Profile users, separated for specific user communities when appropriate.

Subtask 1.2 — Training Curriculum and Written Material (E.G., lesson plan and written collateral)

Building on the lessons learned established in Subtask 1.1, the Selected Partner will develop a curriculum for release to CRI members on Profile implementation and use. This curriculum will be designed to allow CRI Member organizations to train their staff internally. Leveraging the information gathered under Subtask 1.1, this curriculum should be designed to effectively create champions of the CRI Profile within a given organization, educating them on how to complete assessments, how to fill out the Profile, how to educate others within their organization on the CRI Profile and its value.

Deliverable(s): (1) Repeatable, scalable curriculum for use by CRI Member organizations which is designed to train internal control and risk management staff in the implementation and use of the Profile, likely pdf and/or PowerPoint format(s).

Subtask 1.3 — Video Series and/or Reusable Text or Graphics-Based Training Materials

In addition to a written, instructions-based curriculum, Selected Partners will be expected to develop a series of informational videos that educate users and future users of the Profile

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on different uses and benefits of it. These videos would be for the use of CRI membership organizations and possibly published to the wider financial services industry.

These videos will build upon earlier CRI initiatives such as the Master Class videos provided to members (*see Reference Materials — Advanced, above*).

Deliverable(s): (1) Series of coordinated, multimedia training materials (i.e., quick, easy-to-digest modules); and (2) “teaser” materials to generate Profile interest and familiarity among non-CRI members.

Expected Organizational Profile and Experience

CRI will duly consider **all** applications submitted in response to this RFP. However, given the unique nature of the tasks outlined as well as the breadth of what they cover, we are aware that the most competitive applicants are likely to have specific experience in certain areas.

We have reflected on what we consider to be the most directly relevant attributes or experiences which are likely to contribute to an effective proposal. These include:

- Previous experience developing large organizational surveys or data gathering methodologies.
- Existing relationships within and among the financial services industry, including with any/all CRI members and Profile users.
- Understanding of and experience with compliance assessment frameworks.
- Understanding of and experience with the NIST Cybersecurity Framework.
- Previous experience designing and releasing training curricula.
- Proven ability to record, edit, and produce video deliverables.

Of course, the ability to demonstrate any or all of these attributes or experiences may not result in selection. Similarly, potential applicants that meet few or none of these criteria may still be able to develop and submit a compelling proposal.

Therefore, applicants are welcome to submit a proposal regardless of whether they feel the above descriptors apply to them.

Instructions for Submission

The response period for this RFP will open on June 21st, 2023 and will close on July 21st, 2023.

Interested applicants should submit a proposal via email to rfp@cyberriskinstitute.org during this time. CRI Staff will reach out to confirm receipt of each proposal within 48 hours. If you do not receive a confirmation of receipt of your proposal within 48 hours, please reach out again.

All applicants are encouraged to submit clarifying questions to the email address listed above if anything about this RFP is unclear or if there are concerns which are not otherwise addressed. Please note, however, that when appropriate, anonymized variations to these responses may be supplied to the benefit of all applicants, posted to the CRI website or social media, and/or appended to this RFP.

Please be sure to designate a specific a point of, and method for, contact(s) for the scheduling of follow on discussions or the exchange of further information.

To the extent practical, please also include:

- A clear indication of which tasks described in this RFP your organization is able to satisfy;
- A clearly identifiable cost structure;
- A description of the staffing model your organization intends to use;
- An approximate intended timeline for execution; and
- Examples of relevant previous work.

Though references will not be required during the proposal submission stage, those advancing to further consideration may be asked to supply three or more references from previous clients. If, for any reason, it will not be possible for your organization to provide three references upon request, please include this information with your submission.

Timeline and Process for Consideration

As noted above, the submission period for this RFP is expected to begin on June 21st, 2023 and will close on July 21st, 2023.

Following the close of the submission period, the CRI staff will conduct an initial review of each proposal received. During this time, they may reach out to individual applicants with follow ups and clarifying questions.

Once they have completed this initial review, they will brief the CRI Operations Committee on the results. Though this process may result in additional follow up based on the responses of the Operations Committee, it is our intent for the Operations Committee to make a final determination without additional action or briefing from the applicants.

Once a preferred selection has been made, the CRI Operations Committee will provide a recommendation(s) to the CRI Board of Directors on their preferred proposal.⁴ This applicant MAY be asked to provide an additional information prior to approval by the CRI Board of Directors.

If this recommendation is approved, CRI Staff will work with the Selected partner to finalize a Statement of Work for execution.

Please note: All intended and anticipated dates outlined in this RFP are subject to change.

⁴ The Operations Committee may select specific applicants to execute specific tasks. In this event, all selected applicants will be recommended to the board.

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Appendix A – CRI Members

