

Insightful Ways to Measure and Demonstrate the Contributions of Your Security Program

LaToya Coleman
Executive Director, Enterprise Security

Rebekah Guira
Director, System Integrations

Why Metrics?



Justifies Investments

Improves Efficiency

Aligns Security with Business Goals



Speak Leadership's Language

**Focus on Business Impact NOT just
Security Metrics**

Frame Security as a Business Enabler

Avoid Technical Jargon

TODAY'S
BIG
THOUGHT

**What metrics
matters?
Where do I start?**



What Matters?

WHAT DO YOU WANT TO TRACK?

Common Questions

How many?

How long?

Data Entry

What do you want to track?

Consistency

Garbage In
Garbage Out

Performance Indicators



** This is a sample. Performance indicators are driven by organizational needs.

**YOUR
NEXT
MOVE!**



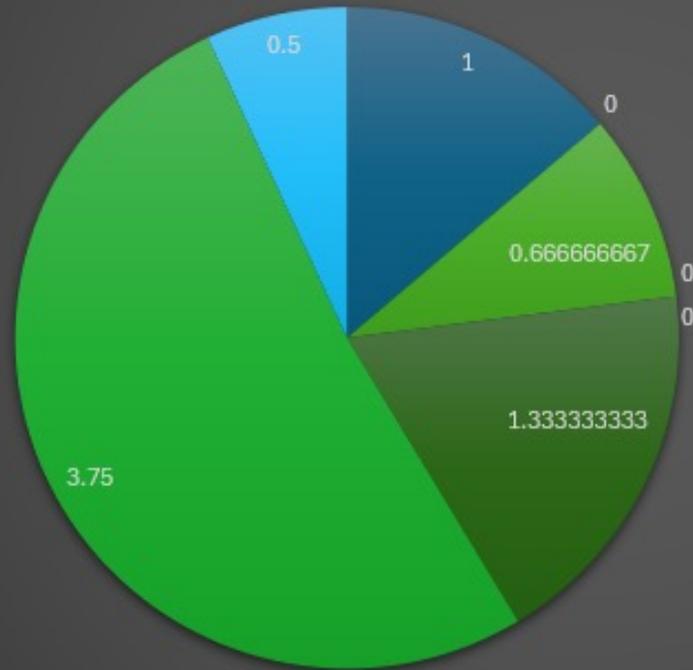
Example: Clearance Data

Full Name	Clearance Lev	Contract	Program Name	Agency	Clearance Typ	Clearance Statu	Received Request	Package Sent to Candidate	Received Request -> Sent to Candidate	Package Received From Candidate	Package with Candidate
Employee 2	TS/SCI	300555	Minions	Intel	Initial	Active	04/30/2023	04/30/2023	0	05/01/2023	1
Employee 4	TS/SCI	300555	Minions	Intel	Crossover	Active	03/03/2023	03/07/2023	4	03/07/2023	0
Employee 10	TS/SCI	30002	Blue Skies	Intel	Crossover	Active	01/27/2025	01/28/2025	1	01/28/2025	0
Employee 13	TS/SCI	30003	Green Grass	Intel	Crossover	Active	05/18/2023	05/19/2023	1	05/22/2023	3
Employee 18	TS/SCI	30003	Green Grass	Intel	Crossover	Active	12/19/2024	12/20/2024	1	12/23/2024	3
Employee 22	ISSA/TS	300001	Yellowstone	Intel	Crossover	Active	05/24/2024	05/24/2024	0	05/24/2024	0
Employee 23	ISA/TS	30004	Chevy Tahoe	Intel	Crossover	Active	11/27/2024	11/27/2024	0	12/04/2024	7
Employee 24	ISSA/TS	300001	Yellowstone	Intel	Crossover	Active	12/06/2024	12/06/2024	0	12/10/2024	4
Employee 25	ISSA/TS	300001	Yellowstone	Intel	Crossover	Active	10/03/2024	10/03/2024	0	10/04/2024	1
Employee 26	TS/SCI	30002	Blue Skies	Intel	Initial	Active	06/27/2023	06/27/2023	0	06/27/2023	0
Employee 26	Top Secret	30050	Suits	DOD	Initial	Active	05/27/2023	05/27/2023	0	07/01/2023	35
Employee 29	ISSA/TS	300001	Yellowstone	Intel	Crossover	Active	02/01/2024	02/16/2024	15	02/16/2024	0
Employee 30	Secret	60025	The Office	DOD	Initial	Active	07/01/2024	07/02/2024	1	07/25/2024	23
Employee 32	TS/SCI	300001	Yellowstone	Intel	Crossover	Active	05/18/2023	05/19/2023	1	05/19/2023	0
Employee 41	Secret	50003	Happy's Place	FedCiv	Crossover	Active	12/11/2024	12/11/2024	0	12/11/2024	0
Employee 20	TS/SCI	300555	Minions	Intel	Crossover	Approved	02/05/2024	02/05/2024	0	02/07/2024	2
Employee 21	TS/SCI	300555	Minions	Intel	Crossover	Approved	02/05/2024	02/05/2024	0	02/07/2024	2
Employee 31	TS/SCI	300001	Yellowstone	Intel	Initial	Approved	02/21/2024	02/21/2024	0	02/28/2024	7
Employee 35	Suitability	50001	Bones	FedCiv	Initial	Approved	02/24/2025	03/06/2025	10	03/06/2025	0
Employee 37	Suitability	50001	Bones	FedCiv	Initial	Approved	01/23/2025	01/23/2025	0	01/23/2025	0
Employee 38	Suitability	50001	Bones	FedCiv	Initial	Approved	01/10/2025	02/24/2025	45	02/24/2025	0
Employee 39	Suitability	50003	Happy's Place	FedCiv	Initial	Approved	12/23/2024	01/08/2025	16	01/09/2025	1
Employee 40	Top Secret	50003	Happy's Place	FedCiv	Initial	Approved	10/11/2024	10/11/2024	0	10/24/2024	13
Employee 34	TS/SCI	300001	Yellowstone	Intel	Crossover	Debriefed	12/05/2023	12/05/2023	0	12/13/2023	8
Employee 33	ISSA/TS	200001	Just Go With It	Intel	Crossover	Denied	12/20/2024	12/20/2024	0	12/23/2024	3

Clearance Status ▾

Average of Received Request -> Sent to Candidate | Count of Agency | Sum of Time With the Customer | Count of Contract

Crossover - Average of Received Request -> Sent to Candidate



Program Name ▾
Clearance Level ▾
Agency ▾
Contract ▾

- Blue Skies TS/SCI Intel 30002
- Bones Suitability Fed Civ 50001
- Bones Top Secret FedCiv 50001
- Chew 2500 TS/SCI Intel 30005
- Chew Tohoe ISA/TS Intel 30004
- Green Grass TS/SCI Intel 30003
- Happy's Place Secret FedCiv 50003
- Happy's Place Suitability FedCiv 50003

Clearance Type ▾ Values

+ -



WHAT IN THE

WORLD JUST HAPPENED

Example: Clearance Data Pivot Table

IMPACT Metrics.xlsx | Search

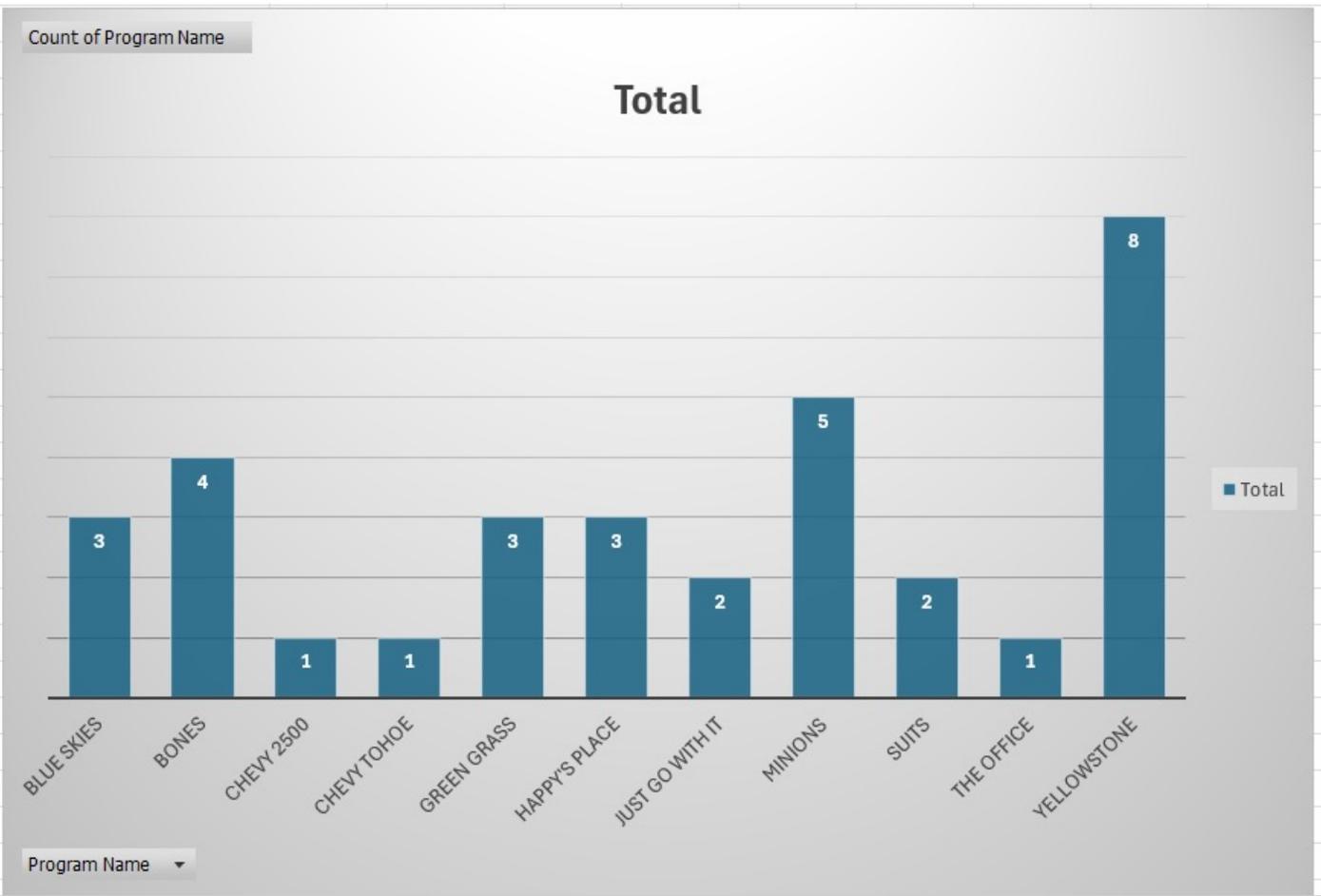
File Home Insert Page Layout Formulas Data Review View Help Acrobat

Clipboard: Paste, Copy, Format Painter | Font: Aptos Narrow, 11, Bold, Italic, Underline, Color | Alignment: Merge & Center | Number: General | Styles: Normal 2 (Bad), Normal (Good) | Cells: Insert, Delete, Format | Editing: AutoSum, Fill, Clear, Sort & Filter, Find & Select | Add-ins: Sensitivity, Add-ins, Create and Share Adobe PDF

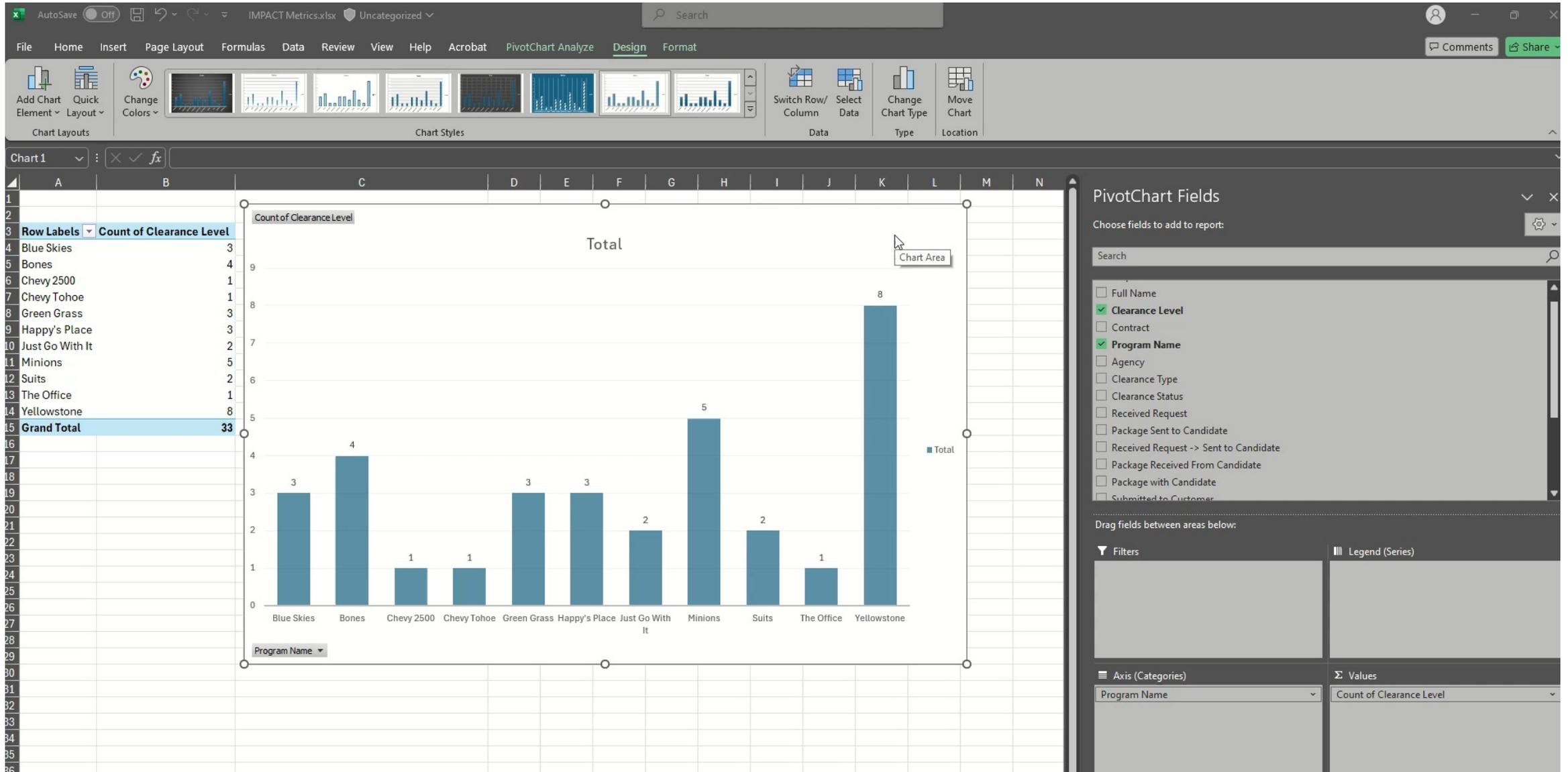
Emp #	Full Name	Clearance Lev	Contract	Program Name	Agency	Clearance Type	Clearance Statu	Received Request	Package Sent to Candidate	Received Request -> Sent to Candidate	Package Received From Candidate	Package with
10002	Employee 2	TS/SCI	300555	Minions	Intel	Initial	Active	04/30/2023	04/30/2023	0	05/01/2023	1
10004	Employee 4	TS/SCI	300555	Minions	Intel	Crossover	Active	03/03/2023	03/07/2023	4	03/07/2023	0
10010	Employee 10	TS/SCI	30002	Blue Skies	Intel	Crossover	Active	01/27/2025	01/28/2025	1	01/28/2025	0
10013	Employee 13	TS/SCI	30003	Green Grass	Intel	Crossover	Active	05/18/2023	05/19/2023	1	05/22/2023	3
10018	Employee 18	TS/SCI	30003	Green Grass	Intel	Crossover	Active	12/19/2024	12/20/2024	1	12/23/2024	3
10022	Employee 22	ISSA/TS	300001	Yellowstone	Intel	Crossover	Active	05/24/2024	05/24/2024	0	05/24/2024	0
10023	Employee 23	ISA/TS	30004	Chevy Tohoe	Intel	Crossover	Active	11/27/2024	11/27/2024	0	12/04/2024	7
10024	Employee 24	ISSA/TS	300001	Yellowstone	Intel	Crossover	Active	12/06/2024	12/06/2024	0	12/10/2024	4
10025	Employee 25	ISSA/TS	300001	Yellowstone	Intel	Crossover	Active	10/03/2024	10/03/2024	0	10/04/2024	1
10026	Employee 26	TS/SCI	30002	Blue Skies	Intel	Initial	Active	06/27/2023	06/27/2023	0	06/27/2023	0
10026	Employee 26	Top Secret	30050	Suits	DOD	Initial	Active	05/27/2023	05/27/2023	0	07/01/2023	38
10029	Employee 29	ISSA/TS	300001	Yellowstone	Intel	Crossover	Active	02/01/2024	02/16/2024	15	02/16/2024	0
10030	Employee 30	Secret	60025	The Office	DOD	Initial	Active	07/01/2024	07/02/2024	1	07/25/2024	23
10032	Employee 32	TS/SCI	300001	Yellowstone	Intel	Crossover	Active	05/18/2023	05/19/2023	1	05/19/2023	0
10041	Employee 41	Secret	50003	Happy's Place	FedCiv	Crossover	Active	12/11/2024	12/11/2024	0	12/11/2024	0
10020	Employee 20	TS/SCI	300555	Minions	Intel	Crossover	Approved	02/05/2024	02/05/2024	0	02/07/2024	2
10021	Employee 21	TS/SCI	300555	Minions	Intel	Crossover	Approved	02/05/2024	02/05/2024	0	02/07/2024	2
10031	Employee 31	TS/SCI	300001	Yellowstone	Intel	Initial	Approved	02/21/2024	02/21/2024	0	02/28/2024	7
10035	Employee 35	Suitability	50001	Bones	FedCiv	Initial	Approved	02/24/2025	03/06/2025	10	03/06/2025	0
10037	Employee 37	Suitability	50001	Bones	FedCiv	Initial	Approved	01/23/2025	01/23/2025	0	01/23/2025	0
10038	Employee 38	Suitability	50001	Bones	FedCiv	Initial	Approved	01/10/2025	02/24/2025	45	02/24/2025	0
10039	Employee 39	Suitability	50003	Happy's Place	FedCiv	Initial	Approved	12/23/2024	01/08/2025	16	01/09/2025	1
10040	Employee 40	Top Secret	50003	Happy's Place	FedCiv	Initial	Approved	10/11/2024	10/11/2024	0	10/24/2024	13
10034	Employee 34	TS/SCI	300001	Yellowstone	Intel	Crossover	Debriefed	12/05/2023	12/05/2023	0	12/13/2023	8
10033	Employee 33	ISSA/TS	200001	Just Go With It	Intel	Crossover	Denied	12/20/2024	12/20/2024	0	12/23/2024	3
10001	Employee 1	ISSA/TS	200001	Just Go With It	Intel	Crossover	Pending	02/20/2025	02/20/2025	0	2/21/2025	1
10003	Employee 3	ISSA/TS	300555	Minions	Intel	Initial	Pending	07/07/2023	07/07/2023	0	08/08/2023	32
10005	Employee 5	TS/SCI	30002	Blue Skies	Intel	Crossover	Pending	02/24/2025	02/25/2025	1	02/26/2025	1
10017	Employee 17	TS/SCI	30003	Green Grass	Intel	Crossover	Pending	02/18/2025	02/18/2025	0	02/22/2025	4
10027	Employee 27	Top Secret	30050	Suits	DOD	Initial	Pending	03/06/2024	03/06/2024	0	03/06/2025	36
10027	Employee 27	TS/SCI	300001	Yellowstone	Intel	Initial	Pending	02/06/2024	02/06/2024	0	10/15/2024	25
10030	Employee 30	TS/SCI	30005	Chevy 2500	Intel	Initial	Pending	06/28/2024	07/01/2024	3	07/01/2024	0
10036	Employee 36	Top Secret	50001	Bones	FedCiv	Initial	Pending	02/20/2025	02/24/2025	4	03/01/2025	5

Example: Clearance Data Pivot Table

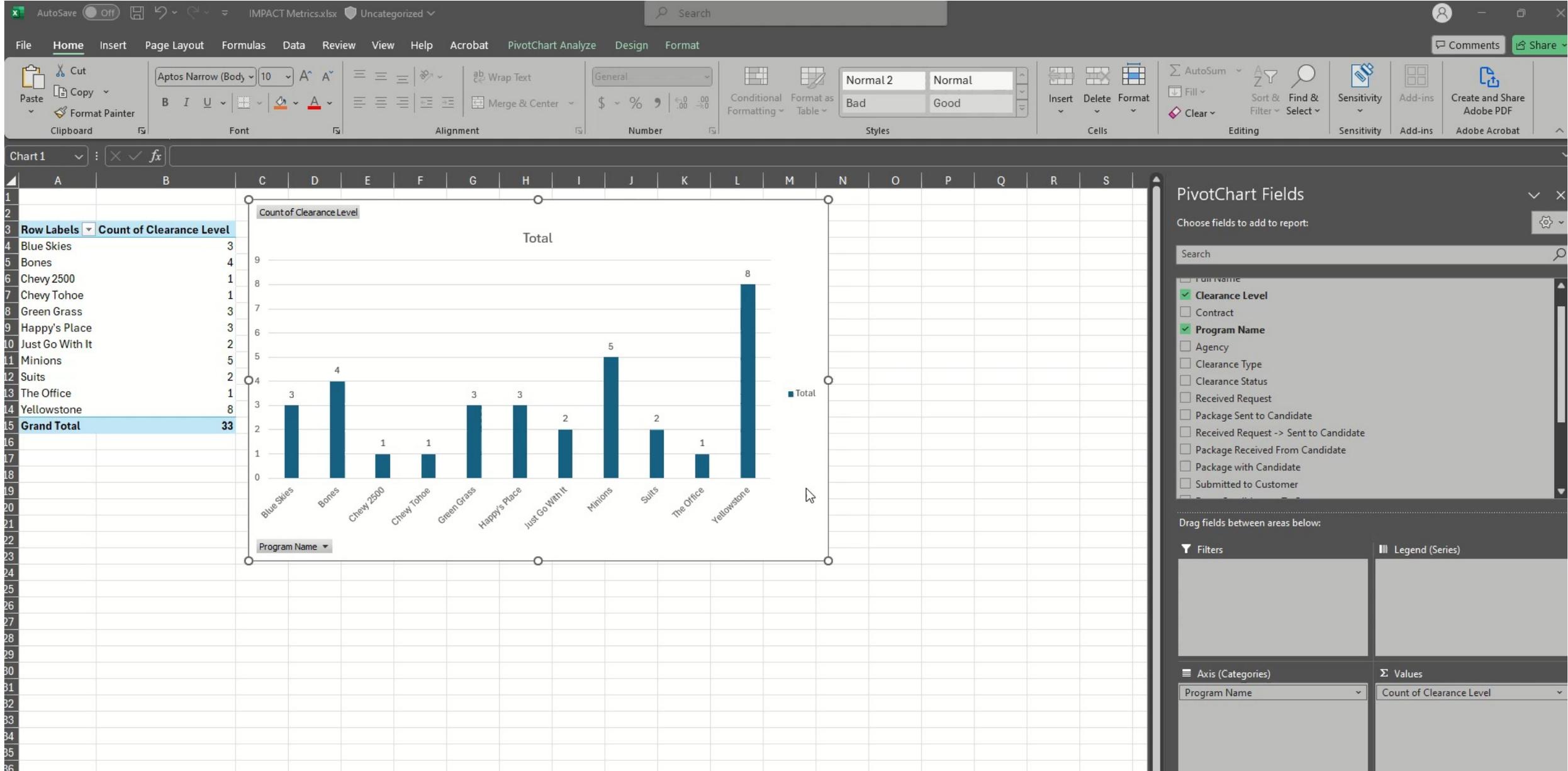
Row Labels	Count of Program Name
Blue Skies	3
Bones	4
Chevy 2500	1
Chevy Tohoe	1
Green Grass	3
Happy's Place	3
Just Go With It	2
Minions	5
Suits	2
The Office	1
Yellowstone	8
Grand Total	33



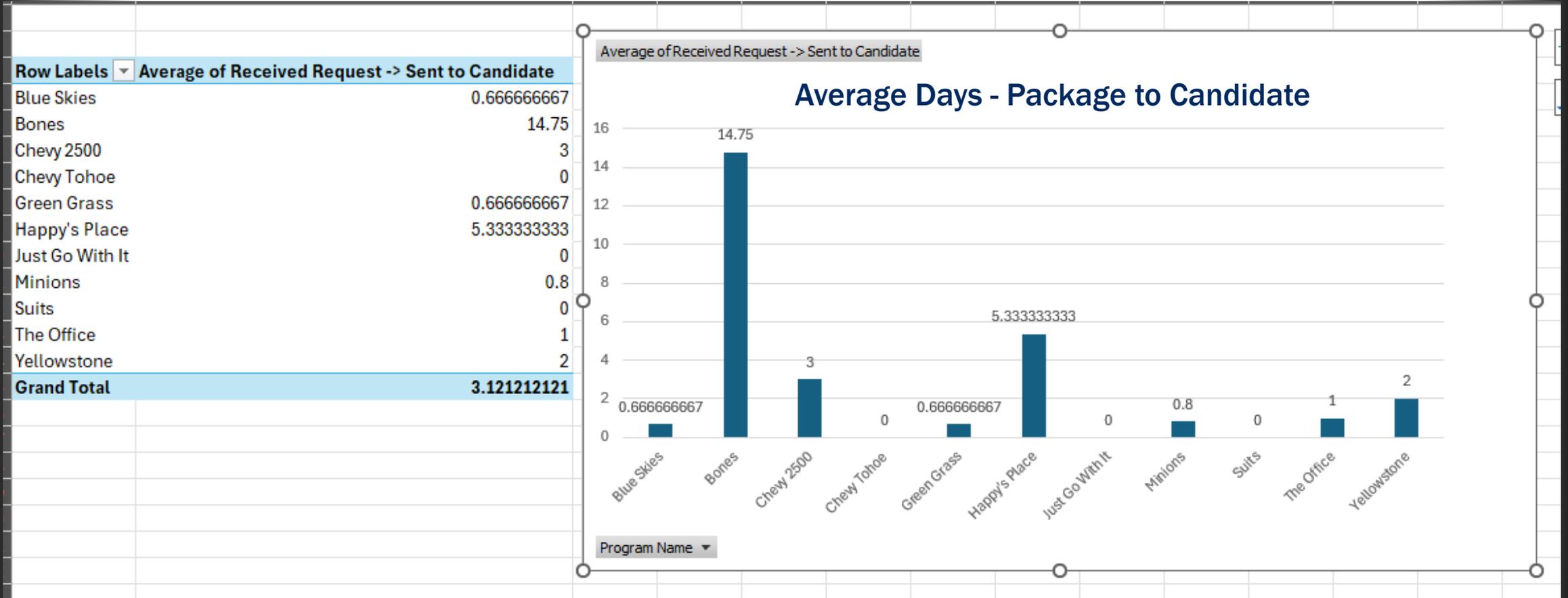
Example: Clearance Data Pivot Table



Example: Clearance Data Pivot Table - Averages



Example: Clearance Data Pivot Table - Averages



Example: Training Data

Emp #	Full Name	Contract	Program Name	Cage Code	Course Name	Training Status	Date Completed
10001	Employee 1	200001	Just Go With It	Cage Code 1	Annual Security Refresher	Completed	1/22/2025
10017	Employee 17	30003	Green Grass	Cage Code 1	Annual Security Refresher	Completed	4/5/2025
10027	Employee 27	30050	Suits	Cage Code 2	Annual Security Refresher	Completed	4/4/2025
10027	Employee 27	300001	Yellowstone	Cage Code 2	Annual Security Refresher	Completed	4/4/2025
10003	Employee 3	300555	Minions	Cage Code 2	Annual Security Refresher	Completed	1/23/2025
10030	Employee 30	30005	Chevy 2500	Cage Code 2	Annual Security Refresher	Completed	4/4/2025
10033	Employee 33	200001	Just Go With It	Cage Code 3	Annual Security Refresher	Completed	1/22/2025
10034	Employee 34	300001	Yellowstone	Cage Code 3	Annual Security Refresher	Completed	1/22/2025
10036	Employee 36	50001	Bones	Cage Code 3	Annual Security Refresher	Completed	4/4/2025
10039	Employee 39	50003	Happy's Place	Cage Code 3	Annual Security Refresher	Completed	1/22/2025
10040	Employee 40	50003	Happy's Place	Cage Code 3	Annual Security Refresher	Completed	1/22/2025
10005	Employee 5	30002	Blue Skies	Cage Code 3	Annual Security Refresher	Completed	4/5/2025
10010	Employee 10	30002	Blue Skies	Cage Code 1	Annual Security Refresher	Assigned	
10013	Employee 13	30003	Green Grass	Cage Code 1	Annual Security Refresher	Assigned	
10018	Employee 18	30003	Green Grass	Cage Code 1	Annual Security Refresher	Assigned	
10002	Employee 2	300555	Minions	Cage Code 1	Annual Security Refresher	Assigned	
10020	Employee 20	300555	Minions	Cage Code 1	Annual Security Refresher	Assigned	
10021	Employee 21	300555	Minions	Cage Code 1	Annual Security Refresher	Assigned	
10022	Employee 22	300001	Yellowstone	Cage Code 1	Annual Security Refresher	Assigned	
10023	Employee 23	30004	Chevy Tohoe	Cage Code 1	Annual Security Refresher	Assigned	
10024	Employee 24	300001	Yellowstone	Cage Code 1	Annual Security Refresher	Assigned	
10025	Employee 25	300001	Yellowstone	Cage Code 1	Annual Security Refresher	Assigned	
10026	Employee 26	30002	Blue Skies	Cage Code 1	Annual Security Refresher	Assigned	
10026	Employee 26	30050	Suits	Cage Code 1	Annual Security Refresher	Assigned	
10029	Employee 29	300001	Yellowstone	Cage Code 2	Annual Security Refresher	Assigned	
10030	Employee 30	60025	The Office	Cage Code 2	Annual Security Refresher	Assigned	
10031	Employee 31	300001	Yellowstone	Cage Code 3	Annual Security Refresher	Assigned	
10032	Employee 32	300001	Yellowstone	Cage Code 3	Annual Security Refresher	Assigned	

AutoSave Off IMPACT Metrics.xlsx Uncategorized

File Home Insert Page Layout Formulas Data Review View Help Acrobat

Clipboard: Paste, Cut, Copy, Format Painter

Font: Aptos Narrow, 11, Bold, Italic, Underline, Text Color, Background Color

Alignment: Wrap Text, Merge & Center

Number: General, Currency, Percentage, Decimals

Styles: Normal 2 (Bad), Normal (Good)

Cells: Insert, Delete, Format

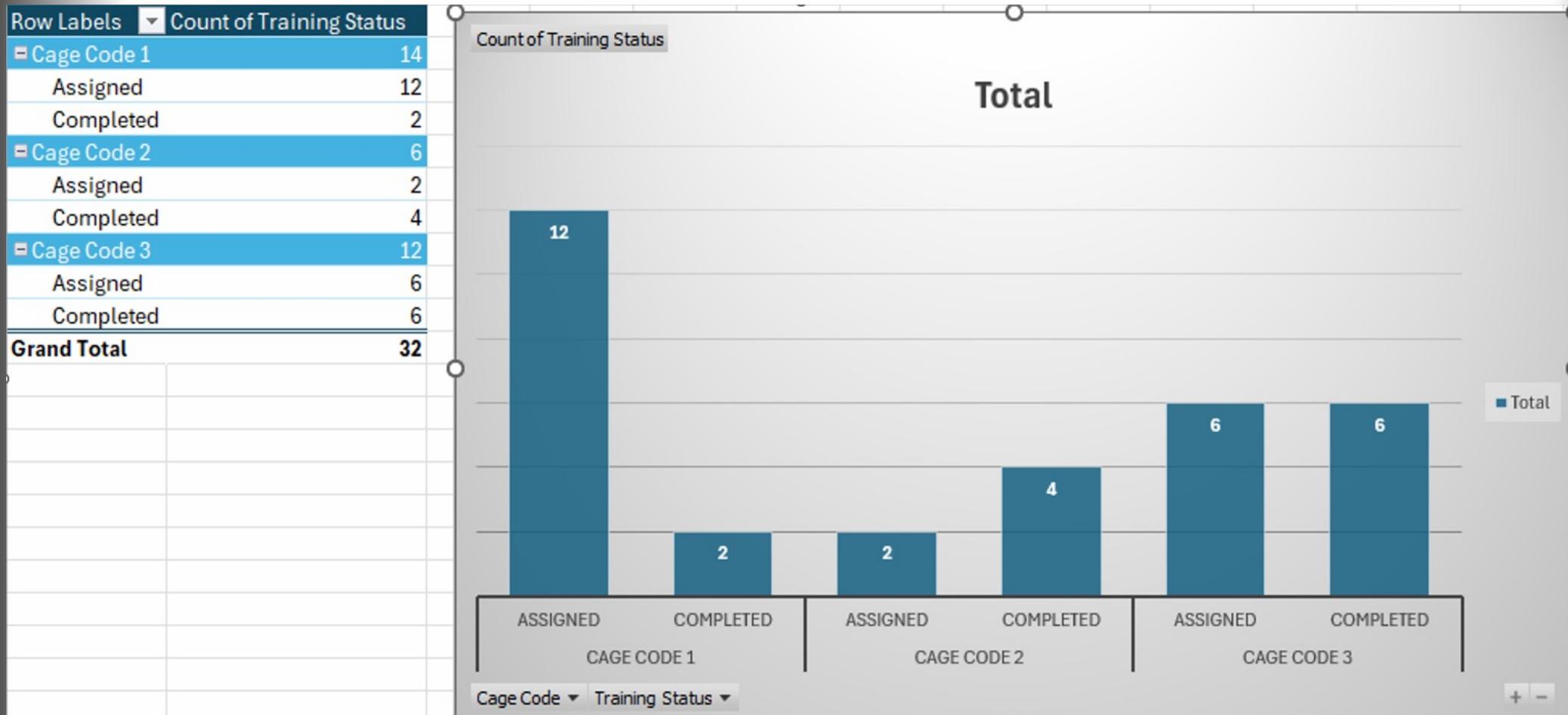
Editing: AutoSum, Fill, Sort & Filter, Find & Select

Sensitivity: Sensitivity

Add-ins: Add-ins, Create and Share Adobe PDF, Adobe Acrobat

A	B	C	D	E	F	G	H	I	J	K
Emp #	Full Name	Contract	Program Name	Cage Code	Course Name	Training Status	Date Completed			
10001	Employee 1	200001	Just Go With It	Cage Code 1	Annual Security Refresher	Completed	1/22/2025			
10017	Employee 17	30003	Green Grass	Cage Code 1	Annual Security Refresher	Completed	4/5/2025			
10027	Employee 27	30050	Suits	Cage Code 2	Annual Security Refresher	Completed	4/4/2025			
10027	Employee 27	300001	Yellowstone	Cage Code 2	Annual Security Refresher	Completed	4/4/2025			
10003	Employee 3	300555	Minions	Cage Code 2	Annual Security Refresher	Completed	1/23/2025			
10030	Employee 30	30005	Chevy 2500	Cage Code 2	Annual Security Refresher	Completed	4/4/2025			
10033	Employee 33	200001	Just Go With It	Cage Code 3	Annual Security Refresher	Completed	1/22/2025			
10034	Employee 34	300001	Yellowstone	Cage Code 3	Annual Security Refresher	Completed	1/22/2025			
10036	Employee 36	50001	Bones	Cage Code 3	Annual Security Refresher	Completed	4/4/2025			
10039	Employee 39	50003	Happy's Place	Cage Code 3	Annual Security Refresher	Completed	1/22/2025			
10040	Employee 40	50003	Happy's Place	Cage Code 3	Annual Security Refresher	Completed	1/22/2025			
10005	Employee 5	30002	Blue Skies	Cage Code 3	Annual Security Refresher	Completed	4/5/2025			
10010	Employee 10	30002	Blue Skies	Cage Code 1	Annual Security Refresher	Assigned				
10013	Employee 13	30003	Green Grass	Cage Code 1	Annual Security Refresher	Assigned				
10018	Employee 18	30003	Green Grass	Cage Code 1	Annual Security Refresher	Assigned				
10002	Employee 2	300555	Minions	Cage Code 1	Annual Security Refresher	Assigned				
10020	Employee 20	300555	Minions	Cage Code 1	Annual Security Refresher	Assigned				
10021	Employee 21	300555	Minions	Cage Code 1	Annual Security Refresher	Assigned				
10022	Employee 22	300001	Yellowstone	Cage Code 1	Annual Security Refresher	Assigned				
10023	Employee 23	30004	Chevy Tohoe	Cage Code 1	Annual Security Refresher	Assigned				
10024	Employee 24	300001	Yellowstone	Cage Code 1	Annual Security Refresher	Assigned				
10025	Employee 25	300001	Yellowstone	Cage Code 1	Annual Security Refresher	Assigned				
10026	Employee 26	30002	Blue Skies	Cage Code 1	Annual Security Refresher	Assigned				
10026	Employee 26	30050	Suits	Cage Code 1	Annual Security Refresher	Assigned				
10029	Employee 29	300001	Yellowstone	Cage Code 2	Annual Security Refresher	Assigned				
10030	Employee 30	60025	The Office	Cage Code 2	Annual Security Refresher	Assigned				
10031	Employee 31	300001	Yellowstone	Cage Code 3	Annual Security Refresher	Assigned				
10032	Employee 32	300001	Yellowstone	Cage Code 3	Annual Security Refresher	Assigned				
10035	Employee 35	50001	Bones	Cage Code 3	Annual Security Refresher	Assigned				
10037	Employee 37	50001	Bones	Cage Code 3	Annual Security Refresher	Assigned				
10004	Employee 4	300555	Minions	Cage Code 3	Annual Security Refresher	Assigned				
10041	Employee 41	50003	Happy's Place	Cage Code 3	Annual Security Refresher	Assigned				

Example: Training Pivot Table



Continuous Improvement

Review and Understand your Data

Communicate Strengths and Weaknesses

Review Processes for Efficiencies & Deficiencies



Getting Involvement and Support

1

Define Clear Objectives

2

Customize Metrics

3

Provide Access

Making Impossible
↳ **POSSIBLE**

**“Start by doing what’s necessary;
then do what’s possible; and
suddenly you are doing the
impossible“**

~Francis of Assisi



QUESTIONS



THANK YOU

LaToya.Coleman@ManTech.com

Rebekah.Guira@ManTech.com

Subtraction Formula

- Go to the cell you want to track the duration of days
- Enter the following formula in that cell:

=DateCell1–DateCell2

	I	J	K	P
statu	Received Request	Package Sent to Candidate	Received Request -> Sent to Candidate	
	04/30/2023	04/30/2023	=J2-I2	
	03/03/2023	03/07/2023	=J3-I3	
	01/27/2025	01/28/2025	1	
	05/18/2023	05/19/2023	1	
	12/19/2024	12/20/2024	1	
	05/24/2024	05/24/2024	0	

Average Formula

=AVERAGE(highlight cells you want to average)

The screenshot shows an Excel spreadsheet with a column of data highlighted in green. The formula bar at the top displays '=AVERAGE(K2:K34)'. The spreadsheet has a header row with 'Received Request -> Sent to Candidate' and a 'date' column. The data in column K consists of the following values: 0, 4, 1, 1, 1, 0, 0, 0, 0, 0, 0, 15, 1, 1, 0, 0, 0, 0, 10, 0, 45, 16, 0, 0, 0, 0, 1, 0, 0, 0, 3.

date	Received Request -> Sent to Candidate
	0
	4
	1
	1
	1
	0
	0
	0
	0
	0
	0
	15
	1
	1
	0
	0
	0
	0
	10
	0
	45
	16
	0
	0
	0
	0
	1
	0
	0
	0
	3

Average Formula

You can find the average and count of the cells you have highlighted in the bottom of the excel sheet.

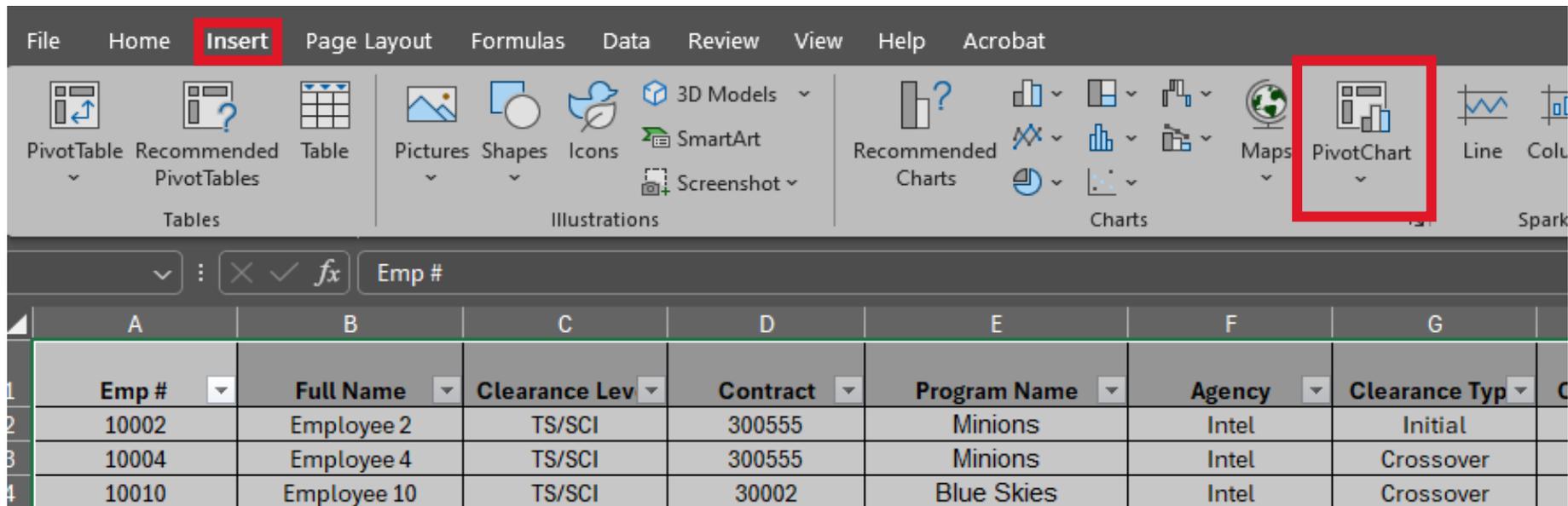
Received Request -> Sent to Candidate	Package Received From Candidate	Package with Candidate
0	05/01/2023	1
4	03/07/2023	0
1	01/28/2025	0
1	05/22/2023	3
1	12/23/2024	3
0	05/24/2024	0
0	12/04/2024	7
0	12/10/2024	4
0	10/04/2024	1
0	06/27/2023	0
0	07/01/2023	35
15	02/16/2024	0
1	07/25/2024	23
1	05/19/2023	0
0	12/11/2024	0
0	02/07/2024	2
0	02/07/2024	2
0	02/28/2024	7
10	03/06/2025	0
0	01/23/2025	0
45	02/24/2025	0
16	01/09/2025	1
0	10/24/2024	13
0	12/13/2023	8
0	12/23/2024	3
0	2/21/2025	1
0	08/08/2023	32
1	02/26/2025	1
0	02/22/2025	4
0	03/06/2025	365
0	10/15/2024	252
3	07/01/2024	0
4	03/01/2025	5

A red arrow points from the bottom of the data range to the status bar at the bottom of the Excel window.

Average: 3.121212121 Count: 33 Sum: 103

Pivot Table

- Highlight the table
- Click Insert
- Click PivotChart



The screenshot shows the Microsoft Excel ribbon with the 'Insert' tab selected. The 'PivotChart' button is highlighted with a red box. Below the ribbon, a table is visible with the following data:

	A	B	C	D	E	F	G	
1	Emp #	Full Name	Clearance Lev	Contract	Program Name	Agency	Clearance Typ	C
2	10002	Employee 2	TS/SCI	300555	Minions	Intel	Initial	
3	10004	Employee 4	TS/SCI	300555	Minions	Intel	Crossover	
4	10010	Employee 10	TS/SCI	30002	Blue Skies	Intel	Crossover	

Pivot Table

- Create PivotChart will appear – verify the range of cells to create the pivot table.
- Your Pivot will appear, drag the column to the appropriate area to create the pivot table.

The screenshot displays the Excel interface during the creation of a PivotTable and PivotChart. On the left, a PivotTable named 'PivotTable3' is shown in a blank grid. The PivotTable Fields task pane is open on the right, listing fields from the 'Clearances' table. The 'Clearance Status' field is checked and has been dragged to the 'Values' area. The 'Clearance Level' field is also checked and has been dragged to the 'Axis (Categories)' area. The PivotChart Fields task pane is also open, showing the same list of fields. The 'Clearance Status' field is checked and has been dragged to the 'Legend (Series)' area. The 'Clearance Level' field is also checked and has been dragged to the 'Filters' area. The 'Create PivotChart' dialog box is open in the top right corner, with the 'Table/Range' set to 'Clearances!\$A\$1:\$T\$34', 'New Worksheet' selected for placement, and 'Add this data to the Data Model' unchecked. The 'OK' button is highlighted with a red box.